

# NANDHA ENGINEERING COLLEGE

(An Autonomous Institution affiliated to Anna University Chennai and approved by AICTE, New Delhi)  
Erode-638 052, Tamil Nadu, India, Phone: 04294 – 225585



**Curriculum and Syllabus  
for  
MBA –Master of Business Administration [R17]**

(This Curriculum and Syllabi are applicable to Students admitted from the academic year 2017-2018 onwards)

**JULY- 2023**

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## MBA Department PEOs and Pos

### PROGRAMME EDUCATIONAL OBJECTIVES

PEOs describe the expected accomplishments of the management graduates during the program and, after completing their degree program:

**PEO 1 - Employability:** Management graduates should be well prepared for successful employment and be engaged in learning, understanding and holistic application of management theory and practice for real life problem solving in an increasingly global, technology oriented, diverse and changing business environment.

**PEO 2 - Entrepreneurship:** Management graduates desirous of self-employment should be able to start their own business ventures or demonstrate their entrepreneurial capabilities.

**PEO 3 - Research, Consultancy and Higher Studies:** Management graduates with academic interest and aptitude should be actively pursuing advanced studies and engaged in research, teaching-learning or consultancy assignments.

**PEO 4 - Well informed, Ethical and Committed Professional:** Management graduates will become well informed, ethical and committed corporate citizens contributing to the management profession and the community in an effective manner.

**PEO 5 - Environmental Concerns and Social Responsibility:** Enhance students' appreciation of challenges facing businesses in today's complex world in the context of achieving efficiency while considering social responsibility, legal and ethical principles, and corporate governance fundamentals.

### PROGRAM OUTCOMES:

On completion of Master's Degree in Business Administration from NANDHA, the student will be able to

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.

### **PROGRAM SPECIFIC OUTCOMES (PSO)**

**PSO1:** Exhibit knowledge of management principles

**PSO2:** Demonstrate critical-thinking and problem solving skills

**PSO3:** Manifest leadership qualities

**PSO4:** Prove an awareness of own values

**PSO5:** Show a sense of responsibility

**PSO6:** Evince an ability to recognize when change is needed and adapt to change

### **MAPPING OF PROGRAMME EDUCATIONAL OBJECTIVES WITH PROGRAMME OUTCOMES**

A broad relation between the programme objective and the outcomes is given in the following table

<b>PROGRAMME EDUCATIONAL OBJECTIVES</b>	<b>PROGRAMME OUTCOMES</b>				
	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>
<b>1</b>	3	2	3	2	2
<b>2</b>	3	2	3	3	3
<b>3</b>	3	2	1	1	2
<b>4</b>	3	1	3	2	2
<b>5</b>	3	2	3	3	3

### MAPPING OF PROGRAM SPECIFIC OUTCOMES WITH PROGRAMME OUTCOMES

A broad relation between the Program Specific Objectives and the outcomes is given in the following table

PROGRAM SPECIFIC OUTCOMES	PROGRAMME OUTCOMES				
	A	B	C	D	E
1	3	2	3	3	3
2	3	2	2	3	3
3	3	2	3	3	3
4	2	2	3	3	2
5	2	2	3	3	3
6	3	2	3	3	3

### MAPPING OF PROGRAM SPECIFIC OUTCOMES WITH PROGRAMME OUTCOMES

A broad relation between the Program Specific Objectives and the outcomes is given in the following table

**\*Contribution**

**1: Reasonable**

**2: Significant**

**3: Strong**

**NANDHA ENGINEERING COLLEGE (AUTONOMOUS), ERODE-52  
REGULATIONS – 2017**

**MASTER OF BUSINESS ADMINISTRATION  
CHOICE BASED CREDIT SYSTEM  
I TO IV SEMESTERS (FULL TIME) CURRICULA AND SYLLABI**

**SEMESTER - I**

S I.	COURSE	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>									
1	17BAB01	Principles of Management	PC	-	3	3	0	0	3
2	17BAB02	Statistics for Management	PC	-	3	3	0	0	3
3	17BAB03	Economic Analysis for Business	PC	-	5	3	2	0	4
4	17BAB04	Total Quality Management	PC	-	3	3	0	0	3
5	17BAB05	Organizational Behaviour	PC	-	3	3	0	0	3
6	17BAB06	Accounting for Management	PC	-	5	3	2	0	4
7	17BAB07	Legal Aspects of Business	PC	-	3	3	0	0	3
<b>PRACTICALS</b>									
8	17BAP01	Executive Communication \$	EEC	-	4	0	0	4	2
9	17BAP02	Personal And Professional Ethics #	EEC	-	2	0	0	2	1
<b>TOTAL</b>					<b>31</b>	<b>21</b>	<b>4</b>	<b>6</b>	<b>26</b>

**SEMESTER - II**

SL NO	COURSE CODE	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>									
1	17BAB08	Operations Management	PC	-	3	3	0	0	3
2	17BAB09	Financial Management	PC	-	3	3	0	0	3
3	17BAB10	Marketing Management	PC	-	5	3	2	0	4
4	17BAB11	Human Resource	PC	-	3	3	0	0	3
5	17BAB12	Management Information System	PC	-	3	3	0	0	3
6	17BAB13	Applied Operations	PC	-	3	3	0	0	3
<b>PRACTICALS</b>									
7	17BAP03	Research Immersion Project	EEC	-	3	0	0	6	3
8	17BAP04	Data Analysis And Business Modeling \$	EEC	-	4	0	0	4	2
9	17BAP05	Community Immersion and Entrepreneur Immersion Project #	EEC	-	2	0	0	2	1
<b>TOTAL</b>					<b>29</b>	<b>18</b>	<b>2</b>	<b>12</b>	<b>25</b>

\* Research Immersion Project will be a group project with each team taking up a research project approved by the faculty, which will be carried out through the semester and will be evaluated as project work through CAM (50%) and End Semester Project report and Viva- Voce (50%).

Community Immersion and Entrepreneur Immersion Project: 1 week (during II Semester)

**SUMMER SEMESTER (4 WEEKS)  
CORPORATE INTERNSHIP**

Corporate Internship – The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3<sup>rd</sup> semester. The training report should be around 40 pages containing the details of training undergone, the departments wherein he/she was trained with duration (chronological diary), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3<sup>rd</sup> Semester.

**SEMESTER – III**

SI. NO	COURSE	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>									
1	17BAB14	International Business	PC	-	3	3	0	0	3
2	17BAB15	Strategic Management	PC	-	3	3	0	0	3
3	E1	Elective I **	PE	-	3	3	0	0	3
4	E2	Elective II **	PE	-	3	3	0	0	3
5	E3	Elective III **	PE	-	3	3	0	0	3
6	E4	Elective IV **	PE	-	3	3	0	0	3
7	E5	Elective V **	PE	-	3	3	0	0	3
8	E6	Elective VI **	PE	-	3	3	0	0	3
<b>PRACTICALS</b>									
9	17BAP06	Professional Skill	EEC	-	4	0	0	4	2
10	17BAP07	Corporate Internship #	EEC	-	2	0	0	2	1
<b>TOTAL</b>					<b>30</b>	<b>24</b>	<b>0</b>	<b>6</b>	<b>2</b>

\$ End semester examinations shall be conducted through internal mode.

# No end semester examinations is required for these courses.

**SEMESTER – IV**

SI. NO	COURSES	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
1	E7	Elective VII(SS) ***	PE	-	3	3	0	0	3
<b>PRACTICALS</b>									
2	17BAP08	Project Work	EEC	-	24	0	0	24	2
<b>TOTAL</b>					<b>27</b>	<b>3</b>	<b>0</b>	<b>24</b>	<b>5</b>

\*\*\* Chosen elective should be from the courses listed in the Self Study stream.

**TOTAL NUMBER OF CREDITS = 26+25+27+15 =93**

**PROFESSIONAL CORE (PC)**

SI. NO	COURSE CODE	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
1	17BAB01	Principles of Management	PC	-	3	3	0	0	3
2	17BAB02	Statistics for Management	PC	-	3	3	0	0	3
3	17BAB03	Economic Analysis for Business	PC	-	5	3	2	0	4

4	17BAB04	Total Quality Management	PC	-	3	3	0	0	3
5	17BAB05	Organizational Behaviour	PC	-	3	3	0	0	3
6	17BAB06	Accounting for Management	PC	-	5	3	2	0	4
7	17BAB07	Legal Aspects of Business	PC	-	3	3	0	0	3
8	17BAB08	Operations Management	PC	-	3	3	0	0	3
9	17BAB09	Financial Management	PC	-	3	3	0	0	3
10	17BAB10	Marketing Management	PC	-	5	3	2	0	4
11	17BAB11	Human Resource Management	PC	-	3	3	0	0	3
12	17BAB12	Management Information System	PC	-	3	3	0	0	3
13	17BAB13	Applied Operations Research	PC	-	3	3	0	0	3

### PROFESSIONAL ELECTIVES (PE)

Students can take three electives subjects from two functional specializations

Or

Students can take six elective subjects from any one sectoral specialization

### FUNCTIONAL SPECIALIZATIONS

SI. NO	COURSE CODE	COURSE TITLE	CATEGORY	CONTACT PERIODS	L	T	P	C
Functional Specialization : <b>Marketing Management</b>								
1	17BAX01	Brand Management	PE	3	3	0	0	3
2	17BAX02	Retail Management	PE	3	3	0	0	3
3	17BAX03	Digital Marketing	PE	3	3	0	0	3
4	17BAX04	Integrated Marketing Communication	PE	3	3	0	0	3
5	17BAX05	Customer Relationship Management	PE	3	3	0	0	3
6	17BAX06	Rural Marketing	PE	3	3	0	0	3
7	17BAX07	Advertising and Sales Promotion	PE	3	3	0	0	3
8	17BAX08	Social Media Marketing	PE	3	3	0	0	3
9	17BAX09	Consumer Behaviour	PE	3	3	0	0	3
10	17BAX100	Services Marketing	PE	3	3	0	0	3
Functional Specialization : <b>Financial Management</b>								
11	17BAX10	Security Analysis and Portfolio Management	PE	3	3	0	0	3
12	17BAX11	Merchant Banking and Financial Services	PE	3	3	0	0	3
13	17BAX12	International Trade Finance	PE	3	3	0	0	3
14	17BAX13	Corporate Finance	PE	3	3	0	0	3
15	17BAX14	Micro Finance	PE	3	3	0	0	3
16	17BAX15	Banking Financial Services Management	PE	3	3	0	0	3

	17BAX16	Financial Derivatives	PE	3	3	0	0	3
18	17BAX98	Taxation	PE	3	3	0	0	3
<b>Functional Specialization : Human Resource Management</b>								
19	17BAX17	Managerial Behavior and Effectiveness	PE	3	3	0	0	3
20	17BAX18	Training and Development	PE	3	3	0	0	3
21	17BAX19	Organizational Theory, Design And Development	PE	3	3	0	0	3
22	17BAX20	Industrial Relations And Labour Welfare	PE	3	3	0	0	3
23	17BAX21	Labour Legislations	PE	3	3	0	0	3
24	17BAX22	Strategic Human Resource Management	PE	3	3	0	0	3
25	17BAX99	HR Metrics and Analytics	PE	3	3	0	0	3
26	17BAX101	Stress Management	PE	3	3	0	0	3
<b>Functional Specialization : Systems Management</b>								
27	17BAX23	Advanced Database Management Systems	PE	3	3	0	0	3
28	17BAX24	e-Business Management	PE	3	3	0	0	3
29	17BAX25	Software Project and Quality Management	PE	3	3	0	0	3
30	17BAX26	Data Mining for Business Intelligence	PE	3	3	0	0	3
31	17BAX27	Decision Support System	PE	3	3	0	0	3
32	17BAX28	System Analysis and Design	PE	3	3	0	0	3
<b>Functional Specialization : Operations Management</b>								
33	17BAX29	Logistics and Supply Chain Management	PE	3	3	0	0	3
34	17BAX30	Services Operations Management	PE	3	3	0	0	3
35	17BAX31	Project Management	PE	3	3	0	0	3
36	17BAX32	Lean Six Sigma	PE	3	3	0	0	3
37	17BAX33	World Class Manufacturing	PE	3	3	0	0	3
38	17BAX34	Computer Integrated Manufacturing	PE	3	3	0	0	3

### SECTORAL SPECIALIZATIONS

<b>Sectoral Specialization : Entrepreneurship Management</b>								
39	17BAX35	Entrepreneurship and Government	PE	3	3	0	0	3
40	17BAX36	Legal and Regulatory Frame Work for Entrepreneurship	PE	3	3	0	0	3
41	17BAX37	Creativity, Innovation and Entrepreneurship	PE	3	3	0	0	3
42	17BAX38	Soft Skills for Entrepreneurs	PE	3	3	0	0	3
43	17BAX39	Business Plan	PE	3	3	0	0	3



44	17BAX40	Building a Sustainable Enterprise	PE	3	3	0	0	3
45	17BAX41	Family Business Management	PE	3	3	0	0	3
46	17BAP09	Entrepreneurship Laboratory	PE	3	3	0	0	3
<b>Sectoral Specialization : Commercial Bank Management</b>								
47	17BAX42	Money and Banking	PE	3	3	0	0	3
48	17BAX43	Credit Management	PE	3	3	0	0	3
49	17BAX44	Commercial Banking	PE	3	3	0	0	3
50	17BAX45	Rural Banking and Micro Finance	PE	3	3	0	0	3
51	17BAX46	Corporate Banking, Small and Medium Enterprises Banking	PE	3	3	0	0	3
52	17BAX47	Export and Import Financing	PE	3	3	0	0	3
53	17BAX48	Risk Management in Banks	PE	3	3	0	0	3
<b>Sectoral Specialization : Hospital And Healthcare Management</b>								
54	17BAX49	Hospital and Health Care Policy And Planning	PE	3	3	0	0	3
55	17BAX50	Organization And Management Of Hospital And Health System	PE	3	3	0	0	3
56	17BAX51	Epidemiology In Medical And Health Systems Management	PE	3	3	0	0	3
57	17BAX52	Quality Assurance And Management In Hospitals	PE	3	3	0	0	3
58	17BAX53	Risk Management And Health Insurance	PE	3	3	0	0	3
59	17BAX54	Legal Framework For Hospitals	PE	3	3	0	0	3
<b>Sectoral Specialization : Travel And Tourism Management</b>								
60	17BAX55	Travel And Tourism Management	PE	3	3	0	0	3
61	17BAX56	Advanced Food Production Management	PE	3	3	0	0	3
62	17BAX57	Food Service Facilities Planning And Management	PE	3	3	0	0	3
63	17BAX58	Tourism Product	PE	3	3	0	0	3
64	17BAX59	International Tourism Management	PE	3	3	0	0	3
65	17BAX60	Accommodation Operation	PE	3	3	0	0	3
<b>Sectoral Specialization : Agri Business Management</b>								
66	17BAX66	Agri Economics	PE	3	3	0	0	3
67	17BAX67	Agri Import And Export Management	PE	3	3	0	0	3
68	17BAX68	Agri Logistics And Supply Chain Management	PE	3	3	0	0	3

69	17BAX69	Agriculture And Food Retailing	PE	3	3	0	0	3
70	17BAX70	Micro Finance And Social Entrepreneurship	PE	3	3	0	0	3
71	17BAX71	Agri Technology Management	PE	3	3	0	0	3
<b>Sectoral Specialization : Sports Management</b>								
72	17BAX72	Organisation and Management in Sports	PE	3	3	0	0	3
73	17BAX73	Ethics in Sports	PE	3	3	0	0	3
74	17BAX74	Leadership Principles in Sports	PE	3	3	0	0	3
75	17BAX75	Sports Facilities Panning And Management	PE	3	3	0	0	3
76	17BAX76	Managing And Promoting Sporting Events	PE	3	3	0	0	3
77	17BAX77	Psychology of Sports	PE	3	3	0	0	3
<b>Sectoral Specialization : Logistics and Supply Chain Management</b>								
78	17BAX78	Sourcing And Supply Management	PE	3	3	0	0	3
79	17BAX79	Supply Chain Inventory Management	PE	3	3	0	0	3
80	17BAX80	Supply Chain Information System	PE	3	3	0	0	3
81	17BAX81	Warehouse Management	PE	3	3	0	0	3
82	17BAX82	Transportation and Distribution Management	PE	3	3	0	0	3
83	17BAX83	Reverse and Contract Logistics	PE	3	3	0	0	3
84	17BAX84	Air Cargo Management	PE	3	3	0	0	3
85	17BAX85	Containerization and Allied Business	PE	3	3	0	0	3
86	17BAX86	Exim Management	PE	3	3	0	0	3
87	17BAX87	Fundamentals of Shipping	PE	3	3	0	0	3
88	17BAX88	Port and Terminal Management	PE	3	3	0	0	3
<b>Sectoral Specialization : Infrastructure and Real Estate Management</b>								
89	17BAX89	Contracts and Arbitration	PE	3	3	0	0	3
90	17BAX90	Project Management for Infrastructure	PE	3	3	0	0	3

91	17BAX91	Management of Human Resources, Safety and Quality	PE	3	3	0	0	3
92	17BAX92	Disaster Mitigation and Management	PE	3	3	0	0	3
93	17BAX93	Economics and Financial Management in Construction	PE	3	3	0	0	3
94	17BAX94	Urban Environmental Management	PE	3	3	0	0	3
95	17BAX95	Smart Materials, Techniques and Equipments for Infrastructure	PE	3	3	0	0	3
96	17BAX96	Strategic Airport Infrastructure Management	PE	3	3	0	0	3
97	17BAX97	Real Estate Marketing and Management	PE	3	3	0	0	3
Stream/ Specialization : <b>Non-Functional Elective</b>								
98	17BAX61	Disaster Management	PE	3	3	0	0	3
99	17BAX62	Environmental Management	PE	3	3	0	0	3
100	17BAX63	Intellectual Property Rights	PE	3	3	0	0	3
101	17BAX64	Export and Import Management	PE	3	3	0	0	3
102	17BAX65	Business ethics, Corporate Social Responsibility and Governance	PE	3	3	0	0	3

#### EMPLOYABILITY ENHANCEMENT COURSES (EEC)

SI	COURSE CODE	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
1	17BAP01	Executive Communication	EEC	-	4	0	0	4	2
2	17BAP02	Personal And Professional Ethics	EEC	-	2	0	0	2	1
3	17BAP03	Research Immersion Project	EEC	-	3	0	0	6	3
4	17BAP04	Data Analysis And Business Modeling	EEC	-	4	0	0	4	2
5	17BAP05	Community Engagement Project and Entrepreneur	EEC	-	2	0	0	2	1
6	17BAP06	Professional Skill Development	EEC	-	4	0	0	4	2
7	17BAP07	Corporate Internship	EEC	-	2	0	0	2	1
8	17BAE01	Project Work	EEC	17BAP03	24	0	0	24	12

**MINOR DEGREE-ELECTIVE COURSES- ENTREPRENEURSHIP DEVELOPMENT**

SI. NO	COURSE CODE	COURSE TITLE	CATEGORY	PRE REQUISITE	CONTACT PERIODS	L	T	P	C
<b>THEORY</b>									
1	17BAM01	Entrepreneurship Development	PE	-	3	3	0	0	3
2	17BAM02	Business Plan	PE	-	3	3	0	0	3
3	17BAM03	Social Entrepreneurship	PE	-	3	3	0	0	3
4	17BAM04	Indian Models in Entrepreneurship	PE	-	3	3	0	0	3
5	17BAM05	Entrepreneurial Marketing	PE	-	3	3	0	0	3
6	17BAM06	Soft Skills for Entrepreneurs	PE	-	3	3	0	0	3
7	17BAM07	Entrepreneurial Finance	PE	-	3	3	0	0	3
8	17BAM08	Family Business Management	PE	-	3	3	0	0	3

**SUMMARY**

SL. No.	SUBJECT AREA	CREDITS AS PER SEMESTER				CREDITS TOTAL
		I	II	III	IV	
1	PC	23	19	6	0	48
2	PE	0	0	18	3	21
3	EEC	3	6	3	12	24
<b>CREDITS TOTAL</b>		<b>26</b>	<b>25</b>	<b>27</b>	<b>15</b>	<b>93</b>

17BAB01-PRINCIPLES OF MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To expose the students to the basic concepts of management in order to aid in understanding how an organization functions	1.1	Evaluate the context for taking managerial actions of planning, organizing and controlling	a,b,c,d,e	
2.0	To understand the complexity and wide variety of issues managers face in today's business Firms	2.1	Assess situation, including opportunities and threats that will impact management of an organization	a,b,c,d,e	

**UNIT I: INTRODUCTION TO MANAGEMENT**

(9)

Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Strategies for International business.

**UNIT II: PLANNING**

(9)

Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Types of strategies – Policies – Decision Making- Types of decision- Decision making process- Rational decision making process- Decision making under different conditions.

**UNIT III: ORGANISING**

(9)

Nature and purpose of organizing- Organization structure- Formal and informal groups/ organization-Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal.

**UNIT IV: DIRECTING**

(9)

Managing people- Communication- Hurdles to effective communication- Organization culture- Elements and types of culture- Managing cultural diversity.

**UNIT V: CONTROLLING**

(9)

Process of controlling-Types of control- Budgetary and non-budgetary control techniques- Managing productivity- Cost control- Purchase control- Maintenance control-Quality control- Planning operations.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9<sup>th</sup> edition, 2012.
2. Samuel C. Certo and Tervis Certo, Modern management: concepts and skills, Pearson education, 12<sup>th</sup> edition, 2012.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 9<sup>th</sup> edition, Tata McGraw-Hill Education, 2012.
4. Charles W.L Hill and Steven L McShane, Principles of Management, McGraw Hill Education, Special Indian Edition, 2007.
5. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency- based approach, Thompson South Western, 11<sup>th</sup> edition, 2008.
6. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12<sup>th</sup> edition, 2008.
7. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.



17BAB02-STATISTICS FOR MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To assess the validity of statistical conclusions.	1.1	Have a fundamental knowledge of the basic statistical concepts.	a,b	
2.0	Determine the outcomes and probabilities for experiments.	2.1	Understand the probability and learn how to apply the distributions in business decision making.	a,b,e	
3.0	To estimate the relationships among variables.	3.1	Find the application of correlation, regression and time series analysis in various aspects.	a,b,e	
4.0	Understand how to develop Null and Alternative Hypotheses.	4.1	Perform Test of Hypothesis as well as calculate confidence interval for a population parameter for single sample and two sample cases.	a,b,e	
5.0	To compare the means of three or more independent samples.	5.1	Compare more than two population means using analysis of variance	a,b,e	

<b>UNIT I: INTRODUCTION TO STATISTICS</b>	<b>(9)</b>
Statistics – Definition, Types. Types of variables – Organising data – Descriptive Measures: Mean, Median, Mode, Standard Deviation, Mean Deviation.	
<b>UNIT II INTRODUCTION TO PROBABILITY</b>	<b>(9)</b>
Basic definitions and rules for probability - conditional probability - Independence of events - Probability distributions: Binomial, Poisson and Normal distributions.	
<b>UNIT III CORRELATION, REGRESSION AND TIME SERIES ANALYSIS</b>	<b>(9)</b>
Correlation – Simple correlation. Regression – Simple Regression. Time Series -Trend analysis, Seasonal variations- Cyclical variations and Irregular variations (Only Theory).	
<b>UNIT IV TESTING OF HYPOTHESIS</b>	<b>(9)</b>
Introduction - one sample and two sample tests for means of large samples(z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations - Chi-square test – Goodness of fit and Independence of Attributes.	
<b>UNIT V DESIGN OF EXPERIMENTS</b>	<b>(9)</b>
Analysis of variance – One way classification – Completely Randomized design – Two way classifications - Randomized Block Design – Latin square design.	
<b>TOTAL :( L: 45 ) = 45 PERIODS</b>	
<b>REFERENCES:</b>	
<ol style="list-style-type: none"> <li>Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7<sup>th</sup> Edition, 2011.</li> <li>Aczel A.D. and Sounderpandian J., – Complete Business Statistics II, 6<sup>th</sup> edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.</li> <li>Srivatsava TN and Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.</li> <li>Ken Black, Applied Business Statistics, 7<sup>th</sup> Edition, Wiley India Edition, 2012.</li> <li>Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11<sup>th</sup> edition, Thomson (South – Western) Asia, Singapore, 2012.</li> <li>N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.</li> </ol>	

17BAB03-ECONOMIC ANALYSIS FOR BUSINESS					
		L	T	P	C
		3	2	0	4
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To introduce the concepts of scarcity and efficiency; to explain principles of micro economics relevant.	1.1	Familiarize with both principles of micro and macro economics.	a,b,d,e,	
2.0	To managing an organization; to describe principles of macro economics to have the understanding of economic environment of business.	2.1	Apply the principles to appreciate the functioning of both product and input markets as well as the economy.	a,b,d,e	
		2.2	Perform and evaluate present worth, future worth and annual worth analyses on one of more economic alternatives.	a,b,c,d,e	

<b>UNIT I: INTRODUCTION</b>	(12)
Basic concepts and principles definition and scope of economic, managerial economics– three fundamental economic problems. Theory of firms: Introduction, forms of ownership-profit maximization theory.	
<b>UNIT II: DEMAND AND SUPPLY</b>	(12)
Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply. Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.	
<b>UNIT III: MARKET STRUCTURE</b>	(12)
Market Structure; Perfect Competition, Shut Down Point, Monopoly, Economic Inefficiency of Monopoly, Monopolistic Competition, Oligopoly.	
<b>UNIT IV: PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS</b>	(12)
Macro-economic concepts –macro variables, circular flow of income – National income determination – Fiscal and monetary policies.	
<b>UNIT V: ECONOMIC INDICATORS</b>	(12)
Price Indices, Inflation, Deflation, Business Cycle and Stabilization Policies – Unemployment and its impact – Inflation and the impact – reasons for inflation –Inflation Vs Unemployment tradeoff.	
<b>TOTAL :( L: 60 ) = 60 PERIODS</b>	
<b>REFERENCES:</b>	
<ol style="list-style-type: none"> <li>1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.</li> <li>2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005.</li> <li>3. N. Gregory Mankiw, Principles of Economics, 3<sup>rd</sup> edition, Thomson learning, New Delhi, 2007.</li> <li>4. Richard Lipsey and Alec Charystal, Economics, 12<sup>th</sup> edition, Oxford, University Press, New Delhi, 2011.</li> <li>5. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.</li> </ol>	

17BAB04-TOTAL QUALITY MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes			Related Program outcomes
1.0	To learn the quality philosophies and tools in the managerial perspective.	1.1	Apply quality philosophies and tools to facilitate continuous improvement and ensure customer delight.	a,b,c,d,e	
		1.2	Know the principles of total quality management and peculiarities of their implementation	a,b,c,d,e	
		1.3	Use quality management methods analyzing and solving problems of organization	a,b,c,d,e	

#### UNIT I: INTRODUCTION

(9)

Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.

#### UNIT II: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT

(9)

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology.

#### UNIT III: STATISTICAL PROCESS CONTROL

(9)

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Sixsigma - concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI)– principles, applications, reengineering process, benefits and limitations

#### UNIT IV: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT

(9)

Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKA YOKE.

#### UNIT V: QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION

(9)

Introduction to ISI-QS 9000-ISO 9001:2014- Halal certification- USFDA(US Food and Drug Administration) - CGMP(Current Good Manufacturing Practices ) – European Drug Quality Manufacturing System(EDQMS)- quality management systems – guidelines for performance improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, RashmiUrdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, First Indian Reprint 2003.
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi
5. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012



17BAB05-ORGANIZATIONAL BEHAVIOUR					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To provide an overview of theories and practices in organizational behavior in individual, group and organizational level.	1.1	Understand some of the main theories of Organizational Behavior	a,b,c,d,e	
		1.2	Analyze how these theories and empirical evidence can help to understand contemporary organizational issues	a,b,c,d,e	
		1.3	Apply theories to practical problems in organizations in a critical manner	a,b,c,d,e	

**UNIT I: FOCUS AND PURPOSE**

(5)

Definition, need and importance of organizational behaviour – Nature and scope – Frame work – Organizational behaviour models.

**UNIT II: INDIVIDUAL BEHAVIOUR**

(12)

Personality – types – Factors influencing personality – Theories – Learning – Types of learners – The learning process – Learning theories – Organizational behaviour modification. Misbehaviour – Types – Management Intervention. Emotions - Emotional Labour – Emotional Intelligence – Theories. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception- Impression Management. Motivation – Importance – Types – Effects on work behavior.

**UNIT III: GROUP BEHAVIOUR**

(10)

Organization structure – Formation – Groups in organizations – Influence – Group dynamics – Emergence of informal leaders and working norms – Group decision making techniques – Team building - Interpersonal relations – Communication – Control.

**UNIT IV: LEADERSHIP AND POWER**

(8)

Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers – Sources of power – Power centers – Power and Politics.

**UNIT V: DYNAMICS OF ORGANIZATIONAL BEHAVIOUR**

(10)

Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements – Influence on behavior. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness Developing Gender sensitive workplace

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Stephen P.Robins, Organisational Behavior, PHI Learning /Pearson Education, 11<sup>th</sup> edition, 2008.
2. Fred Luthans, Organisational Behavior, McGraw Hill, 11<sup>th</sup> Edition, 2001.
3. Mc Shane & Von Glinov, Organisational Behaviour, 4<sup>th</sup> Edition, Tata Mc Graw Hill, 2007.
4. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2<sup>nd</sup> edition. 2012
5. Ivancevich, Konopaske & Maheson, Oranisational Behaviour & Management, 7<sup>th</sup> edition, Tata McGraw Hill, 2008.
6. Udai Pareek, Understanding Organisational Behaviour, 3<sup>rd</sup> Edition, Oxford Higher Education, 2011.

17BAB06-ACCOUNTING FOR MANAGEMENT					
		L	T	P	C
		3	2	0	4
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	Acquire a reasonable knowledge in accounts	1.1	Prepare various costing schedules where an analysis of cost classification, behaviour, and types	a,b,c,d,e	
2.0	Analysis and evaluate financial statements	2.1	Analyze cost-volume-profit techniques to determine optimal managerial decisions	a,b,c,d,e	
		2.2	Apply and analyze different types of activity-based management tools through the preparation of estimates	a,b,c,d,e	

#### UNIT I: FINANCIAL ACCOUNTING

(12)

Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and related concepts- Profit and Loss account and related concepts.

#### UNIT II: COMPANY ACCOUNTS

(12)

Meaning of Company -Maintenance of Books of Account-Statutory Books- Profit or Loss Prior to incorporation-Final Accounts of Company- Alteration of share capital- Preferential allotment, Employees stock option-Buyback of securities.

#### UNIT III: ANALYSIS OF FINANCIAL STATEMENTS

(12)

Analysis of financial statements – Financial ratio analysis, cash flow (as per Accounting Standard3) and funds flow statement analysis.

#### UNIT IV: COST ACCOUNTING

(12)

Cost Accounting meaning and objectives, Classification of costs – elements of cost,marginal costing –cost volume profit analysis, break even analysis, Budgetary Control.

#### UNIT V: ACCOUNTING IN COMPUTERISED ENVIRONMENT

(12)

Significance of Computerised Accounting System- Codification and Grouping of Accounts- Maintaining the hierarchy of ledgers- Prepackaged Accounting software.

**TOTAL :( L: 60 ) = 60 PERIODS**

#### REFERENCES:

1. M.Y.Khan & P.K.Jain, Management Accounting, Tata McGraw Hill, 2011.
2. R.Narayanaswamy, Financial Accounting – A managerial perspective, PHI Learning, New Delhi, 2011.
3. Jan Williams, Financial and Managerial Accounting – The basis for business Decisions, 15<sup>th</sup> edition, Tata McGraw Hill Publishers, 2010.
4. Horngren, Surdem, Stratton, Burgstahler, Schatzberg, Introduction to Management Accounting, PHI Learning, 2011.
5. Stice & Stice, Financial Accounting Reporting and Analysis, 8<sup>th</sup> edition, CengageLearning,2010.
6. Singhvi Bodhanwala, Management Accounting -Text and cases, PHI Learning, 2009.
7. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsevier, 2009

17BAB07-LEGAL ASPECTS OF BUSINESS					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
<b>1.0</b>	To create the knowledge of Legal perspective and its practices to improvise the business	<b>1.1</b>	Acquire Basic knowledge and understanding of the principles governing the business organization.	<b>a,b,c,d,e</b>	
		<b>1.2</b>	Ability to analyze legal issues facing a company with the knowledge gained.	<b>a,b,c,d,e</b>	
		<b>1.3</b>	Understand key concepts of business law relating to contract formation, the selection of a business organization etc.	<b>a,b,c,d,e</b>	

**UNIT I: THE INDIAN CONTRACT ACT 1872 (9)**

Definition of contract, Essential of a valid contract, Void Agreements, Formation of a contract, performance of contracts, breach of contract and its remedies.

**UNIT II: THE SALE OF GOODS ACT 1930 (9)**

Definition and essential of a contract of sale classification of sale Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

**UNIT III: NEGOTIABLE INSTRUMENTS ACT 1881 (9)**

Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, Enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

**UNIT IV: INDUSTRIAL LAW AND GOODS AND SERVICES TAX (amended on 23.06.2018) (9)**

An Overview of Factories Act - Payment of Wages Act - Payment of Bonus Act - Industrial Disputes Act.- Goods and Services tax.

**UNIT - V: COMPANY LAW & CONSUMER PROTECTION ACT 1986 (9)**

Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies.  
Consumer Protection Act 1986–Definition, Consumer rights, Procedures for Consumer grievances redressed, Introduction to IT Act.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Kapoor, N. D.; Elements of Mercantile Law, 30th edition, Sultan Chand & Sons, New Delhi, 2015
2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2008.
3. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2009.
4. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, 11th Edition, 2015
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 6th Edition, Himalaya Publishing House, 2015.
6. V.S.Datey, GST Ready Reckoner, Taxmann Publishing, July 2017.

17BAP01- EXECUTIVE COMMUNICATION					
		L	T	P	C
		0	0	4	2
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To familiarize learners with the mechanics of communication	1.1	Get into the habit of business communication regularly	a,b,c,d,e	
2.0	To enable learners to write in English precisely and effectively	2.1	Express themselves in different genres of communication from creative to critical to factual communication	a,b,c,d,e	
		2.2	Take part in print and online media communication	a,b,c,d,e	
		2.3	Read quite widely to acquire a style of writing	a,b,c,d,e	
		2.4	Identify their areas of strengths and weaknesses in writing and reading	a,b,c,d,e	

**UNIT I: PERSONAL COMMUNICATION**

(12)

Journal writing, mails/emails, SMS, greeting cards, situation based – accepting/declining invitations, congratulating, consoling, conveying information.

**UNIT II: SOCIAL COMMUNICATION**

(12)

Blogs, Reviews (films, books), posting comments, tweets, cross-cultural communication, gender sensitivity in communication

**UNIT III: WORK PLACE COMMUNICATION**

(12)

emails, minutes, reports of different kinds – annual report, status report, survey report, proposals, memorandums, presentations, interviews, profile of institutions, speeches, responding to enquiries, complaints, resumes, applications, summarizing, strategies for writing.

**UNIT IV: RESEARCH WRITING**

(12)

Articles for publication (Journals), developing questionnaire, writing abstract, dissertation, qualities of research writing, data (charts, tables) analysis, documentation.

**UNIT V: WRITING FOR MEDIA AND CREATIVE WRITING**

(12)

Features for publication (Newspapers, magazines, newsletters, notice-board), case studies, short stories, travelogues, writing for children, translation, techniques of writing.

**TOTAL :( P: 60 ) = 60 PERIODS**

Note: It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark.

**REFERENCES:**

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic Business Communication. 11<sup>th</sup> ed. Tata McGraw-Hill, New Delhi.
2. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi.
3. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9<sup>th</sup> ed. Prentice-Hall of India, New Delhi

f



17BAP02 - PERSONAL AND PROFESSIONAL ETHICS					
		L	T	P	C
		0	0	2	1
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Examine Ethics from both personal and professional perspectives.	1.1	Understand the decision process one goes through in determining what is right and wrong and Understand the decisions affect a person's character both in personal and professional life.	a,b,c,d,e	
2.0	Explore successful ethical values of visionary companies.	2.1	Evaluate situations and Apply ethical principles both in personal and professional life	a,b,c,d,e	

**UNIT I: PERSONAL ETHICS**

**(10)**

Importance of Ethics – Ethical Principles - Personal beliefs, values, attitudes and behavior – difference between personal and professional ethics – conflict between personal and professional ethics -solving ethical problems.

**UNIT II: PROFESSIONAL ETHICS**

**(10)**

Code of Conduct - basic principles governing professional ethics - professional ethics at work place - How do I act in a given situation.

**UNIT III: CORPORATE ETHICS**

**(10)**

More than Profits – Core Values and Purpose - Core ideologies in the visionary companies – Understanding Core value statements of successful Global, National and Regional Companies – Ethical behavior both at good and bad times.

**TOTAL :( P: 30) = 30 PERIODS**

**REFERENCES:**

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011.
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.
4. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
5. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
6. Philip Kotler and Nancy Lee, Corporate social Responsibility: doing the most good for company and your cause, Wiley, 2005.

17BAB08- OPERATIONS MANAGEMENT					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
<b>1.0</b>	To provide a broad introduction to the field of operations management and explain the concepts, strategies tools and techniques for managing the transformation process that can lead to competitive advantage	<b>1.1</b>	Understand the role of operations management in the overall business strategy of the firm	<b>a,b,c,d,e</b>	
<b>2.0</b>	To provide a broad introduction to the field of operations management and explain the concepts, strategies tools and techniques for managing the transformation process that can lead to competitive advantage	<b>2.1</b>	Understand the interdependence of the operating system with other key functional areas of the firm	<b>a,b,c,d,e</b>	
		<b>2.2</b>	Identify and evaluate the key factors and the interdependence of these factors in the design of effective operating systems	<b>a,b,c,d,e</b>	

**UNIT I: INTRODUCTION TO OPERATIONS MANAGEMENT (9)**

Operations Management – Nature, Importance, historical development, functions, challenges, current priorities, recent trends; differences between services and goods, Operations Strategy, Supply Chain Management.

**UNIT II: FORECASTING AND CAPACITY PLANNING (9)**

Demand Forecasting – Need, Types, Objectives and Steps. Capacity Planning –Types, Developing capacity alternatives, Overview of MRP, MRP II and ERP.

**UNIT III: FACILITY DESIGN AND DESIGN OF PRODUCT (9)**

Facility Location – Theories, Steps in Selection, Location Models. Facility Layout – Principles, Types, Planning tools and techniques.

Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning.

**UNIT IV: MATERIALS MANAGEMENT (9)**

Materials Management – Objectives, Planning. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management – Nature, Layout, Classification. Inventory – Objectives, Costs and control techniques. Overview of JIT.

**UNIT V: WORK MEASUREMENT TECHNIQUES AND LEAN MANUFACTURING (9)**

Work Measurement Techniques: Time Study, Method, Time Measurement (MTM), Work Sampling (problems), Lean Manufacturing: 7 Wastes.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12<sup>th</sup> Edition, 2010.
2. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.
3. William J Stevenson, Operations Management, Tata McGraw Hill, 9<sup>th</sup> Edition, 2009.

4. Russel and Taylor, Operations Management, Wiley, Fifth Edition, 2006.
5. Kanishka Bedi, Production and Operations Management, Oxford University Press, 2004.
6. Chary S. N, Production and Operations Management, Tata McGraw Hill, Third Edition, 2008.
7. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2008.
8. Mahadevan B, Operations Management Theory and practice, Pearson Education, 2007.
9. Pannerselvam R, Production and Operations Management, Prentice Hall India, Second Edition, 2008.



17BAB09- FINANCIAL MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Understand the operational nuances of a Finance Manager	1.1	Describe what determines the value of a firm's securities and how management can influence these values	a,b,c,d,e	
2.0	Comprehend the technique of making decisions related to finance function	2.1	Analyze a firm's performance to determine its strengths and weaknesses, and be able to use financial analysis to improve performance	a,b,c,d,e	
		2.2	Forecast a firm's financial needs	a,b,c,d,e	

**UNIT I: FOUNDATIONS OF FINANCE (9)**

Financial management – An overview- Time value of money- Introduction to the concept of risk and return of a single asset and of a portfolio- Valuation of bonds and shares-Option valuation.

**UNIT II: INVESTMENT DECISIONS (9)**

Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Project selection under capital rationing - Inflation and capital budgeting - Concept and measurement of cost of capital - Specific cost and overall cost of capital

**UNIT III: FINANCING AND DIVIDEND DECISION (9)**

Financial and operating leverage - capital structure - Cost of capital and valuation - designing capital structure. Dividend policy - Aspects of dividend policy - practical consideration - forms of dividend policy - forms of dividends - share splits.

**UNIT IV: WORKING CAPITAL MANAGEMENT (9)**

Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Accounts Receivables Management and factoring - Inventory management - Cash management - Working capital finance : Trade credit, Bank finance and Commercial paper.

**UNIT V: LONG TERM SOURCES OF FINANCE ((9)**

Indian capital and stock market, New issues market Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 6<sup>th</sup> edition, 2011.
2. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 10<sup>th</sup> edition, 2012.
3. Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.
4. 2.James C. Vanhorne –Fundamentals of Financial Management– PHI Learning, 11<sup>th</sup> Edition, 2012.
5. Brigham, Ehrhardt, Financial Management Theory and Practice, 12<sup>th</sup> edition, Cengage Learning 2010.
6. Prasanna Chandra, Financial Management, 9<sup>th</sup> edition, Tata McGraw Hill, 2012.
7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2011



17BAB10- MARKETING MANAGEMENT					
		L	T	P	C
		3	2	0	4
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To understand the changing business environment	1.1	Define and apply knowledge of the following key marketing concepts	a,b,c,d,e	
2.0	To identify the indicators of management thoughts and practices	2.1	Apply theories of consumer behavior to the formulation of effective marketing strategy	a,b,c,d,e	
3.0	To understand fundamental premise underlying market driven strategies	3.1	Recognize trends based on current research related to consumer behavior	a,b,c,d,e	

#### UNIT I: INTRODUCTION

(12)

Marketing – Definitions - Conceptual frame work – Marketing environment : Internal and External - Marketing interface with other functional areas – Production, Finance, Human Relations Management, Information System. Marketing in global environment – Prospects and Challenges.

#### UNIT II: MARKETING STRATEGY AND RURAL MARKETING

(12)

Marketing strategy formulations – Key Drivers of Marketing Strategies - Strategies for Industrial Marketing – Consumer Marketing — Services marketing – Competitor analysis - Analysis of consumer and industrial markets – Strategic Marketing Mix components. A comparative Analysis of Rural Vs Urban Marketing- Size & Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

#### UNIT III: MARKETING MIX DECISIONS

(12)

Product planning and development – Product life cycle – New product Development and Management – Market Segmentation – Targeting and Positioning – Channel Management – Advertising and sales promotions – Pricing Objectives, Policies and methods.

#### UNIT IV: BUYER BEHAVIOUR

(12)

Understanding industrial and individual buyer behavior - Influencing factors – Buyer Behaviour Models – Online buyer behaviour - Building and measuring customer satisfaction – Customer relationships management – Customer acquisition, Retaining, Defection.

#### UNIT V: MARKETING RESEARCH & TRENDS IN MARKETING

(12)

Marketing Information System – Research Process – Concepts and applications : Product – Advertising – Promotion – Consumer Behaviour – Retail research– Customer driven organizations - Cause related marketing - Ethics in marketing –Online marketing trends.

**TOTAL :( L: 60 ) = 60 PERIODS**

#### REFERENCES:

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14<sup>th</sup> Edition, 2012
2. KS Chandrasekar, –Marketing management-Text and CasesII, Tata McGrawHill-Vijaynicole, First edition,2010
3. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2<sup>nd</sup> Edition,2011.
4. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning — 2012
5. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning,2000.
6. Duglas,J.Darymple, Marketing Management, John Wiley & Sons, 2008.
7. NAG, Marketing successfully- A Professional Perspective, Macmillan 2008.
8. Boyd Walker, Marketing Management, McGraw Hill, 2002.

17BAB11-HUMAN RESOURCE MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements	1.1	Discuss how to strategically plan for the human resources needed to meet organizational goals and objectives	a,b,c,d,e	
		1.2	Define the process of job analysis and discuss its importance as a foundation for human resource management practice	a,b,c,d,e	
		1.3	Understand the human resource management and evaluative practices	a,b,c,d,e	

**UNIT I: PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT**

(5)

Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit..

**UNIT II: THE CONCEPT OF BEST FIT EMPLOYEE**

(8)

Importance of Human Resource Planning – Forecasting human resource requirement –Matching supply and demand - Internal and External sources. Recruitment- Selection – Induction – Socialization benefits.

**UNIT III: TRAINING AND EXECUTIVE DEVELOPMENT**

(10)

Types of training methods –purpose- benefits- resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management

**UNIT IV: SUSTAINING EMPLOYEE INTEREST**

(12)

Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships.

**UNIT V: PERFORMANCE EVALUATION AND CONTROL PROCESS**

(10)

Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. VSP Rao, 'Human Resource Management', Text and cases', Excel Books, 2010
2. Dessler, 'Human Resource Management', Pearson Education Limited, 2007
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy. 'Managing Human Resource'. PHI Learning. 2012
4. Bernadin, 'Human Resource Management', Tata McGraw Hill, 8<sup>th</sup> edition 2012.
5. Wayne Cascio, 'Managing Human Resource', McGraw Hill, 2007.
6. Ivancevich, 'Human Resource Management', McGraw Hill 2012.
7. Uday Kumar Haldar, Juthika Sarkar. 'Human Resource management'. Oxford. 2012
8. Decenzo and Robbins, 'Human Resource Management', Wiley, 8<sup>th</sup> Edition, 2007



17BAB12- MANAGEMENT INFORMATION SYSTEM					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To provide a clear, complete understanding of how business professionals can use and manage Information Systems and Technologies to achieve business success.	1.1	Describe basic information systems concepts and terminology	a,b,c,d,e	
		1.2	Identify the range and importance of information systems applications in modern organizations	a,b,c,d,e	
		1.3	Describe the role of databases and database management systems in organizations	a,b,c,d,e	

**UNIT I : INTRODUCTION**

(9)

Data, Information -Information System, evolution-Management Information Systems-Definition-Historical Perspective-Functions of Management Information Systems types based on functions and hierarchy, System Analyst – Role Functions.

**UNIT II: SYSTEM DESIGN**

(9)

System Concepts-Types of Systems-Modern Information Systems-System Development Life Cycle-Prototyping-Structured Methodologies-Designing Computer Based Methods-Designing Structured Programs.

**UNIT III: MANAGEMENT INFORMATION SYSTEM**

(9)

Financial-Marketing- Personnel-Production-Materials Information System- DSS, EIS-KMS-GIS-International Information System.

**UNIT IV: SECURITY, CONTROL AND REPORTING**

(9)

Security-Testing, Error detection-Controls, IS Vulnerability-Computer Crimes, Securing the Web-Intranets and Wireless Networks-Software Audit-Ethics in IT.

**UNIT V: NEW IT INITIATIVES**

(9)

e- business, e-governance, ERP-SCM, e-CRM-Data warehousing and Data Mining-Business Intelligence- Risks to online operations -CMM.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.
3. O'Brien Management Information System Tata McGraw Hill 2009.
4. Robert Schultheis and Mary Summer, Management Information Systems – heManagers View, Tata McGraw Hill, 2008.
5. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, PHI Learning / Pearson Education, PHI, Asia, 2002.



17BAB13-APPLIED OPERATIONS RESEARCH					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To develop the student efficient in optimizing using limited resources by knowledge in building different Mathematical modeling and finding optimal solutions.	1.1	Understand the optimization techniques under limited resources for the engineering and business problems	a,b,c,d,e	
		1.2	Expose the basic characteristics features of a queuing system and acquires skills in analyzing queuing models	a,b,c,d,e	
		1.3	Facilitate quantitative solutions in business decision making under conditions of certainty, risk and uncertainty.	a,b,c,d,e	

**UNIT I: LINEAR PROGRAMMING PROBLEMS**

(9)

Introduction to applications of operations research in functional areas of management. Linear Programming – formulation, solution by graphical and simplex methods.

**UNIT II: TRANSPORTATION & ASSIGNMENT PROBLEMS**

(9)

Transportation Models (Minimizing and Maximising Cases) – Balanced and unbalanced cases – Initial basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI / stepping stone method. Cases of degeneracy. Assignment Models (Minimizing and Maximising Problems) – Balanced and unbalanced Problems. Solution by Hungarian method. Travelling Salesman problem.

**UNIT III: INVENTORY MODELS AND GAME THEORY**

(9)

Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models(one price break and two price breaks only). Game Theory – Two person Zero sum games – Saddle point, Dominance Rule, Algebraic method, graphical and Linear programming solutions.

**UNIT IV: DECISION THEORY**

(9)

Decision making under risk, Expected Monetary value approach, Decision trees - Decision making under uncertainty. Monte-Carlo simulation.

**UNIT V: QUEUING THEORY AND REPLACEMENT MODELS**

(9)

Queuing Theory – single and Multi-channel models – infinite number of customers and infinite calling source. Replacement models – Individuals replacement models (With and without time value of money) – Group Replacement Models.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2008.
2. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
3. Pradeep Prabakar Pai, Operations Research- Principles and Practice, Oxford Higher Education,
4. Hamdy A Taha, Introduction to Operations Research, Prentice Hall India, 7<sup>th</sup> Ed., Third Indian Reprint 2004.
5. G.Srinivasan, Operations Research-Principles and Applications, PHI, 2007.
6. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
7. Kalavathy S, Operations Research, 2<sup>nd</sup> Ed., Vikas Publishing House, 2004.
8. Frederick & Mark Hiller, Introduction to Management Science – A Modelling and case studies approach with spreadsheets, Tata McGraw Hill, 2005



17BAP03- RESEARCH IMMERSION PROJECT					
		L	T	P	C
		0	0	6	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To Approaches available to take up Business Research systematically	1.1	Acquaint with the scientific methodology in business research domain	a,b,c,d,e	
2.0	To Create awareness on various research approaches	2.1	Become analytically skillful	a,b,c,d,e	
3.0	Apply specific analytical tools using SPSS to draw inferences for decision making Present the results of the research	3.1	Design and Carryout a Business research project to support Organisational decision making	a,b,c,d,e	
Introduction to Research - Identifying of the problem – Formulating research questions					(10)
Review of Literature – Significance and Reporting					(10)
Research Designs – Types – Choosing an appropriate design for the project – Sampling Design					(10)
Formulation of a Research Instrument – Role of Validated Instruments					(10)
Data Collection Methods					(10)
Analysis using SPSS					(10)
Univariate and Bivariate Analysis using SPSS					(10)
Multivariate Analysis – Multiple Linear Regression, Factor Analysis, Cluster Analysis , Discriminant Analysis					(10)
Reporting the Research Results – Format of Project Reports					(10)

**TOTAL :( P: 90 ) = 90 PERIODS**

**Note:**

The students shall undertake research projects which shall address the problems in a sector/ industry/ company with an aim of identifying solutions to these problems. The project carried out during the second semester shall be considered as a practical course. Students shall undertake projects as a team of three members or two members.

The project emphasizes on the identifying the research problem, identifying the appropriate methodologies to carry out the research and the precision of implementable suggestions / recommendations. The Assessment for the Research Immersion projects shall be through Project report and a presentation.

**REFERENCES:**

1. Donald R. Cooper, Pamela S. Schindler and J K Sharma, Business Research methods, 11<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
2. Alan Bryman and Emma Bell, Business Research methods, 3<sup>rd</sup> Edition, Oxford University Press, New Delhi, 2011.
3. Uma Sekaran and Roger Bougie, Research methods for Business, 5<sup>th</sup> Edition, Wiley India, New Delhi, 2012.
4. Research methods, A South Asian Perspective, 8<sup>th</sup> Edition, New Delhi, 2012.

17BAP04- DATA ANALYSIS AND BUSINESS MODELING				
			L	T
			0	0
			P	C
			4	2
<b>PREREQUISITE: Nil</b>				
<b>COURSE OBJECTIVES AND OUTCOMES:</b>				
<b>Course Objective</b>		<b>Course Outcomes</b>		<b>Related Program outcomes</b>
<b>1.0</b>	To have hands-on experience on decision modeling	<b>1.1</b>	Knowledge of spreadsheets and data analysis software for business modeling [Business models studied in theory to be practiced using Spreadsheet / Analysis Software]	<b>a,b,c,d,e</b>
		<b>1.2</b>	Apply spreadsheet for solving decision making problems in investment and portfolio management	<b>a,b,c,d,e</b>
<b>S.No.</b>	<b>Exp. No.</b>	<b>Details of experiments &amp; Name</b>		<b>Duration</b>
1	1	Descriptive Statistics		4
2	2	Hypothesis - Parametric		4
3	3	Hypothesis – Non-parametric		4
4	4	Correlation & Regression		4
5	5	Forecasting		4
6	-	Extended experiment – 1		4
7	6	Portfolio Selection		4
8	7	Risk Analysis & Sensitivity Analysis		4
9	8	Revenue Management		4
10	-	Extended experiment – 2		4
11	9	Transportation & Assignment		4
12	10	Networking Models		4
13	11	Queuing Theory		4
14	12	Inventory Models		4
15	-	Extended experiments – 3		4
				<b>TOTAL :( P: 60 ) = 60 PERIODS</b>

**REFERENCES:**

1. David M. Levine et al, –Statistics for Managers using MS Excel” (6th Ed.) Pearson, 2010
2. David R. Anderson, et al, „An Introduction to Management Sciences: Quantitative approaches to Decision Making, (13th Ed.) South-Western College Pub, 2011.
3. William J. Stevenson, Ceyhun Ozgur, „Introduction to Management Science with Spreadsheet” , Tata McGraw Hill, 2009.



17BAP05 - COMMUNITY IMMERSION AND ENTREPRENEUR IMMERSION PROJECT					
		L	T	P	C
		0	0	2	1
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes			Related Program outcomes
1.0	The objective of the visit was to inculcate social entrepreneurship training.	1.1	Entrepreneurship training stimulates powers of observation, develops creative and critical thinking.	a,b,c,d,e	
2.0	Community immersion projects provide students with multiple opportunities for growth and learning beyond the classroom environment	2.1	Able to understand and find sustainable solutions for pressing community needs.	a,b,c,d,e	
<b>Community Immersion</b>		<p><b>Leadership development with service-learning</b></p> <ul style="list-style-type: none"> <li>Assist you in applying these leadership skills within school and community settings, including taking on roles of social change within the community</li> <li>Hands-on experience working with various community issues such as hunger, homelessness, violence prevention, environmental issues, education, health, and youth issues, social justice, etc.</li> <li>Provide opportunities for you to work together toward creative solutions for community problems of 30 hours.</li> </ul> <p><b>Contents of Report</b></p> <ul style="list-style-type: none"> <li>Select the service required communities and plan for service strategy.</li> <li>Implement the service strategy.</li> <li>Write a brief report and attach the live photographs with all its benefits and scopes.</li> </ul>			
<b>Entrepreneur Immersion</b>		<p><b>Employing Entrepreneurship venture Criteria</b></p> <ul style="list-style-type: none"> <li>Must be a business that is entrepreneurial in nature.</li> <li>Provide significant work that will enhance the intern's professional and educational development.</li> <li>Provide the intern the opportunity to work a minimum of 30 hours.</li> <li>Must be approved by the Faculty supervisor.</li> </ul> <p><b>Contents of Report</b></p> <ul style="list-style-type: none"> <li>Company Profile &amp; Literature-Promotional/information brochures, etc. from the employing entrepreneur Industry profile – a study on the industry within which the entrepreneur operates.</li> <li>Entrepreneur Interview—Interview with the entrepreneur on the business plan and strategies.</li> <li>Daily Journal—Daily journal entries of internship activities and hours worked.</li> <li>Journal entries can be used to compose the reflective Paper.</li> <li>Reflective Paper—written as a retrospective of the internship experience.</li> </ul>			
<b>TOTAL :( P: 30 ) =30 PERIODS</b>					

17BAB14-INTERNATIONAL BUSINESS MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To expose the students to the basic concepts of international business management	1.1	Understand how international factors affect domestic concerns	a,b,c,d,e	
		1.2	Explain regional economic integration and economic and political integration	a,b,c,d,e	
		1.3	Analyse the main institutions that shape the global marketplace	a,b,c,d,e	

#### **UNIT I : INTRODUCTION**

(6)

International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global businessenvironment.

#### **UNIT II : INTERNATIONAL TRADE AND INVESTMENT**

(11)

Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history.

#### **UNIT III: INTERNATIONAL STRATEGIC MANAGEMENT**

(11)

Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages - organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.

#### **UNIT IV :PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL**

#### **BUSINESS**

(11)

Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund-exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development –compensation

#### **UNIT V:CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT**

(6)

Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES:**

1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2010.
2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000.
3. K. Aswathappa, International Business, 5<sup>th</sup> Edition, Tata Mc Graw Hill, New Delhi, 2012.
4. Michael R. Czinkota, Ilkka A. Ronkainen and Michael H. Moffet, International Business, 7<sup>th</sup> Edition, Cengage Learning, New Delhi, 2010.
5. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009.
6. Vyuptakesh Sharan, International Business, 3<sup>rd</sup> Edition, Pearson Education in South Asia, New Delhi, 2011.



17BAB15-STRATEGIC MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To learn the major initiatives taken by a company's top management on behalf of corporate, involving resources and performance in external environments.	1.1	Understand the integrative nature of strategic management	a,b,c,d,e	
2.0	It entails specifying the organization's mission, vision and objectives, developing policies and plans to understand the analysis and implementation of strategic management in strategic business units.	2.1	Display a knowledge of principal models of strategic management	a,b,c,d,e	
		2.2	Appreciate the importance of environmental and industry analysis in formulating strategy	a,b,c,d,e	

**UNIT I: STRATEGY AND PROCESS**

(9)

Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals - Corporate Governance and Social responsibility-case study.

**UNIT II: COMPETITIVE ADVANTAGE**

(9)

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalisation and Industry Structure - National Context and Competitive advantageResources- Capabilities and competencies–core competencies-Lowcostand differentiation Generic Building Blocks of Competitive Advantage-Distinctive Competencies- Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage-Case study.

**UNIT III: STRATEGIES**

(10)

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model - Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

**UNIT IV: STRATEGY IMPLEMENTATION & EVALUATION**

(9)

The implementation process, Resource allocation, Designing organisational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

**UNIT V: OTHER STRATEGIC ISSUES**

(8)

Managing Technology and Innovation-Strategic issues for Non Profit organisations. New Business Models and strategies for Internet Economy-Case study

**TOTAL :( L: 45 ) = 45 PERIODS**

## REFERENCES:

1. Hill. Strategic Management : An Integrated approach, 2009 Edition Wiley (2012).
2. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
3. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 2008.
4. Adriaue H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
5. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
6. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
7. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
8. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12<sup>th</sup> Edition, 2012



17BAP06-PROFESSIONAL SKILL DEVELOPMENT					
		L	T	P	C
		0	0	4	2
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes			Related Program outcomes
1.0	To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with speakers of all nationalities	1.1	Speak confidently with any speakers of English, including native speakers	a,b,c,d,e	
		1.2	Speak effortlessly in different contexts – informal and formal	a,b,c,d,e	
		1.3	Think on feet even in difficult circumstances	a,b,c,d,e	
		1.4	Hold interesting and meaningful conversations with others, including strangers	a,b,c,d,e	

#### UNIT I: PERSONAL COMMUNICATION

(10)

Day-to-day conversation with family members, neighbours, relatives, friends on various topics, context specific – agreeing/disagreeing, wishing, consoling, advising, persuading, expressing opinions, arguing.

#### UNIT II: SOCIAL COMMUNICATION

(10)

Telephone calls (official), colleagues in the workspot, discussing issues (social, political, cultural) clubs (any social gathering), answering questions, talking about films, books, news items, T.V. programmes, sharing jokes.

#### UNIT III: GROUP/MASS COMMUNICATION

(10)

Group discussion (brainstorming), debate, panel discussion, anchoring/master of ceremony, welcome address, proposing vote of thanks, introducing speakers, conducting meetings, making announcements, Just-a-minute (JAM), Block and tackle, shipwreck, spoof, conducting quiz, negotiations, oral reports.

#### UNIT IV: INTEGRATED SPEAKING AND PRESENTATION SKILLS

(10)

Listening to speak (any radio programme/lecture), reading to speak, writing to speak, watching to speak, (any interesting programme on TV) Reading aloud any text/speech, lecturing, PowerPoint presentation, impromptu, Interviews of different kinds (one to one, many to one, stress interview, telephonic interview)

#### UNIT V: EMPLOYABILITY AND CORPORATE SKILLS

(20)

Interview skills – Types of interview, preparation for interview, mock interview. Group Discussion – Communication skills in Group Discussion, Structure of GD, GD process, successful GD techniques, skills bought out in GD – leadership and co-ordination. Time management and effective planning – identifying barriers to effective time management, prudent time management techniques, relationship between time management and stress management. People skills, Team work, development of leadership qualities.

**TOTAL :( P: 60 ) = 60 PERIODS**

Note: Students will undergo the entire programme similar to a Seminar. It is an activity based course. Student individually or as a group can organize event(s), present term papers etc. This will be evaluated by the faculty member(s) handling the course and the consolidated marks can be taken as the final mark. No end semester examination is required for this course.

#### REFERENCES:

1. Richard Denny, –Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, 2008.
2. –Value EducationII, VISION for Wisdom, Vethathiri Publications, Erode, 2009
3. Listening to/Watching great speeches such as Barack Obama, M.A. Chidambaram, Vijay Mallaya etc. Tedtalk

17BAP07- CORPORATE INTERNSHIP						
			L	T	P	C
			0	0	2	1
<b>PREREQUISITE: Nil</b>						
<b>COURSE OBJECTIVES AND OUTCOMES:</b>						
Course Objective		Course Outcomes		Related Program outcomes		
1.0	Provide an extensive exposure to the student and hands-on experience of the functional areas of management in a corporate environment	1.1	Understanding the functions of the departments of an organization	a,b,c,d,e		
2.0	Undertake simple assignments in the area of specialization so that there is a mutual benefit for the corporate and the intern			a,b,c,d,e		
3.0	Provide a platform for the corporate to test the reliability, quality and performance of the student and make a match for major project later, if they so deem fit			a,b,c,d,e		

Content	Marketing	Finance
	<ul style="list-style-type: none"> <li>Marketing manager's roles and responsibilities</li> <li>Products and product policies</li> <li>Pricing policies</li> <li>Distribution structure</li> <li>Advertising policies &amp; procedures</li> <li>Sales promotion activities</li> <li>Marketing research activities</li> </ul>	<ul style="list-style-type: none"> <li>Sources of capital</li> <li>Role of Finance manager</li> <li>Cost of capital</li> <li>Allocation of funds to various departments</li> <li>Credit policy</li> <li>Payment &amp; collection procedure</li> <li>Budgeting method</li> <li>Cash management</li> <li>Control process</li> </ul>
	Human Resource	Production
<ul style="list-style-type: none"> <li>Role of HR Manager</li> <li>Human Resource planning</li> <li>Recruitment &amp; selection</li> <li>Training &amp; development</li> <li>Performance appraisal</li> <li>Career planning &amp; development</li> <li>Compensation plan</li> <li>Financial/ Non-financial incentives</li> <li>Welfare benefits</li> <li>Discipline Administration</li> </ul>	<ul style="list-style-type: none"> <li>Production process</li> <li>Receiving and processing orders</li> <li>Types of production systems</li> <li>Production planning procedures</li> <li>Inventory management</li> <li>Record keeping</li> <li>Wastage management</li> <li>Quality control techniques</li> <li>Efficiency analysis</li> </ul>	
<b>TOTAL : 4 Weeks</b>		

17BAE01 - PROJECT WORK						
			L	T	P	C
			0	0	24	12
<b>PREREQUISITE: 17BAP07- CORPORATE INTERNSHIP</b>						
<b>COURSE OBJECTIVES AND OUTCOMES:</b>						
Course Objective		Course Outcomes			Related Program outcomes	
1.0	Exercise his managerial skills for decision making, in solving business problems through Organizational research, in the contemporary workplace environments	1.1	Identify authentic business problems with an aim to solving the same within the stipulated time	a,b,c,d		
2.0	To delineate the business ideas using the skills and knowledge they have gained	2.1	Undertake research using appropriate recognized methodology and framework	a,c,d		
3.0	To gain hands on experience in creating a business plan this will be an indispensable tool for future development and growth	3.1	Assess meaningful entrepreneurial opportunities from a business and personal perspective	a,b,d,e		
<b>Corporate Project</b>						
<b>Process</b>		<ul style="list-style-type: none"> <li>• Study the organization and its environment</li> <li>• Identify a specific issue/ problem/ challenge/ developmental area of study/research</li> <li>• Build the research design or framework and conduct the study</li> <li>• Report the findings</li> <li>• Give specific implementable suggestions to the organization</li> <li>• Report of the study</li> <li>• Write a working paper of the study</li> </ul>				
<b>Entrepreneurship Project</b>						
<b>Process</b>		<ul style="list-style-type: none"> <li>• Description of the business idea</li> <li>• Customer problem to be solved and the Entrepreneurial Team</li> <li>• Industry Analysis</li> <li>• Market Analysis</li> <li>• Financial Analysis</li> <li>• Business Model canvas</li> <li>• Final Draft Submission</li> <li>• Mock Business plan presentation</li> <li>• Final Business plan pitch</li> </ul>				
<b>TOTAL : 8 Weeks</b>						



17BAX01-BRAND MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To understand the methods of managing brands and strategies for brand management	1.1	Understand, explain, apply and critically examine the disciplines of Branding	a,b,c,d,e	
		1.2	Take an academic approach to the solving of problems in a marketing communications context, and understand the connections between academic study and its application in business	a,b,c,d,e	
		1.3	Understand how to apply the knowledge of Branding to practical cases	a,b,c,d,e	

**UNIT I: INTRODUCTION (8)**

Basics Understanding of Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Brands – Co branding – Store brands.

**UNIT II: BRAND STRATEGIES (10)**

Strategic Brand Management process – Building a strong brand – Brand positioning – Establishing Brand values – Brand vision – Brand Elements – Branding for Global Markets – Competing with foreign brands.

**UNIT III: BRAND COMMUNICATIONS (8)**

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

**UNIT IV: BRAND EXTENSION (9)**

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

**UNIT V: BRAND PERFORMANCE (10)**

Measuring Brand Performance – Brand Equity Management - Global Branding strategies - Brand Audit – Brand Equity Measurement – Brand Leverage -Role of Brand Managers– Branding challenges & opportunities.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012
3. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
4. Paul Tmepoal, Branding in Asia, John Willy, 2000.
5. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
6. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
7. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).

17BAX02-RETAIL MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To understand the concepts of effective retail business	1.1	Manage the retail chains and understand the retail customer's behavior	a,b,c,d,e	
		1.2	Understand what marketing means to business executives and academics	a,b,c,d,e	
		1.3	Understand the ways that retailers use marketing tools and techniques to interact with their customers	a,b,c,d,e	

#### UNIT I: INTRODUCTION

(9)

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.

#### UNIT II: RETAIL FORMATS

(9)

Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

#### UNIT III: RETAILING DECISIONS

(9)

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.

#### UNIT IV: RETAIL SHOP MANAGEMENT

(9)

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

#### UNIT V: RETAIL SHOPPER BEHAVIOUR

(9)

Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

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



17BAX03-DIGITAL MARKETING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To understand the concepts of effective digital marketing.	1.1	Find out how forward thinking companies are using digital media effectively to build up their brands	a,b,c,d,e	
		1.2	Develop a far deeper understanding of the changing digital landscape	a,b,c,d,e	
		1.3	Identify some of the latest digital marketing trends and skill sets needed for today's marketer	a,b,c,d,e	

**UNIT I: (9)**

Principles and Drivers of New Marketing Environment - Digital Media Industry - Reaching Audience Through Digital Channels- Traditional and Digital Marketing - Introduction to Online Marketing Environment - Dotcom Evolution - Internet Relationships - Business in Modern Economy - Integrating E-Business to an Existing Business Model - Online Marketing Mix - Mobile Marketing - Digital Signage.

**UNIT II: (9)**

Purchase Behavior of Consumers in Digital Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behavior -Website Designing - Website Content - Forms of Search Engines – Working of Search Engines - Revenue Models in Search Engine Positioning – SEO - Display Advertising - Trends. 33

**UNIT III: (9)**

Product Attributes and Web Marketing Implications - Augmented Product Concept - Customizing the Offering - Dimensions of Branding Online - Internet Pricing Influences - Price and Customer Value - Online Pricing Strategies and Tactics – Time-based Online Pricing - Personalized Pricing - Bundle Pricing.

**UNIT IV: (8)**

Internet Enabled Retailing - Turning Experience Goods into Search Goods -Personalization through Mass Customization - Choice Assistance - Personalized Messaging - Selling through Online Intermediaries - Direct to Customer Interaction - Online Channel Design for B2C and B2B Marketing.

**UNIT V: (10)**

Integrating Online Communication into IMC Process - Online Advertising – Email Marketing - Viral Marketing - Affiliate Marketing - Participatory Communication Networks - Social Media Communities - Consumer Engagement - Co-Created Content Management-Interactive Digital Networks - Customer – Led Marketing Campaigns- Legal and Ethical aspects related to Digital Marketing.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. Smith P R Chaffey Dave, E-Marketing Excellence: The Heart of E-Business, Butterworth Heinemann, USA
2. Strauss Judy, E-Marketing, Prentice Hall, India



17BAX04-INTEGRATED MARKETING COMMUNICATION					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
<b>1.0</b>	This course introduces students to the basic concepts of advertising and sales promotion and how business organizations and other institutions carry out such activities.	<b>1.1</b>	Understand the role of marketing strategy in achieving a firm's goals	<b>a,b,c,d,e</b>	
		<b>1.2</b>	Manage the allocation of resources across a portfolio of products in a variety of markets	<b>a,b,c,d,e</b>	
		<b>1.3</b>	Understand how synergy may be derived from the marketing mix variables	<b>a,b,c,d,e</b>	

**UNIT I: INTRODUCTION TO ADVERTISEMENT (9)**

Concept –definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies

**UNIT II: ADVERTISEMENT MEDIA (9)**

Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements  
– Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements –case studies

**UNIT III: SALES PROMOTION (9)**

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification  
– Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

**UNIT IV: PUBLIC RELATIONS (9)**

Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix- Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counseling-Marketing Public Relations (MPR)-Structure of Public Relations Department. Budgeting of PR. PR Agencies

**UNIT V: PUBLICITY (9)**

Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity – Web Publicity and Social media – Publicity Campaigns.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7<sup>th</sup> edition, 2010
2. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7<sup>th</sup> Edition, 2007

17BAX05-CUSTOMER RELATIONSHIP MANAGEMENT					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes			Related Program outcomes
<b>1.0</b>	To understand the need and importance of maintaining a good customer relationship.	<b>1.1</b>	Use strategic customer acquisition and retention techniques in CRM.	<b>a,b,c,d,e</b>	
		<b>1.2</b>	Apply critical thinking skills to be able to recommend appropriate outcomes in business situation	<b>a,b,c,d,e</b>	
		<b>1.3</b>	Recognize and apply appropriate ethical, social and diversity standards within the business environment	<b>a,b,c,d,e</b>	

#### **UNIT I: INTRODUCTION**

**(9)**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders

#### **UNIT II: UNDERSTANDING CUSTOMERS**

**(9)**

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

#### **UNIT III: CRM STRUCTURES**

**(9)**

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

#### **UNIT IV: CRM PLANNING AND IMPLEMENTATION**

**(9)**

Strategic CRM planning process – Implementation issues – CRM Tools- Analytical CRM – Operational CRM – Call center management – Role of CRM Managers.

#### **UNIT V: TRENDS IN CRM**

**(9)**

e- CRM Solutions – Data Warehousing – Data mining for CRM – an introduction to CRM software packages.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra,2008
3. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005
4. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005. Assel, Consumer Behavior, Cengage Learning, 6<sup>th</sup> Edition
5. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007
6. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004
7. Zikmund. Customer Relationship Management, Wiley 2012
8. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach, edition
9. G.Shainesh, J.Jagdish N Seth. Customer Relationship Management

17BAX06- RURAL MARKETING					
		L	T	P	C
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<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The objective of the course is to provide conceptual understanding on the Rural Marketing with special reference to Indian context and develop skills required for planning of Rural Products.	1.1	Understand the Perspectives of rural marketing	a,b,c,d,e	
2.0	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.	2.1	Gain knowledge of the emerging managerial initiatives	a,b,c,d,e	
3.0	To familiarize with the special problems related to sales in rural markets.	3.1	Develop Relevant frameworks in rural marketing	a,b,c,d,e	

#### **UNIT I: OVERVIEW OF RURAL MARKETING**

(9)

Introduction of Rural marketing –Evolution of Rural Marketing in Indian and Global Context- Definition-Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing.

#### **UNIT II: RURAL MARKETS & DECISION**

(9)

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

#### **UNIT III: PRODUCT & DISTRIBUTION**

(9)

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

#### **UNIT IV: RURAL CONSUMER BEHAVIOUR IN MARKETING RESEARCH**

(9)

Consumer Buyer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail &IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies- Consumer Education & Consumer Methods in Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

#### **UNIT V: TRENDS IN RURAL MARKETING**

(9)

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

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES**

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash pandey New age Publishers
3. A Textbook on Rural Consumer Behaviour in India: A Study of FMCGs By Dr. A Sarangapani

4. New Perspectives on Rural Marketing: Includes Agricultural Marketing By Ramkishen Y.
5. Rural Marketing, Pradeep Kashyap & Siddhartha Raut, Biztantra
6. Rural Marketing – U.C.Mathur, excel books, 1/e
7. Indian Rural Marketing Rajagopal Rawat Publishers
8. Integrated Rural Development – R. C. Arora (S. Chand & Co.)



17BAX07-ADVERTISING AND SALES PROMOTION					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	This course investigates various promotional tools used in the communication mix, such as advertising, sales promotion, and publicity, to sell products and service	1.1	Analyze the expanding environment of media and communication techniques.	a,b,c,d,e	
		1.2	Assess the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of promotional campaigns.	a,b,c,d,e	
		1.3	Examine the importance market segmentation, position and action objectives to the development of an advertising and promotion program	a,b,c,d,e	

**UNIT I INTRODUCTION TO ADVERTISEMENT**

(9)

Concept and definition of advertisement –Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Ad. Agencies – Selection and remuneration Advertisement campaigns – case studies.

**UNIT II ADVERTISEMENT MEDIA**

(9)

Media plan – Type and choice criteria Reach and frequency of advertisementsCost of advertisements - related to sales – Media strategy and scheduling.

**UNIT III DESIGN AND EXECUTION OF ADVERTISEMENTS**

(9)

Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testingvalidity and Reliability of ads – Measuring impact of advertisements – case studies..

**UNIT IV INTRODUCTION TO SALES PROMOTION**

(9)

Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques- Trade oriented and consumer oriented.

**UNIT V SALES PROMOTION CAMPAIGN**

(9)

Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement ofsalesmen and dealers – Out sourcing sales promotion national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.
3. S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
4. George E Belch and Michel A Belch, Advertising & Promotion, McGraw Hill, Singapore, 1998.
5. Julian Cummings, Sales Promotion, Kogan Page, London 1998.
6. E.Betch and Michael, Advertising and Promotion, McGraw Hill, 2003.
7. Jaishri Jethwaney, Advertising Management, Oxford, 2008.

17BAX08-SOCIAL MEDIA MARKETING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	Social media marketing plan and track progress in achieving goals with a variety of measurement tools, services, and metrics	1.1	Discuss the evolution of social media marketing and identify related ethical issues to communicate its impact on businesses	a,b,c,d,e	
		1.2	Explain how to develop effective social media marketing strategies for various types of industries and businesses	a,b,c,d,e	
		1.3	Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person	a,b,c,d,e	

**UNIT I: INTRODUCTION**

(8)

Defining Social Influence Marketing – Understanding the fundamentals of influence –Considering the types of influencers – Influencing on digital platforms – Comparing Social Influence Marketing with Other Marketing Efforts – Direct mail – Public relations – Display advertising- Promotions

**UNIT II: SOCIAL MEDIA MARKETING**

(10)

Marketing via Niche Networks and Online Influencers – Exploring the Niche Social Networks – Finding the Right Social Platforms – Classifying the social platforms – Understand your customers – Research the platforms – RFP the vendors – Evaluate and plan strategically –Social Media Marketing For Dummies Moving Beyond the Platforms and the Blogosphere – Social advertising network – Advertisement providers – Blogger networks – Taking Care of the Unpaid Media Basics- Message boards.

**UNIT III: ACCOUNTING FOR THE INFLUENCERS**

(8)

Accounting for the Influencers –Knowing the Expert Influencers – Reaching the Expert Influencers – Tapping into the Referent Influencers – Anonymous referent influencers – Known referent influencers – Reaching the Referent Influencers – Social graph analysis – Cookie data – Web site behavior – Tapping into the Positional Influencers – Understand the circles of influence around your customers – Let consumers shape and share the experience – Articulate your product benefits for multiple – Fish where the fish are – Badges and promotions

**UNIT IV: SIM CAMPAIGNS**

(9)

Launching SIM Campaigns – Discovering the Types of SIM Campaigns – Blogger outreach – UGC contests – Sponsored virtual gifts – Brand utilities – Podcasting – Sponsored conversations – Recognizing What Makes a Good SIM Campaign – Define your objectives – Execute for influence –Create partnerships- Track the results – Using LinkedIn to Determine Your Objectives and Shape Your Campaign Plan – Making connections in LinkedIn – Getting help with your SIM campaign plan using LinkedIn – Participating — Four Rules of the Game – Be authentic – Operate on quid pro quo basis-Give participants equal status – Let go of the campaign – Killing the Campaign Expiry Date – Monitoring Brands and Conversations – Responding to Criticism

**UNIT V: EMERGENT ENTERPRISE SOCIAL SOFTWARE**

(10)

Energizing Employees within Your Company for Social Influence – Encouraging Your Employees to Collaborate-Rewarding teams – Treating everyone equally – Trusting your employees – Creating the right culture – Placing a premium on groups with a purpose – Avoiding excessive snooping – Picking Social Software for Social Influence – Enterprise software – Emergent enterprise social software – Small-scale social software – Consumer social software

**REFERENCES:**

1. Kevin Lane Keller, Strategic Brand Management: Building, Measuring and Managing, Prentice Hall, 3<sup>rd</sup> Edition, 2007.
2. Moorthi YLR, Brand Management – I edition, Vikas Publishing House 2012
3. Lan Batey, Asain Branding – A Great way to fly, PHI, Singapore, 2002.
4. Paul Tmepoal, Branding in Asia, John Willy, 2000.
5. Ramesh Kumar, Managing Indian Brands, Vikas Publication, India, 2002.
6. Jagdeep Kapoor, Brandex, Biztranza, India, 2005
7. Mahim Sagar, Deepali Singh, D.P.Agarwal, Achintya Gupta.–Brand Management Ane Books Pvt.Ltd – (2009).



17BAX09-CONSUMER BEHAVIOUR					
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		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To provide you with a solid conceptual base for understanding the behavior of consumers within society and the marketplace.	1.1	Appreciate the centrality of consumer analyses to the design, implementation, and evaluation of marketing strategies and programs.	a,b,c,d,e	
2.0	To develop your abilities to apply consumer behavior concepts to marketing problems those are likely to involve consumer consumption with identity and lifestyle implications.	2.1	Discover how consumer insights inform managerial decision making about both strategic and tactical matters.	a,b,c,d,e	
3.0	To extend your understanding of research methodologies that can be used to investigate consumer behavior and guide managerial decision-making.	3.1	Learn the basic analytic frameworks and concepts that managers use to better understand their customers, as well as broader marketplace behaviors and consumption trends.	a,b,c,d,e	

#### UNIT I: INTRODUCTION

(8)

Introduction to Consumer Behaviour- Consumer Behaviour and marketing Strategy- Methods of consumer research- Applications of consumer behaviour knowledge in marketing- Contributing disciplines and area like psychology-social psychology- economics, anthropology etc. Diversity of consumers and their behaviors. Profiling the consumer and understanding their needs- Segmentation - Consumer Decision making process and decision making roles Information Search Process-Evaluative criteria and decision rules. Are consumers Rational or emotional-Involvement theory and applications.

#### UNIT II: CONSUMER PERSONALITY AND PERCEPTION

(10)

Consumer needs theories of Motivation and their applications- Process theories and content theories- Personality and self-concept-Theories of personality- Trait theory and measurement- Motivational Research. Perception- Thresholds of perception- Subliminal perception-Perceptual process dynamics- Positioning methods and measurement- Perceptual mapping methods, multi-dimensional scaling- Consumerimagery.

#### UNIT III: SELF CONCEPT

(8)

Self-Concept- Concept of Multiple Selves- Development of the self-Image Congruence assumptions -Social Comparison theory -Self-esteem. Body image and body esteem- Fashion- Cosmetics and Conspicuous consumption-Psychographics and Lifestyle; Reference Group Influence; Theory of reference group and applications . Endorsements and reference group influence.

#### UNIT IV: LEARNING THEORIES AND ATTITUDE CHANGE

(9)

Learning theories and their applications, Brand loyalty, Brand extensions- Conditioning theories-Cognitive learning theories-Attitudes and Attitude Change- Concept and measurement of attitudes. Strategies of attitude change- Attribution theory and Cognitive dissonance- Persuasion and persuasibility.

#### UNIT V: FAMILY LIFE CYCLE AND DECISION-MAKING

(10)

Family- family life cycle and decision-making- Social Class-The concept and measurement- Mobility among social classes- Prestige products and status. Diffusion of Innovation and Opinion Leadership- Marketing, consumer behaviour and society- Consumption and persuasion-Issues of manipulation and long term impacts on society and children- Consumer materialism-Consumer behaviour knowledge for public policy.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Assael, H. Consumer Behaviour and marketing Action, Ohio, South Western, 1995
2. Engle, J F etc. Consumer Behaviour, Chicago, Dryden Press, 1993
3. Howard, John A etc. Consumer Behaviour in marketing Englewood Cliffs, New Jersey, Prentice Hall Inc.1989



4. Hawkins, D I etc. Consumer Behaviour Implications for Marketing Strategy. Texas, Business, 1995
5. Mowen, John C. Consumer Behaviour , New York, MacMillan, 1993
6. Schiffman, L G and Kanuk, L L Consumer Behaviour New Delhi, Prentice Hall of India, 1994

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17BAX10-SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To understand the empirical and theoretical implications of the financial environment and valuation techniques on optimal portfolio management	1.1	Analyze and evaluate financial markets, how securities are traded, mutual funds, investment companies, and investor behavior	a,b,c,d,e	
		1.2	Construct optimal portfolios and illustrate the theory and empirical applications of asset pricing models	a,b,c,d,e	
		1.3	Explain macro and industry analysis, equity valuation, fundamental analysis and technical analysis	a,b,c,d,e	

#### UNIT I: INVESTMENT SETTING

(9)

Financial and economic meaning of Investment – Characteristics and objectives of Investment – Types of Investment – Investment alternatives – Choice and Evaluation – Risk and return concepts

#### UNIT II: SECURITIES MARKETS

(9)

Financial Market - Segments – Types - - Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building – Role of primary market – Regulation of primary market, Stock exchanges in India – BSE, OTCEI , NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –SEBI.

#### UNIT III: FUNDAMENTAL ANALYSIS

(9)

Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis : Industry classification, Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.

#### UNIT IV: TECHNICAL ANALYSIS

(9)

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – Market Indicators – Efficient Market theory.

#### UNIT V: PORTFOLIO MANAGEMENT

(9)

Portfolio analysis –Portfolio Selection –Capital Asset Pricing model – Portfolio Revision – Portfolio Evaluation – Mutual Funds.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning., New Delhi, 8<sup>th</sup> edition, 2011.
2. Prasannachandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 2011.
3. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 9<sup>th</sup> edition, 2011.
4. S. Kevin , Securities Analysis and Portfolio Management , PHI Learning , 2012.
5. Bodi, Kane, Markus, Mohanty, Investments, 8<sup>th</sup> edition, Tata McGraw Hill, 2011.
6. V.A.Avadhan, Securities Analysis and Portfolio Management, Himalaya Publishing House, 2011.
7. V.K.Bhalla, Investment Management, S.Chand & Company Ltd., 2012.

17BAX11 - MERCHANT BANKING AND FINANCIAL SERVICES					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Understand the modes of issuing securities	1.1	Possess Good knowledge on merchant banking activities	a,b,c,d,e	
2.0	Acquire financial evaluation technique of leasing and hire purchase	2.1	Differentiate Products in the Indian Market e.g Equity, Debt and Derivatives	a,b,c,d,e	
		2.2	Capital market structure in India and the role of capital market in the economy	a,b,c,d,e	

**UNIT I: MERCHANT BANKING**

(5)

Introduction – An Over view of Indian Financial System – Merchant Banking in India – Functions of Merchant Bank - SEBI guidelines

**UNIT II: ISSUE MANAGEMENT**

(12)

Role of Merchant Banker – Preparation of Prospectus, -Under writing of securities, capital structure decisions, Role of Registrars –dealing with Brokers. –advertising consultant. Public issue management-role of issue manager, activities involved in public issue management.

**UNIT III: OTHER FEE BASED SERVICES**

(10)

Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds .

**UNIT IV: FUND BASED FINANCIAL SERVICES**

(10)

Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

**UNIT V: OTHER FUND BASED FINANCIAL SERVICES**

(8)

Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – VentureCapital.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12<sup>th</sup> Edition, 2012
2. Nalini Prava Tripathy, Financial Services, PHI Learning, 2011.
3. Machiraju, Indian Financial System, Vikas Publishing House, 2<sup>nd</sup> Edition,2010.
4. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House,NewDelhi,
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons,NewDelhi.
6. Sasidharan, Financial Services and System, Tata McGraw Hill, New Delhi,2nd Edition2011.
7. Website of SEBI

17BAX12-INTERNATIONAL TRADE FINANCE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Understand export import finance and forex management	1.1	Possess good knowledge on international trade and the documentation involved in it.	a,b,c,d,e	
2.0	Understand the documentation involved in international trade	2.1	Set and enforce rules for international trade	a,b,c,d,e	
		2.2	Provide a forum for negotiating and monitoring further trade liberalization	a,b,c,d,e	

**UNIT I: INTERNATIONAL TRADE**

(9)

International Trade – Meaning and Benefits – Basis of International Trade – Foreign Trade and Economic Growth – Balance of Trade – Balance of Payment – Current Trends in India – Barriers to International Trade – WTO – Indian EXIM Policy.

**UNIT II: EXPORT AND IMPORT FINANCE**

(9)

Special need for Finance in International Trade – INCO Terms (FOB, CIF, etc.) – Payment Terms – Letters of Credit – Pre Shipment and Post Shipment Finance – Forfaiting – Deferred Payment Terms – EXIM Bank – ECGC and its schemes – Import Licensing – Financing methods for import of Capital goods.

**UNIT III: FOREX MANAGEMENT**

(9)

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.

**UNIT IV: DOCUMENTATION IN INTERNATIONAL TRADE**

(9)

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Proforma, Commercial, Consular, Customs, Legalized Invoice, Certificate of Origin Certificate Value, Packing List, Weight Certificate, Certificate of Analysis and Quality, Certificate of Inspection, Health certificate. Transport Documents - Bill of Lading, Airway Bill, Postal Receipt, Multimodal Transport Document. Risk Covering Document: Insurance Policy, Insurance Cover Note. Official Document: Export Declaration Forms, GR Form, PP Form, COD Form, Softer Forms, Export Certification, GSPS – UPCDC Norms.

**UNIT V: EXPORT PROMOTION SCHEMES**

(9)

Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts | Export Promotion – EPZ – EQU – SEZ and Export House.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Apte P.G., International Financial Management, Tata McGraw Hill, 2011.
2. Jeff Madura, International Corporate Finance, Cengage Learning, 9<sup>th</sup> Edition, 2011.
3. Alan C. Shapiro, Multinational Financial Management, PHI Learning, 5<sup>th</sup> Edition, 2010.
4. Eun and Resnik, International Financial Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2011.
5. Website of Indian Government on EXIM policy

17BAX13-CORPORATE FINANCE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Nuances involved in short term corporate financing	1.1	Identify the key themes in corporate finance	a,b,c,d,e	
2.0	Good ethical practices	2.1	Explain and analyse the interrelationship between finance and governance	a,b,c,d,e	
		2.2	Analyse the relationship between strategic decision making and corporate financing decisions.	a,b,c,d,e	

**UNIT I: INDUSTRIAL FINANCE**

(9)

Indian Capital Market – Basic problem of Industrial Finance in India. Equity – Debenture financing – Guidelines from SEBI, advantages and disadvantages and cost of various sources of Finance - Finance from international sources, financing of exports – role of EXIM bank and commercial banks.– Finance for rehabilitation of sick units.

**UNIT II:SHORT TERM-WORKING CAPITAL FINANCE**

(6)

Estimating working capital requirements – Approach adopted by Commercial banks, Commercial paper- Public deposits and inter corporate investments.

**UNIT III:ADVANCED FINANCIAL MANAGEMENT**

(12)

Appraisal of Risky Investments, certainty equivalent of cash flows and risk adjusted discount rate, risk analysis in the context of DCF methods using Probability information, nature of cash flows, Sensitivity analysis; Simulation and investment decision, Decision tree approach in investment decisions.

**UNIT IV:FINANCING DECISION**

(10)

Simulation and financing decision - cash inadequacy and cash insolvency-determining the probability of cash insolvency- Financing decision in the Context of option pricing model and agency costs- Inter-dependence of investment-financing and Dividend decisions.

**UNIT V:CORPORATE GOVERNANCE**

(8)

Corporate Governance - SEBI Guidelines- Corporate Disasters and Ethics- Corporate Social Responsibility- Stakeholders and Ethics- Ethics, Managers and Professionalism.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Richard A.Brealey, Stewart C.Myers and Mohanthy, Principles of Corporate Finance, Tata McGraw Hill, 9<sup>th</sup> Edition, 2011
2. I.M.Pandey, Financial Management, Vikas Publishing House Pvt., Ltd., 12<sup>th</sup> Edition, 2012.
3. Brigham and Ehrhardt, Corporate Finance - A focused Approach, Cengage Learning, 2nd Edition, 2011.
4. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6<sup>th</sup> Edition, 2011
5. Smart, Megginson, and Gitman, Corporate Finance, 2nd Edition, 2011.
6. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2011.
7. Website of SEBI

17BAX14-MICRO FINANCE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Comprehend the importance of Micro finance	1.1	Possess good knowledge in micro finance management	a,b,c,d,e	
2.0	Understand the techniques involved in their evaluation	2.1	Understand the concept and principles of microfinance	a,b,c,d,e	
		2.2	Appraise the state of microfinance in the country	a,b,c,d,e	

**UNIT I: INTRODUCTION TO MICROFINANCE**

(9)

Basics – Need for microfinance - Characteristics of Microfinance clients – Demand and supply of microfinance in developing countries – Nature of Microfinance Markets - Microfinance as a development strategy and as an industry – Microfinance Tools, Micro credit.

**UNIT II: FINANCIAL EVALUATION**

(9)

Financial Evaluation – Analyzing & Managing Financial Performance of MFIs: Analyzing financial statements - Financial performance ratios - Liquidity & capital adequacy – Revenue models of Micro finance - Role of subsidies & Donors - Bench Marking - Rating MFIs.

**UNIT III: OPERATIONAL EVALUATION**

(9)

M Operational Evaluation: Managing operational risks – Internal Control, Business Planning – Impact Assessment – CVP Analysis – Operating Expenses - Operating Efficiency

**UNIT IV: MICROFINANCE IN INDIA**

(9)

Challenges to Microfinance movement – Demand and Supply of Micro financial services – State Intervention in rural credit – RBI Initiatives - NABARD & SHG – Bank Linkup & Programs- – Governance and the constitution of the Board of various forms of MFIs – Intermediaries for Microfinance –State sponsored Organizations.

**UNIT V: ISSUES, TRENDS AND FRONTIERS OF MICROFINANCE**

(9)

Issue – Role of Technology-Strategic issues in Microfinance: Sustainability -opening new markets – Gender issues.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Indian Institute of Banking and Finance, Micro finance: Perspectives and Operations, Macmillan India Limited, 2011.
2. Beatriz and Jonathan, The Economics of Microfinance, Prentice Hall of India,2010.
3. www.microfinancesummit.org

17BAX15-BANKING FINANCIAL SERVICES MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	Grasp how banks raise their sources and how they deploy it and manage the associated risks	1.1	Understand Project Financial Statements (B/S, I/S, budgets, etc.)	a,b,c,d,e	
2.0	Understand e-banking and the threats that go with it	2.1	Use Financial Statements to obtain Cash Flows for the firm and equity holders	a,b,c,d,e	
		2.2	Use Financial Statements to evaluate firm performance	a,b,c,d,e	

**UNIT I: OVERVIEW OF INDIAN BANKING SYSTEM (9)**

Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker.

**UNIT II: SOURCES AND APPLICATION OF BANK FUNDS (9)**

Capital adequacy, Deposits and non-deposit sources, Designing of deposit schemes and pricing of deposit services, application of bank funds – Investments and Lending functions, Types of lending – Fund based, non-fund based, asset based – Different types of loans and their features, Major components of a typical loan policy document, Steps involved in Credit analysis, Credit delivery and administration, Pricing of loans, Customer profitability analysis.

**UNIT III: CREDIT MONITORING AND RISK MANAGEMENT (9)**

Need for credit monitoring, Signals of borrowers' financial sickness, Financial distress prediction models – Rehabilitation process, Risk management – Interest rate, liquidity, forex, credit, market, operational and solvency risks – risk measurement process and mitigation, Basic understanding of NPAs and ALM.

**UNIT IV: MERGERS, DIVERSIFICATION AND PERFORMANCE EVALUATION (9)**

Mergers and Diversification of banks into securities market, underwriting, Mutual funds and Insurance business, Risks associated therewith. Performance analysis of banks – background factors, ratio analysis and CAMELS.

**UNIT V: HIGH TECH E-BANKING (9)**

Payment system in India – Paper based, e-payments – Electronic banking – advantages – Plastic money, E-money – Forecasting of cash demand at ATMs – Security threats in e-banking and RBI's initiatives.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. Padmalatha Suresh and Justin Paul, –Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, –Management of Financial Institutions –with emphasis on Bank and Risk ManagementII, PHI Learning Pvt. Ltd., New Delhi 2010.
3. Peter S. Rose and Sylvia C. and Hudgins, –Bank Management and Financial ServicesII, Tata McGraw Hill, New Delhi, 2012

17BAX16-FINANCIAL DERIVATIVES					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	Use options and futures contracts for tactical portfolio strategies purpose	1.1	Identify and distinguish between the various forms of derivatives instruments	a,b,c,d,e	
2.0	Utilize options and futures contracts for portfolio management purpose	2.1	Apply option strategies such as covered calls, spreads and combinations	a,b,c,d,e	
		2.2	Apply futures strategies for long and short hedging	a,b,c,d,e	

**UNIT I : INTRODUCTION**

(9)

Financial derivatives – an introduction; Futures market and contracting; Forward market – pricing and trading mechanism; Futures pricing – theories and characteristics.

**UNIT II : REGULATIONS**

(9)

Financial derivatives market in India; Regulation of financial derivatives in India.

**UNIT III : STRATEGIES**

(9)

Hedging strategy using futures; Stock index futures; Short-term interest rate futures; Long-term interest rate futures; Foreign currency futures; Foreign currency forwards.

**UNIT IV : OPTIONS**

(9)

Options basics; Option pricing models; trading with options; Hedging with options; currency options; Financial Swaps and Options; Swap markets.

**UNIT V : ACCOUNTING**

(9)

Accounting treatment of derivative transactions; Management of derivatives exposure; Advanced financial derivatives; Credit derivatives. .

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. N.D.Vohra and B.R.Bagri, ‘Futures and Options’ – II Edition; Tata McGraw Hill Ltd.
2. S.L.Gupta, Financial derivatives, theory, concepts and problems, Prentice Hall India, 2006.



17BAX98- TAXATION					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand the basic concepts related to GST	1.1	Understanding of the tax, its nature and characteristics, and the basic concepts in tax, analysing tax evasion, tax avoidance and tax planning	a,b,c,d,e	
2.0	To acquaint with the latest amendments made in connection with indirect taxation	2.1	Understanding the various sources of income for an individual and applying the concept to calculate the total income and tax liability of an individual	a,b,c,d,e	

**UNIT I : GENERAL**

(9)

Concept of Tax, Nature and Characteristics, Direct and Indirect Taxes, Tax evasion, Tax planning, and Tax avoidance, Distinction between tax, fees and cess, Rights and powers of Taxation.

**UNIT II : DIRECT TAX REGIME**

(9)

The Income Tax Act, 1961, Basis of taxation of Income, Basic Concepts, Person, Residential Status and incidence of Tax, Income from Salary, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources, Permissible deductions, Income Tax Authorities .

**UNIT III : TAXATION OF HUF, FIRMS, AOP & OTHER PERSONS**

(9)

Taxation of Individuals including Non-residents, Hindu Undivided Family, Firms, LLP, Association of Persons, Cooperative Societies, Trusts, Charitable and Religious Institutions.

**UNIT IV : CORPORATE TAXATION**

(9)

Corporate Taxation – classification, Tax Incidence, computation of Taxable Income and Assessment of Tax Liability, Dividend Distribution Tax ( DDT), Minimum Alternate Tax and other Special provisions relating to Companies Wealth Tax Act, 1957.

**UNIT V : GST**

(9)

GST, Introduction, Genesis, Council, Role of CBEC, features, Benefits, Good, Services, Input Tax Credit, Computation and Collection of CGST and SGST, Registration, Electronic Way Bills.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. Students guide to Income Tax – Vinod K Singhania – Taxmann Publications, 2017
2. GST in India – Sumit Dutt Majumdar, 2016.
3. The Law and Practice of Income Tax – Arvind P Datar, Kanga and Palkivala – LexisNexis, 2014
4. E-Book <http://nptel.ac.in/courses/109104071/Module7/lecture28.pdf>

17BAX17-MANAGERIAL BEHAVIOR AND EFFECTIVENESS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To examine managerial styles in terms of concern for production and concern for people.	1.1	Contrast different attitudes and assumptions of managers about human nature and behaviour at work	a,b,c,d,e	
2.0	To assess different systems of management and relate these systems to organisational	2.1	Examine managerial styles in terms of concern for production and concern for people	a,b,c,d,e	
		2.2	Assess different systems of management	a,b,c,d,e	

**UNIT I: DEFINING THE MANAGERIAL JOB**

(8)

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs – Effective and Ineffective Job behaviour – Functional and level differences in Managerial Job behavior.

**UNIT II: DESIGNING THE MANAGERIAL JOB**

(12)

Identifying Managerial Talent – Selection and Recruitment – Managerial Skills Development – Pay and Rewards – Managerial Motivation – Effective Management Criteria – Performance Appraisal Measures – Balanced Scorecard - Feedback – Career Management – Current Practices.

**UNIT III: THE CONCEPT OF MANAGERIAL EFFECTIVENESS**

(7)

Definition – The person, process, product approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government practices in the Management of Managerial Effectiveness- the Effective Manager as an Optimizer.

**UNIT IV: ENVIRONMENTAL ISSUES IN MANAGERIAL EFFECTIVENESS**

(8)

Organisational Processes – Organisational Climate – Leader – Group Influences – Job Challenge – Competition – Managerial Styles.

**UNIT V: DEVELOPING THE WINNING EDGE**

(10)

Organisational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation .

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Peter Drucker, Management, Harper Row, 2005.
2. Milkovich and Newman, Compensation, McGraw-Hill International, 2005.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson 2006.
4. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, 2008.
5. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3<sup>rd</sup> edition,2006.
6. T.V.Rao,Appraising and Developing Managerial Performance, Excel Books,2000.
7. R.M.Omkar,Personality Developmentand Career Management, 1<sup>st</sup>edition,2008.
8. Richard L.Daft, Leadership, Cengage, 1 st Indian Reprint 2008.

17BAX18-TRAINING AND DEVELOPMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To provide knowledge about Training and Development to employees and its implications	1.1	Describe knowledge, skills/abilities, attitudes, or values	a,b,c,d,e	
		2.1	Describe actions which can be demonstrated, can be observed, and can be measured	a,b,c,d,e	
		2.2	Define specific outcomes or competencies to be achieved in terms of skills, content mastery, attitudes, or values.	a,b,c,d,e	

**UNIT I** (6)  
 Training Objective and concepts of Training- Scope of Training- Training and HRD- How Training Benefits the Organisation- Current and Future Trends in Training.

**UNIT II** (9)  
 Analysis of Training Needs- Organisational Analysis: Task, Person Requirement Analysis-Method and Techniques of Training Need Assessment- Methods and Techniques of Training Need Assessment- Training needs Analysis and Process- Operational Analysis/ Job analysis.

**UNIT III** (10)  
 Training Design- Prime Considerations while designing a Training Programme- Factors affecting Training Design- Budgeting for Training- Identification of Evaluation objectives & Needs- Establishing and identifying Training Objectives- Learning Definition, Principles- Components and elements of Learning Process.

**UNIT IV** (11)  
 Training Process and Methods- Designing the Training Programme- Training Implementation- Training Policy and Plan- Types of Training- Training Method- Implementation and Evaluation Training- Logistical and Physical Arrangements- Tips for Trainer for Effective Implementation- Evaluation-Definition & need- Types of Evaluation Instruments- Evaluation Design & Techniques- Training Audit- Suggestions for Making Training Effective

**UNIT V** (9)  
 Management Development- The need & importance of management development- Approach to management development- Sources of knowledge and skills- Special needs of Technical Managers- Strategies to develop Technical Managers- Training for Executive Level Management.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Dr.B.Janakiramll, Training & Development, Biztantra, 2008.
2. R.K.Sahull, Training for Development, Excel books, 2005
3. RolfPlyntonand UdaiPAreekll, Trainingfor Development, Vistaar Publications,2007.
4. Irwin.L.Goldsteinll, Training in Organisations, Thomson, 2007.
5. James Flahertyll, Coaching, Bulterworth-Heinemana, 2008.
6. Margaret Anne Reid and Harry Barringtonll, Training Interventions, Jaico Publishing , 2007.
7. Mohan Thitell, Managing People in the new economy, Response books, 2004.
8. Carole Pembertonll, Coaching to Solutions, Butterworth-Heinemann, 2008.
9. E.H.Mcgrathll, Training for Life & Leadership in Industry, 4th edition, PHI, 2007
10. Donald.J.Lordll, Bottom Line Training: How to Design & Implement Successful Programs that Boost Profits, PHI, 2007

17BAX19-ORGANISATIONAL THEORY, DESIGN AND DEVELOPMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To learn how an organization can be designed and developed to deal with the challenges from environment, technology, and its own processes	1.1	Analyze organizations more accurately and deeply by applying organization theory	a,b,c,d,e	
		1.2	Understand the historical and theoretical basis of organisational design and the relationship between organisational elements and the business strategy	a,b,c,d,e	
		1.3	Understand the key factors to be considered in the design of organisations and the implications for the management and development of people and resources	a,b,c,d,e	

**UNIT I: ORGANISATION & ITS ENVIRONMENT**

(8)

Meaning of Organisation – Need for existence - Organisational Effectiveness – Creation of Value – Measuring Organisational Effectiveness – External Resources Approach, Internal Systems Approach and Technical approach - HR implications.

**UNIT II: ORGANIZATIONAL DESIGN**

(15)

Organizational Design – Determinants – Components – Types - Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment- Mechanistic and Organic Structures- Technological and Environmental Impacts on Design- Importance of Design – Success and Failures in design - Implications for Managers.

**UNIT III: ORGANISATIONAL CULTURE**

(6)

Understanding Culture – Strong and Weak Cultures – Types of Cultures – Importance of Culture - Creating and Sustaining Culture - Culture and Strategy - Implications for practicing Managers.

**UNIT IV: ORGANISATIONAL CHANGE**

(6)

Meaning – Forces for Change - Resistance to Change – Types and forms of change – Evolutionary and Revolutionary change – Change process -Organisation Development – HR functions and Strategic Change Management - Implications for practicing Managers.

**UNIT V: ORGANISATION EVOLUTION AND SUSTENANCE**

(10)

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning– Innovation, Intrapreneurship and Creativity-HR implications.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES**

1. Gareth R.Jones, Organisational Theory, Design & Change, Pearson Education, 6<sup>th</sup> Edition 2011.
2. Richard L. Daft, Understanding the theory & Design of Organisations, Cengage Learning Western, 10<sup>th</sup> Edition 2012.
3. Thomson G. Cummings and Christopher G. Worley, Organisational development and Change, 9<sup>th</sup> edition 2011
4. Robbins Organisation Theory; Structure Design & Applications, Prentice Hall of India, 2009.
5. Bhupen Srivastava, Organisational Design and Development: Concepts application, Biztantra, 2010.
6. Robert A Paton, James Mc Calman, Change Management, A guide to effective implementation Response Books, 2012.



17BAX20-INDUSTRIAL RELATIONS AND LABOUR WELFARE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To explore contemporary knowledge and gain a conceptual understanding of industrial relations	1.1	Know the impact of industrial relations	a,b,c,d,e	
		1.2	Know how to resolve the human relations problems and promote welfare of industrial labour	a,b,c,d,e	

**UNIT I:INDUSTRIAL RELATIONS**

(7)

Concepts – Importance – Industrial Relations problems in the Public Sector – Growth of Trade Unions – Codes of conduct.

**UNIT II:INDUSTRIAL CONFLICTS**

(12)

Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication.

**UNIT III:LABOUR WELFARE**

(8)

Concept – Objectives – Scope – Need – Voluntary Welfare Measures – Statutory Welfare Measures – Labour – Welfare Funds – Education and Training Schemes.

**UNIT IV:INDUSTRIAL SAFETY**

(9)

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions.

**UNIT V:WELFARE OF SPECIAL CATEGORIES OF LABOUR**

(9)

Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour –BPO & KPO Labour - Social Assistance – Social Security – Implications

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Mamoria C.B. and Sathish Mamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2007.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws.Tata McGraw Hill. 2012
3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
4. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007.
5. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.
6. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
7. P.R.N Sinha, Indu Bala Sinha, Seema Priyardarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004.

17BAX21-LABOUR LEGISLATIONS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.	1.1	To appreciate the application of labour laws. Legal Provision relating to Wages	a,b,c,d,e	
		1.2	Working Conditions and Labour Welfare	a,b,c,d,e	
2.0	To familiarize the students to the practical problems inherent in the implementation of labour statutes.	2.1	Industrial Relations	a,b,c,d,e	
		2.2	Social Security	a,b,c,d,e	
1	The Factories Act, 1948			2	
2	The Trade Unions Act, 1926			3	
3	The Payment of Wages Act, 1936			3	
4	The Minimum Wages Act, 1948			2	
5	The Industrial Disputes Act, 1947			2	
6	The Workmen's Compensation Act, 1923			2	
7	The Payment of Gratuity Act, 1972			3	
8	The Payment of Bonus Act, 1965			3	
9	The Employee's Provident Fund & Misc. Act, 1952			3	
10	The Employees State Insurance Act, 1948			3	
11	The Industrial Employment (Standing Orders) Act, 1946			3	
12	The Apprentices Act, 1961			2	
13	The Equal Remuneration Act, 1976			2	
14	Inter-State Migrant Act, 1979			2	
15	Disparity Act, 2010			2	
16	Industrial Establishment and Subsistence Act			2	
17	Employee Pension System, 1995			2	
18	The Maternity Benefit Act, 1961			2	
19	Contract Labour Regulations and Abolition Act, 1970			2	
<b>TOTAL :( L: 45 ) = 45 PERIODS</b>					
<b>REFERENCES :</b>					
1. P.K. Padhi, Industrial Laws, PHI, 2008.					
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2008.					
3. Tax Mann, Labour Laws, 2008					
4. D. R. N. Sinha, Indu Balasinha & Semma Priyadarshini Shekar, Industrial Relation Trade.unions and Labour Legislation, 2004.					
5. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj. Industrial relations & Labour Laws.Tata McGraw Hill. 2012					
6. Srivastava, Industrial Relations and Labour laws, Vikas, 2007.					
7. Respective Bare Act.					

17BAX22-STRATEGIC HUMAN RESOURCE MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To help students understand the transformation in the role of HR functions from being a support function to strategic function	1.1	Understand the strategic tools and techniques used by organizations	a,b,c,d,e	
		1.2	Meet and resolve challenges in human resource management	a,b,c,d,e	

#### **UNIT I: HUMAN RESOURCE DEVELOPMENT**

**(10)**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends – Strategic Capability , Bench Marking and HRD Audit.

#### **UNIT II: E-HRM**

**(6)**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e- Performance management and Compensation design – Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

#### **UNIT III: CROSS CULTURAL HRM**

**(7)**

Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs – Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border Mergers and Acquisitions - Repatriation etc - Building Multicultural Organisation - International Compensation.

#### **UNIT IV: CAREER & COMPETENCY DEVELOPMENT**

**(10)**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

#### **UNIT V: EMPLOYEE COACHING & COUNSELING**

**(12)**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs – Work Stress – Sources - Consequences – Stress Management Techniques.- Eastern and Western Practices - Self Management and Emotional Intelligence.

**TOTAL :( L: 45 ) = 45 PERIODS**

## REFERENCES:

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 2007.
2. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
3. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, Southwestern 2007.
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
5. Monir Tayeb. International Human Resource Management. Oxford. 2007
6. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley India. 2<sup>nd</sup> edition.
7. McLeod. The Counsellor's workbook. Tata McGraw Hill. 2011.





17BAX99 - HR METRICS AND ANALYTICS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB11 HUMAN RESOURCE MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Gain an understanding of the different analytical approaches used by HR Professionals to solve real business problems	1.1	Facilitate and communicate the human resources component of the organization's business plan.	a,b,c,d,e	
2.0	Examine actual business cases and apply problem solving and critical thinking skills through group case studies	2.1	Develop, implement, and evaluate organizational development strategies aimed at promoting organizational effectiveness.	a,b,c,d,e	

**UNIT I: HR ANALYTICS IN PERSPECTIVE**

(10)

Understand the characteristics, the strategic focus and problems facing of HR analytics -HR analytics process and application of analytical techniques to evaluate Human capital impact on business

**UNIT II: METRICS AND DATA CHALLENGES**

(6)

Data and Metrics – to identify and obtain quality HR data - the purpose & efficiency of metrics – creating HR metrics and link to KPIs- transform strategic goals to HR metrics.

**UNIT III: TOOL KITS FOR RESOLVING OPERATIONAL ISSUES**

(7)

Tool kits available in market - Identify and resolve operational issues in order to develop and align HR metrics with organizational strategy.

**UNIT IV: ANALYTICS AND THE ORGANISATION AS A SYSTEM**

(10)

Analytics – Human Capital in the Value Chain- Balance Score card – ROI – Predictive Analytics.

**UNIT V: AGILE REPORTING AND STRATEGIES FOR IMPROVING ORGANISATIONAL EFFECTIVENESS**

(12)

Reporting & Advising - the 4 rules of reporting HR analytics- importance of data visualization - why design is important in reporting basic principles of information design - knowledge, skill, and ability to use the results of data collection and analysis - tell a story in a compelling manner so that change follows for improving Organisational effectiveness.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. The New HR Analytics – Jac Fitzenz (2010), AMACOM
2. Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
3. HR Scorecard and Metrics, HBR, 2001.
4. Human Resources kit for Dummies – 3rd edition – Max Messmer, 2003
5. 70 HR metrics with examples- simplicable- uploaded by Ajay Burman on March 5th, 2016 on scribd
6. Sesil, J. C. (2014). Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education
7. Pease, G., & Beresford, B. (2014). Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley.



17BAX23-ADVANCED DATABASE MANAGEMENT SYSTEMS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB12 MANAGEMENT INFORMATION SYSTEM</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand the various advanced databases used in the organization	1.1	Develop awareness of database models	a,b,c,d,e	
2.0	To be aware of recent trends in database management	2.1	Acquire Knowledge of database technologies	a,b,c,d,e	

**UNIT I: INTRODUCTION**

(9)

DBMS Models - Multimedia Databases, Parallel Databases, embedded, web, spatial, temporal databases, Virtualization, Active Databases - Embedded databases - Web databases.

**UNIT II: DATABASE IMPLEMENTATION**

(9)

Query Processing basics and optimization – Heuristic Optimization – Transactions Models – Concurrency Control – Recovery – Security and Authorization – Storage – Indexing and Hashing – ISAM – B-Trees – Kd Trees – X Trees Dynamic Hashing.

**UNIT III: DISTRIBUTED DATABASES**

(9)

Distributed Databases – Queries – Optimization Access Strategies – Distributed Transactions Management – Concurrency Control – Reliability

**UNIT IV: OBJECT ORIENTED DATABASES**

(9)

Object Oriented Concepts – Data Object Models – Object Oriented Databases – Issues in OODBMS - Object Oriented Relational Databases – Object Definition Languages – Object Query Languages.

**UNIT V: EMERGING TRENDS**

(9)

Data Mining – Data warehousing – Star, Snowflake, Fact Constellation; open source database systems Scripting Language, JDBC, ODBC..

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. PeterRob, Carlos Coronel, Database System and Design, Implementation and Management, 7 th edition, Cengage Learning.
2. Ramez Elmasri and Shamkant B. Navethe, Fundamentals of Database Systems, 4th, P e a r s o n Education, 2004.
3. Jeffrey A Hoffer et al, Modern Database Management, 10th Edition, Pearson Education, 2012
4. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, Database System Concepts, 5<sup>th</sup> Edition, McGraw-Hill, 2010.
5. Thoms M. Connolly and Carolyn E. Begg, Database Systems – A Practical Approach to Design, Implementation and Management, 3rd edition, Pearson Education, 2003.
6. Jefrey D. Ullman and Jenifer Widom, A First Course in Database Systems, Pearson Education Asia, 1st impression 2007.
7. Stefano Ceri and Giuseppe Pelagatti, Distributed Databases Principles and Systems, McGraw-Hill International Editions, 2008.
8. Rajesh Narang, Object Oriented Interfaces and Databases, Prentice Hall of India, 2002.
9. Mark L.Gillenson & el, Introduction to database management, Wiley India Pvt. Ltd, 2008.

17BAX24-e-BUSINESS MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB12 MANAGEMENT INFORMATION SYSTEM</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To understand the practices and technology to start an online business	1.1	Understand the key concepts and trends associated with eBusiness and eCommerce	a,b,c,d,e	
		1.2	Familiarise with the leading tools and techniques used in the customer –facing aspects of eBusiness and eCommerce	a,b,c,d,e	
		1.3	Possess Conceptual and practical education in the best practices used by industry leaders to produce superior business results in the management of eBusiness and	a,b,c,d,e	

**UNIT I: INTRODUCTION TO e-BUSINESS (8)**

Business, e-business vs e-commerce, Economic forces – advantages – myths – e-business models, design, develop and manage e-business, Web 2.0 and Social Networking, Mobile Commerce, S-commerce

**UNIT II: TECHNOLOGY INFRASTRUCTURE (10)**

Internet and World Wide Web, internet protocols - FTP, intranet and extranet, information publishing technology- basics of web server hardware and software.

**UNIT III: BUSINESS APPLICATIONS (10)**

Consumer oriented e-business – e-tailing and models - Marketing on web – advertising, e-mail marketing, affiliated programs - e-CRM; online services, Business oriented e-business, e- governance, EDI on the internet, Delivery management system, Web Auctions, Virtual communities and Web portals – social media marketing.

**UNIT IV: e-BUSINESS PAYMENTS AND SECURITY (9)**

E-payments - Characteristics of payment of systems, protocols, e-cash, e-cheque and Micro payment systems- internet security – cryptography – security protocols – network security.

**UNIT V: LEGAL AND PRIVACY ISSUES (8)**

Legal, Ethics and privacy issues – Protection needs and methodology – consumer protection, cyber laws, contracts and warranties, Taxation and encryption policies.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Harvey M.Deitel, Paul J.Deitel, Kate Steinbuhler, e-business and e-commerce for managers,Pearson, 2011.
2. Efraim Turban, Jae K. Lee, David King, Ting Peng Liang, Deborrah Turban, Electronic Commerce – A managerial perspective, Pearson Education Asia, 2010.
3. Parag Kulkarni, Sunita Jahirabadkao, Pradeep Chande, e business, Oxford University Press, 2012.
4. Hentry Chan & el , E-Commerce – fundamentals and Applications, Wiley India Pvt Ltd, 2007.
5. Gary P. Schneider, Electronic commerce, Thomson course technology, Fourth annual edition, 2007
6. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, 3<sup>rd</sup>Edition. Tata McGrawHill Publications, 2009
7. Kamlesh K.Bajaj and Debjani Nag, Ecommerce- the cutting edge of Business,Tata McGrawHill Publications, 7<sup>th</sup> reprint, 2009.
8. Kalakota et al, Frontiers of Electronic Commerce, Addison Wesley, 2004
9. Micheal Papaloelon and Peter Robert, e-business, Wiley India, 2006.

17BAX25-SOFTWARE PROJECT AND QUALITY MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB12 MANAGEMENT INFORMATION SYSTEM</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand project management cycle in software development	1.1	Knowledge of software development process and quality models	a,b,c,d,e	
2.0	To study various project estimation and quality models in software development	2.1	:Knowledge of software project estimation and quality assurance	a,b,c,d,e	

**UNIT I: INTRODUCTION (9)**

Software Projects, Projects Planning, Process models, Waterfall, RAD, V, Spiral, Incremental, Prototyping, Agile, Project Tracking.

**UNIT II: SOFTWARE METRICS (9)**

Goal, Question, Metric (GQM) model, Product Quality metrics, In process Quality metrics, Metrics for software maintenance and testing, Complexity Metrics.

**UNIT III: SOFTWARE PROJECT ESTIMATION (9)**

Effort and Cost Estimation - Expert Judgment, LOC, Function Points, Extended Function Points, Feature Points, Object Points, COCOMO-81, COCOMO-II; Risk Management.

**UNIT IV: SOFTWARE QUALITY (9)**

Quality Management Systems, Software Quality Models- FURPS, McCalls Models, Applying seven basic quality tools in software development, Measuring Quality, Gilb, CoQUAMO, Lean software development.

**UNIT V: SOFTWARE QUALITY ASSURANCE (9)**

Software Reliability models-Rayleigh model, Weibull model; Defect Removal Effectiveness; Quality standards- ISO 9000 models and standards for process improvement, ISO/IEC 9126-1 to 9126-4, SQuaRE, ISO/IEC 25000, ISO/IEC 25010, CMM, PCMM, CMMI, SPICE.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Roger S. Pressman, Software Engineering A Practioners Approach, McGraw Hill International Edition, New Delhi, 7<sup>th</sup> Edition, 2010.
2. Stephen Kan, Metrics and Models in Software Quality Engineering, Pearson Education Asia, 8<sup>th</sup> Impression 2009.
3. Walker Royce, Software Project Management – A unified framework, PearsonEducation Asia, New Delhi, 2000.
4. Alan Gillies, Software Quality – Theory and Management, Thomson Learning, 2011.
5. Bob Hughes and Mike Cotterell, Software Project Management, Tata McGraw Hill, 5<sup>th</sup> Edition, 2010)
6. Robert T. Futrell, Donald F. Sahefer and Linda I. Shafer, Quality Software Project Management, Pearson Education Asia, 2002.
7. Richard H. Thayer, Software Engineering Project Management, John Wiley, 2007.



17BAX26-DATA MINING FOR BUSINESS INTELLIGENCE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB12 MANAGEMENT INFORMATION SYSTEM</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To know how to derive meaning from huge volume of data and information	1.1	Understand Big Data Management	a,b,c,d,e	
2.0	To understand how knowledge discovering process is used in business decision making	2.1	Appreciate the techniques of knowledge discovery for business applications	a,b,c,d,e	

**UNIT I: INTRODUCTION**

(9)

Data mining, Text mining, Web mining, Spatial mining, Process mining, BI process- Private and Public intelligence, Strategic assessment of implementing BI

**UNIT II: DATA WAREHOUSING**

(9)

Data ware house – characteristics and view - OLTP and OLAP - Design and development of data warehouse, Meta data models, Extract/ Transform / Load (ETL) design

**UNIT III: DATA MINING TOOLS, METHODS AND TECHNIQUES**

(9)

Regression and correlation; Classification- Decision trees; clustering –Neural networks; Market basket analysis- Association rules-Genetic algorithms and link analysis, Support Vector Machine, Ant Colony Optimization

**UNIT IV:MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES**

(9)

Business intelligence software, BI on web, Ethical and legal limits, Industrial espionage, modern techniques of crypto analysis, managing and organizing for an effective BI Team.

**UNIT V:BI AND DATA MINING APPLICATIONS**

(9)

Applications in various sectors – Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Jaiwei Ham and Micheline Kamber, Data Mining concepts and techniques, Kauffmann Publishers 2006
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King, Business Intelligence, Prentice Hall, 2008.
3. W.H.Inmon, Building the Data Warehouse, fourth edition Wiley India Pvt. Ltd. 2005.
4. Ralph Kimball and Richard Merz, The data warehouse toolkit, John Wiley, 2005.
5. Michel Berry and Gordon Linoff, Mastering Data mining, John Wiley and Sons Inc 2<sup>nd</sup> Edition, 2011
6. Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
7. G. K. Gupta, Introduction to Data mining with Case Studies, Prentice hall of India, 2011
8. Giudici, Applied Data mining – Statistical Methods for Business and Industry, John Wiley, 2009
9. Elizabeth Vitt, Michael Luckevich Stacia Misner, Business Intelligence, Microsoft, 2011
10. Michalewicz Z., Schmidt M. Michalewicz M and Chiriac C, Adaptive Business Intelligence, Springer – Verlag, 2007
11. Galit Shmueli, Nitin R. Patel and Peter C. Bruce, Data Mining for Business Intelligence – Concepts, Techniques and Applications Wiley, India, 2010.

17BAX27-DECISION SUPPORT SYSTEM					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB12 MANAGEMENT INFORMATION SYSTEM</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To provide the practicing managers thorough treatment of DSS	1.1	Ability to select appropriate modeling techniques for supporting semi-structured business decision making	a,b,c,d,e	
2.0	To make them develop computer based DSS for their enterprise decision support	2.1	Ability to identify and select appropriate decision support systems for generating innovative business solutions	a,b,c,d,e	
3.0	To apply DSS for quick and better decision making				

**UNIT I:DECISION SUPPORT SYSTEM**

(9)

Decision Making – steps – Phases - Evaluation – Models – Decision Support System – Characteristics - Components - Classification – Applications.

**UNIT II:DATA MANAGEMENT**

(9)

Sources of Data – Data Collection Terminology - Database Languages – Query Analysis - DBMS in DSS Development - Data Warehousing - Data Mining - OLAP - Data Visualisation - Sources of Data – Data Collection Terminology - Database Languages – Query Analysis.

**UNIT III:MODEL MANAGEMENT**

(9)

Models – Terminology - Modeling Process - Types of Models – Influence Diagrams - Analysis - Optimisation – Heuristic Programming – Simulation - Modeling Languages –MBMS – Modelling Packages.

**UNIT IV:DIALOG MANAGEMENT**

(9)

User Interface – Graphics – Multimedia - Design Factors – Interface Styles -Visual Interactive Modeling and Simulation - Natural Language Processing – Speech Recognition and Understanding - Issues in User Interface.

**UNIT V:DECISION SUPPORT SYSTEM DEVELOPMENT**

(9)

Development Process – Types - Technology – Tools –Platforms – Selection - Data Acquisition – Model Acquisition – Dialog Development - Integration – Testing and Validation – Training and Implementation.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Efraim turban and Jay E Aronson, \_Decision Support Systems and Intelligent Systems', Prentice Hall International, 2008.
2. Janakiraman V.S. and Sarukesi. K. \_Decision Support Systems', Prentice Hall of India, 2008.

17BAX28-SYSTEM ANALYSIS AND DESIGN					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB12 MANAGEMENT INFORMATION SYSTEM</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes			Related Program outcomes
1.0	Define and describe the five phases of the system development life cycle.	1.1	Explain at least three ways in which information systems support business requirements.	a,b,c,d,e	
		1.2	Describe how systems analysts interact with users, management, and other information systems	a,b,c,d,e	

**UNIT I**

(9)

Overview of System Analysis and Business modeling; System components, Business profile, business process models, Business Systems Concept; Systems Development Life Cycle; Project Selection; feasibility Study. Impact of internet, web based system development, Guidelines for System development, Roles and responsibilities of a Business Analyst.

**UNIT II**

(9)

System analysis: Systems documentation consideration: Principles of Systems Documentation, Types of documentation, Requirement gathering techniques: Interviews, Group, Communication Questionnaires, Presentations & Site Visits, SRS documentation. Tools for Analysis and Design of Business System: modelling, prototyping, CASE tools; Methodologies: Structured analysis, Object oriented analysis, agile methods. System analysis activities, techniques: JAD, RAD, Agile methods. Modelling tools: DFDs, Functional decomposition diagrams, CASE tools, UML; Data and process modelling: DFDs, Data Dictionaries; Process description tools: Decision Analysis; Decision Trees and Tables.

**UNIT III**

(9)

Business Modelling with UML, Components of UML used in Business Modelling, RUP, IDEF, and BPMN 2.0 basics. Object modelling: Object oriented analysis, Object modelling with UML: Class diagram, Object diagram, State chart diagram, Activity diagram, Sequence diagram, Collaboration diagram, Use case diagram, Component diagram, Deployment diagram

**UNIT IV**

(9)

Output and User interface design: Output design, input design, user interface design, File Design , Data design concepts, DBMS components, ER diagrams, Documentation Tools ; Testing Techniques Available ; Systems control and Audit trails ; Systems Administration and Training ; Conversion and Operations Plan. 56

**UNIT V**

(9)

Systems Control and Quality Assurance: Hardware and Software Selection , Hardware Acquisition ; Bench marking , Vendor Selection , Operating System Selection , Language Processors. Performance and Acceptance Testing Criteria, Preparing User Manual. Maintenance Activities and Issues.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.
3. Shelly,Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rambaugh, Jacobson, Booch, UML- Reference Manual, Pearson.



17BAX29-LOGISTICS AND SUPPLY CHAIN MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB08 OPERATIONS MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes			Related Program outcomes
1.0	Understand the scope and practice of business logistics and supply chain management	1.1	Gain knowledge on effective management of the logistics and supply chain	a,b,c,d,e	
		1.2	Evaluate both domestic and international transportation problems and effectively develop and present actionable solutions.	a,b,c,d,e	
		1.3	Apply inventory models and techniques to create and recommend appropriate stocking solutions in various business settings.	a,b,c,d,e	

**UNIT I: INTRODUCTION**

(9)

Business logistics and supply chain – importance, objectives and drivers. Strategy – planning, selecting proper channel, performance measurement. Outsourcing- Make vs buy approach – sourcing strategy.

**UNIT II: MANAGING FLOWS**

(9)

Planning Networks – Decision making under risk – Decision trees – Decision making under uncertainty. Distribution Network Design – Role - Factors Influencing Options, Value Addition.. Supply Chain Network optimization models. Logistics information system - Role of IT – Framework for IT adoption.

**UNIT III: INVENTORY AND WAREHOUSING**

(9)

Inventory–objectives, bullwhip effect, control - Probabilistic inventory models, Risk pooling, Vendor managed inventory, Multi-echelon inventory. Warehousing Functions – Types – Site Selection – Decision Model – Layout Design – Costing – Virtual Warehouse.

**UNIT IV: TRANSPORTATION AND PACKAGING**

(9)

Transportation – Drivers, Modes, Measures - Strategies for Transportation, 3PL and 4PL, Vehicle Routing and scheduling. Packaging- Design considerations, Material and Cost. Packaging as Unitisation. Consumer and Industrial Packaging.

**UNIT V: ORGANISATION AND CONTROL**

(9)

Organisation Structure – need and development. Organizational – Choices, Orientation and positioning. Interfunctional and interorganisational management – alliances and partnerships. Control – Process framework, system details, information, measurement and interpretation.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES :**

1. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
2. Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, 2007.
3. Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill, 2010
4. Vinod V. Sople, Logistics Management-The Supply Chain Imperative, Pearson. 2012.
5. Coyle et al., The Management of Business Logistics, Thomson Learning, 7<sup>th</sup> Edition, 2004.
6. Mohanty R.P and Deshmukh S.G, Supply chain theories and practices, Biztantra publications, 2007.
7. Leenders, Johnson, Flynn, Fearon, Purchasing and supply management, Tata McGraw Hill, 2010.



17BAX30-SERVICES OPERATIONS MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB08 OPERATIONS MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To help understand how service performance can be improved by studying services operations management	1.1	Understand how service performance can be improved by studying services operations management	a,b,c,d,e	
		1.2	Obtain an overview of the successful Service Operations Management (SOM) function through the introduction of the topics traditionally associated with the study of Service Operations Management.	a,b,c,d,e	
		1.3	Develop an understanding of the terminology and responsibilities that relate to Service Operations Management.	a,b,c,d,e	

**UNIT I: INTRODUCTION**

(9)

Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness; Internet strategies - Environmental strategies.

**UNIT II: SERVICE DESIGN**

(9)

New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration ; Managing Service Experience –experience economy, key dimensions ;Vehicle Routing and Scheduling

**UNIT III: SERVICE QUALITY**

(9)

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL- Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees; Service Encounter – triad, creating service orientation, service profit chain; Front-office Back-office Interface – service decoupling.

**UNIT IV: SERVICE FACILITY**

(9)

Servicescapes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location , location set covering problem

**UNIT V: MANAGING CAPACITY AND DEMAND**

(9)

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services– Retail Discounting Model, Newsvendor Model; Managing Waiting Lines –Queuing systems, psychology of waiting; Managing for growth-expansion strategies, franchising , globalization.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5<sup>th</sup> Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2<sup>nd</sup> Edition.
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.

4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2<sup>nd</sup> Edition, 2005.
5. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006.
6. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2<sup>nd</sup> Edition, 2004.

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17BAX31-PROJECT MANAGEMENT					
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<b>PREREQUISITE: 17BAB08 OPERATIONS MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To learn the concepts of managing projects.	1.1	Apply project management principles in business situations	a,b,c,d,e	
		1.2	Optimize resource utilization and time optimization	a,b,c,d,e	

**UNIT I: INTRODUCTION TO PROJECT MANAGEMENT (9)**

Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.

**UNIT II: PLANNING AND BUDGETING (9)**

The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.

**UNIT III: SCHEDULING & RESOURCE ALLOCATION (9)**

PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling. Allocating scarce resources – Goldratt's Critical Chain.

**UNIT IV: CONTROL AND COMPLETION (9)**

The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.

**UNIT V: PROJECT ORGANISATION & CONFLICT MANAGEMENT (9)**

Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2005.
2. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education, 2006.
3. Gido and Clements, Successful Project Management, Second Edition, Thomson Learning,2003.
4. Harvey Maylor, Project Management, Third Edition, Pearson Education, 2006.



17BAX32-LEAN SIX SIGMA					
		L	T	P	C
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<b>PREREQUISITE: 17BAB08 OPERATIONS MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To gain insights about the importance of lean manufacturing and six sigma practices.	1.1	Relate the tools and techniques of lean sigma to increase productivity	a,b,c,d,e	
		1.2	Identify Strategies to reduce cycle time of production/process, reduce inputs to the processes and increases the customer satisfaction.	a,b,c,d,e	
		1.3	Understand the benefits of Lean and Six Sigma	a,b,c,d,e	

**UNIT I: LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS**

(9)

Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing – assessment questions

**UNIT II: THE SCOPE OF TOOLS AND TECHNIQUES**

(9)

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement, Tools for analysis – Process Mapping, Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving – Tools for improvement – Affinity diagram, Normal group technique, SMED, 5S, mistake proofing, Value stream Mapping, forced field analysis – Tools for control – Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram, Earned value management.

**UNIT III: SIX SIGMA METHODOLOGIES**

(9)

Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder

**UNIT IV: SIX SIGMA IMPLEMENTATION AND CHALLENGES**

(9)

Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation – leadership training, close communication system, project selection – project management and team – champion training – customer quality index – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics

**UNIT V: EVALUATION AND CONTINUOUS IMPROVEMENT METHODS**

(9)

Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, customer focus, Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Michael L. George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill, 2000
3. Fred Soleimannejad , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
4. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma: A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
5. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

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17BAX33-WORLD CLASS MANUFACTURING					
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<b>PREREQUISITE: 17BAB08 OPERATIONS MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand the concept of Excellence in manufacturing – Traditional & current concepts.	1.1	Have access to the right information	a,b,c,d,e	
2.0	Building organization strength through Customer focus – Overcoming impediments	2.1	Engage their employees	a,b,c,d,e	
3.0	To learn how to achieve stability and sustain Excellent manufacturing practices.	3.1	Employ up-to-date techniques	a,b,c,d,e	

**UNIT I: HISTORICAL PERSPECTIVE**

(9)

World class excellent organizations – Models for manufacturing excellence – Business Excellence.

**UNIT II: BENCHMARK, BOTTLENECKS AND BEST PRACTICES**

(9)

Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System

**UNIT III: SYSTEM & TOOLS FOR WORLD CLASS MANUFACTURING**

(9)

Improving Product & Process Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance , Visual Control.

**UNIT IV: HUMAN RESOURCE MANAGEMENT IN WCM**

(9)

Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures . Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.

**UNIT V: TYPICAL CHARACTERISTICS OF WCM COMPANIES**

(9)

Performance indicators – what is world class Performance – Six Sigma philosophy

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. World Class Manufacturing - Strategic Perspective - B.S. Sahay ,KBC Saxena , Ashish Kumar .(Mac Millan)
2. Making Common Sense Common Practice – Models for manufacturing excellence – Ron Moore (Butter worth Heinmann)
3. The Toyota Way - Jeffrey K.Liker – (Tata Macgraw Hill)
4. Operations Management for Competitive Advantage – Chase
5. Making Common Sense Common Practice – Moore
6. Managing Technology & Innovation for Competitive Advantage – Narayanan
7. Just In Time Manufacturing – M.G.Korgaonkar



17BAX34-COMPUTER INTEGRATED MANUFACTURING					
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<b>PREREQUISITE: 17BAB08 OPERATIONS MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Students will develop an understanding of CAD systems and graphical modeling.	1.1	Acquaint with data bases and numerical analysis related to CIM	a,b,c,d,e	
		1.2	Have understanding of Computer Aided Manufacturing (CAM) systems	a,b,c,d,e	

#### UNIT I:INTRODUCTION TO CIM

(9)

Manufacturing - Types, Manufacturing Systems, CIM Definition, CIM wheel, CIM components, Evolution of CIM, needs of CIM, Benefits of CIM, basic components of NC system, NC motion control system, applications of NC ,advantages and disadvantages of NC, computer Numerical control, advantages of CNC, functions of CNC, Direct Numerical Control, components of a DNC system, functions of DNC, advantages of DNC..

#### UNIT II: CAD

(9)

Development of computers, CIM Hardware & Software, Data-Manufacturing data, types, sources, Structure of data models, Data base and DBMSrequirement, RDBMS, SQL, Computer Aided Design - benefits, Graphic Standards, Interfaces, CAD software, Integration of CAD/CAM/CIM.

#### UNIT III: FLEXIBLE MANUFACTURING SYSTEMS

(9)

FMS concept, Components of FMS, FMS Layouts, FMS planning and implementation, . Tool Management systems- Tool monitoring, Work holding devices- Modular fixuring, flexible fixturing,, flexibility, quantitative analysis of flexibility, application and benefits of FMS, automated material handling system –AGVs, Guidance methods, AS/RS.

#### UNIT IV: AUTOMATED PROCESS PLANNING

(9)

Group Technology ,Part families, Part classification and coding, Production flow analysis, Machine cell design, Applications and Benefits of Group Technology, Structure of a Process Planning, Process Planning function, CAPP - Methods of CAPP, CAD based Process Planning, Inventory management - Materials requirements planning - basics of JIT

#### UNIT V: MONITORING ANDQUALITY CONTROL

(9)

Types of production monitoring system, process control & strategies, direct digital control - Supervisory computer control - computer aided quality control - objectives of CAQC, QC and CIM, contact, non-contact inspection methods, CMM and Flexible Inspection systems. Integration of CAQC with CIM.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Kant Vajpayee. S., 'Principles of Computer Integrated Manufacturing', Prentice Hall of India, 1999
2. Radhakrishnan.P, Subramanyan. S, 'CAD/CAM/CIM', New Age International publishers, 200 9 CIM- 2013 SRM(E&T)
3. Scheer.A.W., 'CIM- Towards the factory of the future' Springer - Verlag, 1994
4. Daniel Hunt.V., 'Computer Integrated Manufacturing Hand Book', Chapman & Hall, 1989
5. Groover M.P, 'Computer Aided Design and Manufacturing', Prentice Hall of India, 1987
6. Yorem Koren, 'Computer Control of Manufacturing System', McGraw Hill, 1986
7. Ranky Paul. G., 'Computer Integrated Manufacturing', Prentice Hall International, 1986

17BAX35-ENTREPRENEURSHIP AND GOVERNMENT					
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		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The basic traits necessary for becoming an entrepreneur.	1.1	Equip to Start an enterprise scanning in the business environment.	a,b,c,d,e	
2.0	The support provided by Government and other non-governmental organizations.	2.1	Avail necessary support from Government and other non-governmental organization while starting an enterprise.	a,b,c,d,e	
3.0	The assistance provided by financial institutions for starting an enterprise	3.1	Select a best business idea by using appropriate methods to assess financial viability.	a,b,c,d,e	

**UNIT - I ENTREPRENEURIAL COMPETENCE**

(7)

Concept of Entrepreneurship, Myths of Entrepreneurship, Why Entrepreneurship? Entrepreneurial attributes and Characteristics, Intrapreneur, Social Entrepreneur, Serial Entrepreneur. -Microfinance institutions

**UNIT - II ENTREPRENEURSHIP AND ENVIRONMENT**

(8)

Business environment, Role of Family and society, Role of Entrepreneurship in economic Development, Factors affecting entrepreneurial growth -Importance of Service & manufacturing

**UNIT - III ENTREPRENEURIAL TRAINING AND DEVELOPMENT**

(10)

Entrepreneurship Development Training, components of Training, Entrepreneurship Training and Institutions in India and other support organizational services - Can entrepreneurs be trained

**UNIT – IV GOVERNMENT SUPPORT**

(10)

Central and state government industrial policies and regulations, National level organizations with reference to NEDB, SSIB, State level organizations with reference to DIC, SIPCOT -Technology Business Incubator

**UNIT – V FINANCIAL INSTITUTIONS AND ENTREPRENEURSHIP**

(10)

Small Industries Development Bank of India (SIDBI), Industrial Finance Corporations of India (IFCI), Role of Commercial Banks - Promotion of MSMEs

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Hisrich D. Robert and Peters P Michael, – Entrepreneurship II, New Delhi: Tata McGraw –Hill, 2010.
2. Rajeev Roy, – Entrepreneurship II, New Delhi: Oxford University Press, 2011.
3. Jain P C, – Handbook for New Entrepreneurs II, New Delhi: Oxford University press, 2010.
4. Kishore Biyani, – IT Happened in India II, Rupa Publications, 2011.
5. Rashmi Bansal, – Stay Hungry Stay Foolish II, Ahmedabad: IIE-IIM, 2008.





17BAX36-LEGAL AND REGULATORY FRAME WORK FOR ENTREPRENEURSHIP					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To acquaint the students with the procedure for setting up of an enterprises and registration formalities	1.1	Capable of setting up a suitable enterprise	a,b,c,d,e	
2.0	To enable the students to choose appropriate form of organization	2.1	Ability to analyze the appropriateness of forms of organization	a,b,c,d,e	
3.0	To enhance the knowledge of students in the area of Taxation and Corporate Governance	3.1	Capable of applying taxation rules and regulations	a,b,c,d,e	

**UNIT – I MICRO, SMALL AND MEDIUM, AND LARGE ENTERPRISES (8)**

Definition of Tiny, small, medium and large enterprises, procedure for setting up these enterprises, registration formalities, incentives and subsidies Recent Amendments and changes

**UNIT – II FORMS OF ORGANIZATION (10)**

Sole proprietorship, partnership, public limited and private limited companies, Limited liability partnership – Formation, registration, uniqueness, conversion of partnership, private / unlisted public companies into LLP. Limiting benefits of LLP

**UNIT - III GOODS AND SERVICE TAX (GST) AND VAT (9)**

Indirect taxes, GST, GST mechanism, GST and its impact on various sectors, VAT – Rules regulations governing VAT, Filing of tax returns, taxation with special reference to MSME  
IT role in VAT

**UNIT – IV INCOME TAX (8)**

Direct tax – Personal income and corporate tax, Deductions and rebates, Taxability of capital gains, Investments, Filing of tax returns Tax Planning

**UNIT – V CORPORATE GOVERNANCE (10)**

Governance committee, audit committee, compensation committee – roles and responsibilities, independent directors, whistle blowing, RTI act, insider trading Ethics in entrepreneurship

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Edward De Bono, –Lateral ThinkingII, England: Penguin/Viking Books, 2009.
2. Edward De Bono, –Six Thinking HatsII, England: Penguin/Viking Books, 2009.
3. Dr.Rekha Shetty & Adhil sheety, – Corporate Strategy Mind Power InnovationII Chennai :Mind Power TM publications, 2008.
4. Allan Afuah, – InnovationStrategyII, NewDelhi:Oxford University press, 2009.
5. John Adair, – The Art of Creative Thinking: How to Be Innovative and Develop Great IdeasII, London: Kogan Page, 2010

17BAX37-CREATIVITY, INNOVATION AND ENTREPRENEURSHIP					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To enable the students to identify business opportunities	1.1	Capable of identifying the best business opportunities from the alternatives	a,b,c,d,e	
2.0	To enhance lateral thinking for innovation and creativity	2.1	Do the value analysis	a,b,c,d,e	
3.0	To acquaint the students with the Intellectual Property Rights and Patents	3.1	Applying TRIZ to solve the problem based on logic and data	a,b,c,d,e	

**UNIT – I BUSINESS OPPORTUNITY GUIDANCE**

(7)

Business opportunity identification, opportunities into ideas, creativity and innovation, Value analysis  
TOWS Analysis

**UNIT - II CREATIVITY**

(10)

Lateral thinking, lateral vs vertical thinking, use of lateral thinking, techniques – generation of alternatives, Fractionation, reversal method, analogies. Misconceptions and Myths about creativity & innovation

**UNIT - III INNOVATION**

(10)

Sources of innovation, Types of innovation, Goals of innovation, diffusion of innovation, Basics of TRIZ, Innovation management Mechanism of Diffusion

**UNIT – IV SIX THINKING HATS**

(7)

Brain storming, six hats, using the hats, benefits of six thinking hats Thinking Out of the Box

**UNIT – V INTELLECTUAL PROPERTY RIGHTS**

(11)

Fundamentals of IPR, patents, Trademarks, copy rights, Geographical Indication IPR in international scenario, patent management -Registering a Trademark

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Edward De Bono, –Lateral ThinkingII, England: Penguin/Viking Books, 2009.
2. Edward De Bono, –Six Thinking HatsII,England: Penguin/Viking Books,2009.
3. Dr.Rekha Shetty & Adhil sheety, – Corporate Strategy Mind Power InnovationII Chennai :Mind Power TM publications, 2008.
4. Allan Afuah, – InnovationStrategyII,NewDelhi:Oxford University press,2009.
5. John Adair, – The Art of Creative Thinking: How to Be Innovative and Develop Great IdeasII, London: Kogan Page, 2010



17BAX38-SOFT SKILLS FOR ENTREPRENEURS					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To heighten the awareness of developing emotional intelligence that may influence the running of business	1.1	Manage the emotions effectively	a,b,c,d,e	
2.0	To enable the students to manage their time effectively	2.1	Build strong interpersonal skills	a,b,c,d,e	
3.0	To equip them in building rapport and being ethical towards society	3.1	Follow business etiquettes	a,b,c,d,e	

**UNIT - I EMOTIONAL INTELLIGENCE**

(9)

Introduction, perceiving emotions, understanding emotions, managing emotions, developing emotional intelligence, persuasion. Emotional Intelligence and Leadership Effectiveness

**UNIT - II SELF DEVELOPMENT**

(9)

Johari window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven Covey model, Power of Trust – Competencies for building Trust. Delegation

**UNIT - III COACHING AND MENTORING**

(9)

Coaching – Methods, Executive coaching, Mentoring vs. counseling, being an effective mentor, reverse mentoring, Techniques of counseling, Leadership coaching. Emergence of Personal Theory of Counseling

**UNIT – IV NETWORKING**

(9)

Importance of networking, making contacts, Getting connected, Building rapport, Building the bond, Business Etiquette, connecting on the phone, connecting in writing, social networking. Social Networking sites

**UNIT –V BUSINESS ETHICS**

(9)

Does ethics pay? On becoming an ethical manager, Building an ethical organization, Ethics towards competitors, Corporate Social Responsibility. Roots of unethical behaviour

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Daniel Goleman, –Emotional Intelligence, New York: Bantam Books, 2006.
2. Joe Healey, –Radical Trust, New Delhi: Wiley India Pvt. Ltd, 2009.
3. –Coaching and Mentoring, Boston: Harvard Business School Publishing Corporation, 2004.
4. John Timperley, –Network Your Way to Success, London: Piatkus, 2010.
5. Mani Kutty S, –Being Ethical –IIM Business Books, Noida: Random House India, 2011.



17BAX39-BUSINESS PLAN					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To enable the students to understand the importance of a business plan.	1.1	Familiarise in writing a business plan	a,b,c,d,e	
2.0	To expose the students to the nitty-gritty's of a business plan.	2.1	Conduct a feasibility study	a,b,c,d,e	
3.0	To comprehend the various aspects of a business plan.	3.1	Analyse ways and means to raise capital for the business	a,b,c,d,e	

#### UNIT – I BUSINESS PLAN PREPARATION

(9)

Purpose of business plan, Benefits of a business plan, elements of the business plan, developing a well-conceived business plan, Guidelines to a write a business plan Format of Business Plan

#### UNIT – II MARKETING

(10)

Importance of market orientation, Market research, sales forecast, features of entrepreneurial marketing, purpose and timing of the marketing plan, marketing research for the new venture, understanding the marketing plan, characteristics of marketing plan, steps in preparing the marketing plan Marketing mix

#### UNIT - III HUMAN RESOURCES

(9)

Introduction, Human Resources mobilization / head hunting, conducting interviews, induction, motivating employees, training, knowledge management, separation Human Resource Planning

#### UNIT – IV FINANCE

(9)

Raising Capital-sources, Family and friends, angel funding, venture capital, equity funding, debt financing, projected cash flow and profitability statements, DSCR and sensitivity analysis.  
Boot Strapping

#### UNIT – V FEASIBILITY STUDY

(8)

Pre feasibility study, project profile preparation, feasibility report preparation and evaluation, operations planning, presenting a business plan. The seven domains of attractive opportunities by John Mullins

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Paul Barrow, – The Best-Laid Business Plans II, London: Virgin Publishing Ltd, 2005.
2. – Entrepreneur's Tool Kit II, Boston: Harvard Business School Publishing Corporation, 2005.
3. Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, – The Art of Giving: Where the Soul Meets a Business Plan II, New Delhi: Wiley, 2010.
4. Philip Kotler, Kevin Lane Keller, Abraham Koshy, and Mithileswar Jha., – Marketing Management – A South Asian Perspective II, Noida: Pearson, 2009.
5. CK Prahlad, – Fortune at the bottom of the Pyramid II, Pearson Education, 2010.



17BAX40-BUILDING A SUSTAINABLE ENTERPRISE					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To introduce the students to various growth strategies of a business.	1.1	Be familiar with strategies for expanding business	a,b,c,d,e	
2.0	To expose the students to the prospects of internationalization of the business.	2.1	Build business with the help of e-commerce	a,b,c,d,e	
3.0	To enable the students to understand the importance of succession planning and e-commerce	3.1	Plan for succession and internationalization	a,b,c,d,e	

#### UNIT – I STRATEGIZING

(7)

Concept of strategy, formulating strategies for competitive Advantage, MSME & strategic issues, information technology as a growth strategy. Human resource and Innovation as competitive advantages

#### UNIT – II GROWTH STRATEGIES

(10)

Objectives of growth, stages of growth, types of growth strategies- Expansion, Diversification, Joint ventures, Mergers and acquisition, Sub-contracting, franchising. Vertical and Horizontal integration

#### UNIT - III INTERNATIONALIZATION

(10)

Export potential, Constraints and prospects, support organizations promoting exports and their role, entry into international business, impact of culture in business, Foreign Direct Investment, the role of FIPB ECGC and FIEO

#### UNIT – IV ELECTRONIC COMMERCE AND SUCCESSION PLANNING

(7)

E-commerce, benefits, prospective areas, challenges, B2B, B2B2C, B2C, need for succession planning, challenges in succession planning. Security issues in e-commerce

#### UNIT – V MANAGEMENT OF BUSINESS

(11)

Monitoring and evaluation of business, challenges of MSME units preventing sickness and rehabilitation of business units and effective management of small business, essence of SICA 1985. Challenges in reviving sick units

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Charles WL, Hill & Gareth and R Jones, – Strategic Management an Integrated Approach II, New Delhi: Biztantra Publishers, 2009.
2. Elias M and Award, Electronic Commerce – From Vision to Fulfillment, New Delhi: Prentice Hall of India, 2009.
3. Export services, www.eximbankindia.com.
4. Efraim Turban, Jae Lee & David King and H. Michael Chung, – Electronic Commerce A Managerial Perspective II, New Delhi: Prentice Hall, 2007.
5. James C Collins & Jerry I Porras, – Built to Last II, London: Random House Business Books/Hooper Business, 2005.

17BAX41-FAMILY BUSINESS MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Understand the qualities which typify family businesses	1.1	Understand developmental needs of family members at various stages of the businesses	a,b,c,d,e	
2.0	Appreciate family businesses' unique capacities and potential for superior returns	2.1	Develop the management and communication skills to build trust and understanding	a,b,c,d,e	
		3.1	Identify and cope with foreseeable obstacles to continuity of a family business	a,b,c,d,e	

**UNIT I: FAMILY BUSINESSES UNIQUENESS**

(8)

Definitions of Family Business- What constitutes a family business, Succession and Continuity - Economic impact, The Nature Importance and Uniqueness of Family Business - Special strengths family business culture and values, predictable problems resolutions commitment - Knowledge flexibility in work time and money long range thinking, A stable culture - speedy decisions, reliability and pride, Dilemmas and challenges for family business- resistance to change - Business challenges succession - Emotional issues and leadership.

**UNIT II: FAMILY BUSINESS DYNAMICS**

(10)

People system and growing complexity family culture and organizational culture and cultural blur in family firms, System perspective on continuity resulting from generational conflict and culture change, Family business people- Founder , Women's in family businesses - husband and wife teams, in-law multifamily ownership non family employees, Managing conflicts in family firms family - Unity and a Positive family business interaction as a resource in the creation of inimitable competitive advantages.

**UNIT III: DEVELOPING A STRATEGIC VISION AND BUILDING TEAMWORK**

(8)

Articulating values and shared vision effective business families - How families add value the family emotional intelligence establishing open communication, family communication - the benefits of the family meetings , The use of the facilitators and advisors, The family employment policy ownership and family contribution, Creative versus destructive conflict -Building family team work. Unifying plans, processes and structures designing family governance.

**UNIT IV: THE NEXT GENERATION**

(9)

Human resource management and leadership perspective to join or not to join? The importance of outside experience self esteem and confidence- Wider business experience creditability with non family employees. System overlap and Human resource management issues- Recruitment, training and development, remuneration, performance appraisal and promotion .Establishing personal identity relationship with the senior generation.

**UNIT V: GETTING HELP**

(10)

Making the most of the outside resources the perspective of non family managers career opportunities for nonfamily managers -non family managers relationship with the family, introducing external executives motivation and rewards incentive and delivery.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Family Business the Essentials by Peter Leach , Profile books Ltd
2. Family business by Ernesto J.Poza
3. Entrepreneur's talent temperament technique 2<sup>nd</sup> edition
4. Jack Kaplan : Patterns of Entrepreneurship, Wiley 2004
5. Jhon mullins : new business road test, Prentice Hall 2004

17BAP09-ENTREPRENEURSHIP LABORATORY					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	This course provides a hands-on experience to the students to experiment with various aspects of entrepreneurship	1.1	Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area	a,b,c,d,e	
2.0	Understand the importance of entrepreneurship as a tool for development, the basic principles of entrepreneurship, the concept and basic principles of innovation	2.1	Develop capabilities and skills necessary to assume entrepreneurial activity	a,b,c,d,e	

- Business Model Designing (10)
- Business Plan (10)
- Prototype Making (15)
- Financial Planning (15)
- Test Marketing (20)
- Commercial Launch (20)

**TOTAL :( T: 90 ) = 90 PERIODS**

#### REFERENCES:

1. Edward De Bono, –Lateral Thinking|| , England: Penguin/Viking Books, 2009.
2. Edward De Bono, –Six Thinking Hats|| , England: Penguin/Viking Books, 2009.
3. Dr.Rekha Shetty & Adhil sheety, –Corporate Strategy Mind Power Innovation|| Chennai: Mind Power TM Publications, 2008.
4. Allan Afuah, –Innovation Strategy|| , New Delhi: Oxford University press,2009.
5. John Adair, –The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas|| , London: Kogan Page, 2010

17BAX42-MONEY AND BANKING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Comprehend the need, definition, functions and economic significance of financial institutions and markets	1.1	Understand the interdependence between financial markets and interest Rates	a,b,c,d,e	
		1.2	Comprehend the behavioral analysis of interest rates: risk, liquidity and term structure	a,b,c,d,e	
		1.3	Identify the role played by the Central Bank and instruments of credit control	a,b,c,d,e	

**UNIT I - INTRODUCTION TO BANKING**

(9)

An Overview of the Financial System - Saving and Investment z-Money, Inflation and Interest - Banking and Non-Banking Financial Intermediaries

**UNIT II - FINANCIAL MARKETS AND INSTRUMENTS**

(9)

Money market and Capital Markets -Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. - Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield –Principles of Financial Markets and Interest Rates -Understanding Interest Rates -Risk and Term Structure of Interest Rates -Interdependence of Markets and Interest Rates - Rational Expectations and Efficient Markets

**UNIT III - ECONOMICS OF BANKING (DEPOSITORY) INSTITUTIONS**

(9)

Banking Institutions: Revenues, Costs and Profits -Basic Issues and Performance of Depository Institutions - Asymmetric Information and Banking Regulation

**UNIT IV - CENTRAL BANKING, MONETARY POLICY AND REGULATION**

(9)

The RBI as a Central Bank: Structure, Functions and Working z Reforms - The Current Regulatory Structure - Essentials of Monetary Theory -The Classical and Keynesian Theories of Money, Prices and Output -Rational Expectations and Modern Theories of Money and Income

**UNIT V - CONDUCT OF MONETARY POLICY AND INTER LINKAGES**

(9)

Objectives and Targets of Monetary Policy - Policy Lags and Intermediate Targets -Rules Vs. Discretion in Monetary Policy – Interlinkages

**TOTAL :( L : 45 ) = 45 PERIODS**

**REFERENCES:**

1. Dr. S. Gurusamy, *Banking Theory Law and Practice*, Uttar Pradesh: Tata McGraw Hill, 2009.
2. Benton E. Gup and James W. Kolari, *Commercial Banking: The Management of Risks*, New Delhi: Wiley India, 2005.
3. Justin Paul and Padmalatha Suresh, *Management of Banking and Financial Services*, New Delhi: Pearson Education, 2010.
4. James CColins & Jerry I Porras, *Built to Last*, London: Random House Business Books/Hooper Busines 2005



17BAX43-CREDIT MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand Credit Policy as a general course of action developed for recurring situations and as a design to achieve established objectives of the organizations.	1.1	Analyse general statements that serves as a guide for credit decision making.	a,b,c,d,e	
		1.2	Streamline and standardize the Credit Department's functions for achieving the objectives such as DSO (Days Sales Outstanding) targets / collection targets set by the management.	a,b,c,d,e	

**UNIT I - PRINCIPLES OF CREDIT MANAGEMENT**

(9)

Principles of Lending- Evaluation of Borrower-Sanction Limit- principles of good lending

**UNIT II - OBJECTIVES OF CREDIT MANAGEMENT**

(9)

Credit allocation-Credit Evaluation-Financial statement analysis-cash flow analysis- Projections- Management of the firm and other factors- feasibility study- fundamental credit issues- Borrower study and bankers opinion- Credit discipline – Credit monitoring.

**UNIT III - CREDIT POLICY IN BANKS**

(9)

Need for credit policy- component of credit policy-Credit policy- credit culture- credit institutions- types of credit-bank credit for various sectors

**UNIT IV – DOCUMENTATION**

(9)

Importance of documentation- security of documentation-renewal of documents-security offered for documents.

**UNIT V - CREDIT MONITORING**

(9)

Financial supervision- financial follow-up-financial follow-up reports- physical follow up identifying problem loans loan classification NPA management.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Credit appraisal, risk analysis and decision making-D.D.Mukherjee-Snow White publications
2. Banking strategy, credit appraisal, and Lending decision- Hrishikes Bhattacharya- Oxford University Press
3. Shekar and Shekar – Banking theory and practice
4. Viswanathan R – Industrial finance Macmillan, New delhi
5. Prasad. K, Nirmala and Chandradas. – Banking and Financial System

17BAX44- COMMERCIAL BANKING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Providing an in-depth analysis of the commercial banking in the liberalized Indian economy	1.1	Possess in depth knowledge of financial management in the banking organisations	a,b,c,d,e	
		1.2	Familiarise with the new banking practices and processes	a,b,c,d,e	

#### **UNIT I - OVERVIEW OF COMMERCIAL BANKING IN INDIA**

(9)

Overview of Commercial Banking in India – Role and Functions of Commercial Banks – Indian Banking in Pre-Nationalisation and Post-nationalization Phases – Banking Sector Reforms and their Implications on Indian Banking Sector – Changing Role of Indian Banks – Reforms and Restructuring of Bank Management – Management of Private Sector Banks and Public Sector Banks – Management of Banks in Rural Areas.

#### **UNIT II - FUNCTIONS OF BANK MANAGEMENT**

(9)

Functions of Bank Management – Planning, Organizing, Directing, Coordinating, Controlling – Hierarchy of Management and functions at Each Level – Strategic Planning in Banks – Budgeting in Banks – RBI and its Role in Bank Management and Regulation, Prevention of Money laundering Act, 2002.

#### **UNIT III - CREDIT MANAGEMENT IN BANKS**

(9)

Credit Management in Banks – Principles of Sound Bank Lending – Loan Policy – Compliance with RBI guidelines – Credit Appraisal and Credit Decision Making – Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs – Debt Restructuring – SARFAESI Act, 2002.

#### **UNIT IV - BANK'S INVESTMENT POLICY**

(9)

Bank's Investment Policy – SLR Requirements – Non-SLR Investments – Nature and Significance of Investment Management in Commercial Banks – Fundamental Principles of Security Investment – Management of Security Investment – Reviewing Investment Portfolio – Organization of Investment Function in Bank.

#### **UNIT V - MERGERS AND ACQUISITION**

(9)

Mergers and Acquisition-Bancassurance and Universal Banking z Opportunity for Strengthening the Banking Organization - Financial Innovations and Opportunities for Banks - Factoring, Securitization and Take Out Finance - Technological Innovations and Opportunities for Banks -International Banking - Organizational Structure, Activities and Regulation

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES:**

1. Marketing of Banking Service – IIB
2. Marketing of Banking Service – Rajeev
3. The formula for successful Marketing, Galotia Publication, 1991 – Morz, Rarph
4. Dynamics of Bank Marketing, VBS publishers, 1990 – Madhukar R.K.
5. Principles of Bank Management, Himalaya Publication, 1993 – Desai, Vasant

17BAX45-RURAL BANKING AND MICRO FINANCE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The objective of this course is to study the various aspects of rural credit in India & major changes taken place in the arena of rural credit during past years.	1.1	Know the role of Technology & its impact in the rural areas	a,b,c,d,e	
		1.2	Explain the several alternative means of financing like micro financial institutions and self-help	a,b,c,d,e	

**UNIT I - ROLE AND CHARACTERISTICS OF INDIAN AGRICULTURE**

(9)

Introduction, roles of agriculture in economic development, characteristics of Indian Agriculture.

**UNIT II - CRITICAL REVIEW OF AGRICULTURE FINANCE**

(9)

Role of credit in agriculture, agricultural finance in India, classification of agricultural finance, significance of co- op. credit, some issues of the present system. Financial intermediaries in agriculture: functions, structure and performance

**UNIT III - CO- OPERATIVE BANKS**

(9)

Concept and special features of co- operative banking, structure of co – operative credit system in india , primary level credit institutions( PACs, LAMPs,MPCS,FSS) their functioning and problems, District central Co operative banks Structure and functions apex Co – operative Banks with particular reference to de regulation of interest rates and prudential norms

**UNIT IV - THEORIES OF AGRICULTURAL FINANCE**

(9)

Risk Uncertainty Theory Demand and Supply theory, Business vs social and Moral theory, Cost theory, Productive Vs Consumption, - The concept 3 C's 7P's and 3C's of Credit , credit Analysis, kind Loans Vs. Cash loans, Principles of Micro and Macro Finance , Principles of supervised Credit, Principle of Crop Loan, Principle of Co-op. Credit Principle of Better Credit

**UNIT V - RURAL FINANCE AND MICROFINANCE**

(9)

Players and approaches Microfinance& Rural finance – lessons From microfinance and historical interventions Rural finance approach delivery channels and actors involved, and linkages, triangle of microfinance and the role of BDS in rural finance

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCE:**

1. Agricultural development Rural credit and Problems of its recovery, -A. Ranga Reddy. Mittal Publications

17BAX46-CORPORATE BANKING SMALL AND MEDIUM ENTERPRISE BANKING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Broad guidelines on lending to MSE Sector	1.1	Ensure availability of adequate and timely credit to MSE sector.	a,b,c,d,e	
2.0	Identifying Thrust Industries	2.1	Devise an organizational structure at all levels for handling MSE credit portfolio in a more focused manner.	a,b,c,d,e	

**UNIT I - INTRODUCTION TO ADVANCES**

(9)

Lending, Profit maximization: Spread, Burden, Net Interest Income, Net Interest Margin, Net Interest expenses, Non Interest Expenses, Non-Interest income. Cost minimization

**UNIT II - CREDIT FACILITIES AND SECURITIES**

(9)

Principles of Sound lending, Methods of granting advances, Types of Securities, Modes of creating charges, Floating charge, Consortium lending, credit syndication. Pledge of shares

**UNIT III - PRIORITY SECTOR ADVANCES**

(9)

Rationale of Priority Sector advances, Targets and sub targets under priority sector advances, Agricultural Lending: Direct and Indirect Finance, Micro and Small enterprises, weaker sections. SIDBI

**UNIT IV - BILLS BUSINESS**

(9)

Introduction to Bills, Bills Purchased (clean bills), Bills purchased (Demand documentary bills), Bills discounting (Usance Bills). Foreign bills

**UNIT V - RETAIL LENDING**

(9)

Home loans, Educational loans, Credit Cards, Consumer loans, other personal loans, Calculation of EMI: Effect of quantum of advance, repayment period and Interest rates on EMI. Impact of fixed and floating rates

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Master Circular on Lending to Priority Sector, www.rbi.org.in
2. Prasanna Chandra, Finance Sense: An Easy Guide for Non- Finance Executives, New Delhi: Tata McGraw – Hill,2000.
3. M.P. Narayanan and Vikram K. Nanda, Finance for Strategic Decision Making: What Non-Financial Managers Need to Know, New Delhi: Wiley, 2013.
4. Stewart C. Myers and Richard A. Brealey, Brealey Myers: Principles of Corporate Finance, New Delhi: Tata McGraw-Hill, 2011.
5. James C. Van Horne and John M. Wachowicz, JR., Fundamentals of Financial Management, New Delhi: PHI, Thirteenth Edition, 2013.

17BAX47-EXPORT AND IMPORT FINANCING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	The purpose of this course is to acquaint the students with the techniques of export and import finance, the current assets and its components.	1.1	Be familiar with various financial services rendered to the beneficiaries by agencies authorized to render such services	a,b,c,d,e	
		1.2	Understand fundamentals of investment and the concept of equilibrium in the market and to provide the various techniques available for minimizing risk and optimising return for a combination of financial assets.	a,b,c,d,e	

**UNIT – I EXPORT TRADE CONTROL**

(15)

Different categories of Exporters – Export licensing procedures and formalities – Role of ECGC in export promotion – Deemed exports and its benefits

**UNIT – II REGISTERED EXPORTERS**

(5)

Definition of export House and Trading House – Incentives given to Free Trade Zones and 100% EOU's – Salient features and benefits – Export documentation – customs clearance procedures of exports - Project exports and consultancy exports.

**UNIT – III IMPORT TRADE CONTROL**

(15)

License – Duty Entitlement Passbook Scheme – Harmonized IEC code number adopted for classification of import trade control items – Import of capital goods under EPCG scheme – Import of raw materials and components under OGL actual user condition – Import for stock and sale – Restricted and Banned items for imports – Canalisation of imports and various canalizing agencies.

**UNIT – IV WAREHOUSING IN CONNECTION WITH IMPORTS**

(5)

Bonded warehousing – Special facilities provided for NRI's and the norms for import of various items by them – Import documentation – Customs Procedures for Imports – Customs duty and Indian Customs tariff – Suppliers credit – Approved methods for RBI regulations. .

**UNIT – V CASE STUDIES**

(5)

(based on the above units).

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. How to Import : Nabhps Publication
2. How to Export : Nabhps Publication
3. Export Marketing : T. A. S. Balagopal
4. A Guide on Export Policy Procedure and Documentation : M. L. Mahajan
5. New Export-Import Policy : Nabhps Publication

17BAX48-RISK MANAGEMENT IN BANKS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB09 FINANCIAL MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	Identify, categories and quantify credit, market, liquidity, operational, legal, regulatory and reputation risks	1.1	Understand the systems and procedures needed to track, monitor and manage these risks	a,b,c,d,e	
		1.2	Have an understanding of how the bank's capital is allocated to each of these risks from both a regulatory and management perspective	a,b,c,d,e	

#### **UNIT I - BANK CREDIT**

**(15)**

Bank credit – Basic Principles and Approach – Three C\_s – Purpose of lending – Security aspects – business experience/Management – Market – Purpose Trading – Manufacturing Service, Agriculture, Personal – Security : Primary – Collateral – Stock, Machinery, Land and Building – Guarantee – Different types of Mortgages – Management/Experience : Business Experience – Technical Qualification – Professional Management – Market : Local – National – Global Types of Credit – Demand Loan – Cash Credit – Overdraft – Term Loan – Basic Characteristics and difference between the four – Legal and Regulatory Aspect – Legal Documents – Loan Documents – RBI Directives – Various Committees – Tandon – Chore, Nayak and such other committees – Briefdetails.

#### **UNIT II - LENDING TO DIFFERENT CUSTOMERS**

**(5)**

Lending to Different Customers – Individuals – Partnership – Limited companies – Trust – Association – Legal aspects – Documents to be called for.

#### **UNIT III - LOAN PROCESSING**

**(15)**

Loan Processing – Sanctioning – Monitoring – Recovering Commercial Loans(Activity Based) – Government Sponsored Loans (mostly agricultural, Rural and Weaver section) – Trading : small – Retail – Wholesale – Chain/Supermarket – Manufacturing : Industrial Advances – Service Transport – Telecommunication – Hospital – Hotel. Infrastructure : Power – Petrol – Port – Agriculture: Crop – Plantation – Well – Motor Pump set – Tractor etc. Miscellaneous : Self – Employed.Business loan(Borrower Based) – Small Business :Self Employed – Transport – Trade – Hotel – Others – Approach – Assessment – Supervision – Recovery Medium and Large Scale: Small Scale Industries – Corporate – Approach – Assessment – Sanction –Disbursement – Follow Up – Recovery Agriculture : Small, Medium and Big Farmers – Short term and Medium term Loans – Corporate Borrowers.Government sponsored : Priority sector lending – Lead Bank Scheme – Government sponsored loan to Weaver section – Subsidy.

#### **UNIT IV - CORPORATE FINANCE**

**(5)**

Corporate Finance – Project Finance – Appraisal – Assessment – Documentation – Disbursement – Monitoring – Follow Up – Review – Creation of Charge – Analysis of Balance sheet – Profit and Loss account – Cash flow and Fund flow working – Project approach.

#### **UNIT V - NPA**

**(5)**

NPA – Causes and Remedial Measures – Management of NPA\_s – Debt Recovery Tribunals – Asset Reconstruction Fund.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES:**

1. Indian Financial System and Commercial Banking – IIB Special and preferred sector Finance – IIB Management and Accounting and Financial Management – IIB
2. Prudential Accounting Norms and Audit of Banks – Naganatham M. and Jayaraman . Annual Reports of RBI

17BAX49-HOSPITAL AND HEALTH CARE POLICY AND PLANNING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Identify the main components and issues of the organization, financing and delivery of health services and public health systems	1.1	Understanding about reinsurance and its types	a,b,c,d,e	
2.0	Describe the legal and ethical bases for public health and health services.	2.1	To know about the basic principles of underwriting knowledge about disaster and its types	a,b,c,d,e	
3.0	Explain methods of ensuring community health safety and preparedness.	3.1	To familiarize the students in disaster preparedness, planning, drill, committee in hospital	a,b,c,d,e	
4.0	Discuss the policy process for improving the health status of populations.	4.1	Triage area behind emergency department	a,b,c,d,e	

(9)

**UNIT I ISSUES, THEORIES & CONCEPTS IN POLICY FORMULATION**

Introduction to Health & Medical care policy - ends & means-Health for whom - delivered by whom-Decision making in health care - process of policy formulation.

**UNIT II HOSPITAL AND HEALTH SECTOR REFORMS**

(9)

Introduction to causes & consequences of reforms-An analytical approach to health sector reforms- comprehensive policy analysis, data needs and preconditions-Variou models of health sector

**UNIT III NATIONAL HEALTH POLICY & FUTURE AGENDA**

(9)

Historical perspectives-The health policy goals-The policy environment & consequences of reforms-Framework for newer health care policy settlements

**UNIT IV INTEGRATION OF PLANNING WITH ACTION**

(9)

Process, structure and functions of planning- Management analysis-Health systems research in relation to planning- Health & hospital services programme evaluation-SWOT analysis -The Planning Process -Community involvement & people participation in planning.

**UNIT V MEDICAL AND CLINICAL AUDIT - TOWARDS QUALITY**

(9)

Nature of quality-Traditional methods in the management of quality-Developments in managing health/medical care quality-Variants of audit

**TOTAL :( L: 45 ) = 45 PERIODS****REFERENCES:**

1. William A. Reinke - Health Planning For Effective Management -, Oxford University Press - 1988.
2. Peter Berman - Health Sector Reform in Developing Countries - Harvard University Press, 1995.
3. Column Paton - The health care Agenda in a British political context - Chapman & Hall Publication (Madras) – 1996.
4. Carolyn Semple - Piggott, Business Planning for health care management – U.K Open University

17BAX50-ORGANIZATION AND MANAGEMENT OF HOSPITAL AND HEALTH SYSTEM					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	This subject designed to assist students by getting knowledge about legal laws related to hospital	1.1	To know about dying declaration and the procedure	a,b,c,d,e	
2.0	Understanding MCI, 1956-code of medical ethics	2.1	To acquaint the students about the death certificate issuing procedure and its content, importance of death certificate	a,b,c,d,e	
3.0	This subject designed to assist students by getting knowledge about legal laws related to hospital	3.1	To know about malpractice in health care	a,b,c,d,e	
4.0	Understanding MCI, 1956-code of medical ethics	4.1	Understanding about medical jurisprudence	a,b,c,d,e	

#### UNIT I INTRODUCTION

(9)

Concept of Hospitals-Planning and Design of a Hospital (Building & Physical Layout)-Different types of Hospital - History of Hospital Development -Departmentation in Hospital-Organization-Structure-Vertical & Horizontal.

#### UNIT II MANAGEMENT AND ORGANIZATION OF CLINICAL SERVICES

(9)

Organization and Administration of various clinical services-Outpatient Services-In-patient Services-Emergency services-Operation Theatre – ICUs - Super Specialty Services including their utilization study-Nursing services.

#### UNIT III PLANNING & ORGANIZING OF SUPPORT SERVICES

(9)

Imaging-CSSD-Laboratory-Blood Bank-Medical Records-Mortuary-Pharmacy-Admission & Discharge Procedure-Bio Medical Equipments Planning- Management of Hazard & Safety in a Hospital Setup.

#### UNIT IV ORGANIZATION AND MANAGEMENT OF UTILITY SERVICES

(9)

Laundry - Housekeeping- Pest control-Managing the Estate (Hospital Security) -Hospital Engineering Services (Plumbing, Electricity, Civil, A/C, Lifts)-Ambulance Services.

#### UNIT V EVALUATION OF HOSPITAL & HEALTH

(9)

Accreditation-Assessing Patient Satisfaction-Techniques of Hospital Services Evaluation-Indicators of Hospital Efficiency & Effectiveness- Current Issues in Hospital Management-Telemedicine, Bio-Medical Waste Management, Organ Transplantation,.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Arnold D. Kalcizony & Stephen M. Shortell - Health Care Management – The Wharton School, University of Pennsylvania – 1998, & revised volume -2013.
2. Carolyn Semple Piggot - Business Planning for Health Care Management – U.K. Open University – 2000.
3. G.D Kundurs – Hospital Facilities Planning and Management – Tata Mc Graw Hill –2004.
4. B.M Shagarkhar - Organization and Planning of Hospitals – Jaypee Publishing -2010.





17BAX51-EPIDEMIOLOGY IN MEDICAL AND HEALTH SYSTEMS MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Identify key sources of data for epidemiologic purposes	1.1	Understanding about infectious disease epidemiology	a,b,c,d,e	
2.0	Identify the principles and limitations of public health screening programs	2.1	To know about the basic principles of underwriting knowledge about disaster and its types	a,b,c,d,e	
3.0	Describe a public health problem in terms of magnitude, person, time and place	3.1	To familiarize the students in disaster preparedness, planning, drill , committee in hospitals	a,b,c,d,e	
4.0	Explain the importance of epidemiology for informing scientific, ethical, economic and political discussion of health issues	4.1	Triage area behind emergency department	a,b,c,d,e	

**UNIT I CONCEPT OF HEALTH AND DISEASE & EPIDEMIOLOGICAL METHODS (9)**

Introduction to Epidemiological concepts, definitions, etc.-Concept of health- Definition, indicators, determinants- Epidemiological triad & disease transmission-Disease- Natural History, causes, etc.- Descriptive epidemiological studies-Analytical epidemiological studies.

**UNIT II INFECTIOUS DISEASE EPIDEMIOLOGY (9)**

Concepts of infection, disease-Classification of infectious diseases- -National infectious disease control/Eradication programmes-introduction to nature of Non-communicable diseases- National control programmes for Non communicable diseases.

**UNIT III EPIDEMIOLOGY, OCCUPATIONAL SAFETY & ENVIRONMENTAL HEALTH MANAGEMENT (9)**

Unit objectives & introduction to Occupational health & hazards- nature, origin determinants and solutions - Roles of national & international organizations in promoting occupational & environmental health.

**UNIT IV HOSPITAL INFECTIONS CONTROL (9)**

Hospital infections Definitions - importance, determinants, sources, routes of transmission-Principles of control of infection -Control measures in wards, operating theatres, laundry, kitchen, , water, special units e.g. (ICCU, ICU, Renal units) after discharge, waiting rooms, etc.

**UNIT V MAINTENANCE OF SURVEILLANCE, RECORDS & REPORTS (9)**

Unit objectives & importance of surveillance & records/reports maintenance- -outine & risk surveillance measures - Record keeping & reports presentation

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. G.E.Alan Dever - Epidemiology in Health Services Management, (1984) – publication at Maryland – June 1984.
2. G.A.J. Ayliffe, E.J.L. Lawbury, A.N. Geddes - Control of hospitals infection - Chapman & Hall publication – 1997.
3. Roger detels, James Menon, Robert Beaglenole - Textbook of Public Health – Oxford University Press – May 15, 2002.
4. J.E. Park - Preventive & social Medicine by Banarsidas, Bhanot Publication – Published on Feb 2011 – 1st edition – July 1970.

17BAX52-QUALITY ASSURANCE AND MANAGEMENT IN HOSPITALS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To acquaint the students with the basic concepts of quality management from design assurance to service assurance.	1.1	Assisting students to know about the process control management in hospitals,	a,b,c,d,e	
2.0	To get knowledge about the concepts like craftsmanship, six sigma, Florence nightingale model for quality in hospitals	2.1	Implementation of SPC, SQC, quality control tools and its application.	a,b,c,d,e	
3.0	Understand about the quality checks ,bench marks in various departments in hospitals. OPD, OT, ICU, emergency dept,nursing services, radiology dept,blood bank, housekeeping, pharmacy, canteen service	3.1	knowledge about SOP and its application in various departments in hospitals	a,b,c,d,e	

#### **UNIT I EVOLUTION OF QUALITY MANAGEMENT**

(9)

Craftsmanship concept-Total Quality Control-ISO 9000-Florence Nightingale & her quality improvement model for health care in 1854.-Six Sigma-Process approach to Quality Management- Process flow Diagrams.

#### **UNIT II PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS**

(9)

Identification of different processes / functions-Diagnostic services-Nursing service-Housekeeping- Blood bank- Pharmacy- OPD- Surgery- ICU- Canteen- Hospital stores

#### **UNIT III QUALITY CONTROL METHODS AND MEASUREMENT SYSTEMS**

(9)

Critical Elements of Process Control-Process Control Options and Growth- Introduction to SPC & SQC Models- Quality Control Tools

#### **UNIT IV QUALITY ASSURANCE METHODS**

(9)

Quality Assurance in Hospitals-Preparation of Standard Operating Procedures (SOP's)-Preventive Action for Hospital Management processes

#### **UNIT V QUALITY AND PATIENT SATISFACTION**

(9)

Quality and Patient orientation for total patient satisfaction –Adopting \_5S technique of quality in housekeeping & support services-Implementing ISO 9001:2000 Quality Management System Standards in Hospitals –Need, Process, Benefits

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES:**

1. Dr. K.C. Arora - Total Quality Management, S.K. Kataria & Sons, New Delhi – 1 Jan 2009.
2. William J. Kolarik - Creating Quality - McGraw-Hill International Publication - 1st Edition – 1995, Revised edition – 1999. (Oklahoma State University).

17BAX53-RISK MANAGEMENT AND HEALTH INSURANCE					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To acquaint the students with the concepts of risk management and its techniques, implementation outline of insurance , principle and its types	1.1	To give emphasis on TPA claims management and its process.	a,b,c,d,e	
2.0	To know about regulatory framework of insurance IRDA.	2.1	Understanding about social security and its benefits.	a,b,c,d,e	
3.0	To get knowledge about the health insurance and group insurance.	3.1	Getting knowledge about ratemaking-pricing of insurance.	a,b,c,d,e	

**UNIT I RISK, INSURANCE AND MANAGEMENT**

(9)

Introduction to Risk and Insurance-Risk Identification and Risk Evaluation-Risk Management Techniques-Principles of Insurance -Selection and Implementation of risk management Techniques

**UNIT II INSURANCE LAW AND REGULATION**

(9)

Insurance Laws-Regulation of Insurance & IRDA-Principles of Health Insurance-Health

Insurance Products-Group Insurance Products-Risk Assessment

**UNIT III CLAIMS MANAGEMENT**

(9)

Claims Management-Third Party Administration--Actuarial Principles-Principles of Ratemaking-Data Required for Ratemaking

**UNIT IV REINSURANCE**

(9)

Principles of R e i n s u r a n c e -Types of Reinsurance-Casualty and Property Reinsurance-Reinsurance Markets- Underwriting and its Considerations

**UNIT V DISASTER MANAGEMENT**

(9)

The concept of managing Disaster-Issues of Manmade and Natural disaster-Planning Process involved in Disaster management.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Rajiv Jain and Rakhi Biswas - Insurance Law & Practice - Vidhi Publishers, Delhi – 1st edition 2001, revised 2006.
2. Shailendra K. Singh - Safety & Risk Management - Mittal Publishers – 1998.
3. J. H. Diwan - Safety, Security & Risk Management – Mittal Publishers – 1998.
4. Stephen Ayres & Garmvik – Holbook and Shoemaker - Text Book of critical care – Andhra University.
5. Kenneth Black, Herald. D - Life and Health insurance (13th Edition) — U.K. Open University Press – Sep 17, 1999.

17BAX54-LEGAL FRAMEWORK FOR HOSPITALS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	This subject designed to assist students by getting knowledge about legal laws related to hospital.	1.1	To acquaint the students about the death certificate issuing procedure and its content, importance of death certificate.	a,b,c,d,e	
2.0	Understanding MCI, 1956-code of medical ethics.	2.1	To know about malpractice in health care	a,b,c,d,e	
3.0	To get knowledge about MTP act, related to medical termination of pregnancy-guidelines, Rules and Regulations	3.1	Understanding about medical jurisprudence	a,b,c,d,e	
4.0	To get knowledge about PNDT act, related to prenatal diagnostic procedure followed by determination of sex prohibited.	4.1	To know about patient's Rights and provider's responsibility	a,b,c,d,e	

**UNIT I CODE OF MEDICAL ETHICS (MCI)**

(9)

Code-Duties of Physician to their patients-Duties of Physician to the profession at large-Duties of Physician to the profession in consultation- Duties of Physician to the profession to the public-Disciplinary action

**UNIT II THE MEDICAL TERMINATION OF PREGNANCY ACT 1971**

(9)

Indication or Grounds of MTP-Requirements for MTP-Complications of MTP-Doctor and Criminal Abortion-The Pre Natal Diagnostic Techniques Act 1994- -Determination of Sex prohibited

**UNIT III DYING DECLARATION**

(9)

Definition-Precautions-Procedure of Recording- -Death Certificate-Precautions while issuing death certificate-- Contents of Death Certificate- Importance of Death Certificate

**UNIT IV MEDICAL JURISPRUDENCE**

(9)

Introduction & Legal Procedure-Medical ethics- Patient's rights & provider's responsibility-Medical Malpractice- Management of Medical Malpractice

**UNIT V MEDICO LEGAL ASPECTS**

(9)

Impotence-Sterility-Medico Legal aspects of Psychiatric & mental Health-Toxicology-Organ Transplantation Act-Tamil Nadu Clinics Act

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. N.D. Kapoor - Elements of Mercantile Law - Sultan Chand & Sons, New Delhi –2003.
2. E. Venkatesan - Hand Book of Mercantile Law - M. L. J.Publications.
3. Bulchandai K. R. - Industrial Law - Himalaya Publishing House.

17BAX55-TRAVEL AND TOURISM MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	Understand the significance of travel agency and tour operation business.	1.1	Demonstrate ability to perform basic and supervisory level job function in travel and tourism Careers.	a,b,c,d,e	
2.0	Know the current trends and practices in the tourism and travel trade sector.	2.1	To get dept knowledge about current trends and practices in the tourism and travel operations.	a,b,c,d,e	
3.0	Develop adequate knowledge and skills applicable to travel industry.	3.1	Students know the set up the travel agency and their practices.	a,b,c,d,e	
4.0	To study different organizations and their contributions to travel and tourism industry.	4.1	A student gets more knowledge about different types of tour itinerary and practices their operations.	a,b,c,d,e	

#### **UNIT I CONCEPT OF TOURISM**

(9)

Defining Tourist & Tourism, History of Travel (Tourism) - Types of Tourism - Tourism in Modern Period - Nature of Tourism - Tourism: Its Components and Elements - Basic Reasons and Motivation for Travel

#### **UNIT II TOUR PACKAGING MANAGEMENT**

(9)

Itinerary Development – Introduction - meaning and definition - types of itineraries - how to develop an effective itinerary - functions of tour managers and planning tools for an itinerary - Tour Packaging Management - Concept, Origin and Development of Tour Packaging - Types of Tour - Component of a Standard Package Tour - Factors affecting Tour Formulation – Tour Designing Process - Significance of Package Tour and Tour Brochure.

#### **UNIT III TRAVEL AGENCY AND TRAVEL DOCUMENTS**

(9)

Travel Agency – History - Growth and Development - Essentials of Travel Agency - Functions of Travel Agency - Setting up of a Travel Agency - Organization of Travel - Travel Organizations - Travel Agents in India - Travel Agents Association of India (TAAI) - Travel Documents: Passport and Visas - Formalities Health Customs - Currency Control Foreign Exchange

#### **UNIT IV TRAVEL TRADE ORGANIZATIONS/ ASSOCIATIONS**

(9)

International Organizations and Tourism - History of Co-operative Endeavour - International Union of Official Travel Organizations - The World Tourism Organization - Pacific Area Travel Association (PATA) - PATA Membership - PATA Chapters, Finance, Functions - PATA and India - International Air Transport Association (IATA) - International Civil Aviation Organization (ICAO) - The Sergeant Committee - Tourist Information Offices - Ministry of Tourism, Department of Tourism - Tourism Since Independence - India Tourism Development Corporation (ITDC)

#### **UNIT V FUTURE TOURISM AND HOSPITALITY TRENDS**

(9)

Future Tourism Trends - Future Trends in Hospitality - Future Travel Trends - The Future Guest - Customers Service

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES:**

1. Aggrawal, Surinder – Travel Agency Management – Communication India – 1983.
2. A.K. Bhatia – Tourism Development, Principles and Practices – Sterling Publishers (P) Ltd, New Delhi.
3. M.M. Anand – Tourism and Hotel Industry in India – Sterling Publishers (P) Ltd, New Delhi.
4. A. Robert, Brymer – Introduction to Hotel and Restaurant Management – Hub Publications Co., Iowa – 1984

17BAX56-ADVANCED FOOD PRODUCTION MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To Know the history of Indian cooking and regional influences and differences of cooking methods	1.1	Students will understand the kitchen hygiene and sanitation and food handling procedure and storage methods and food sampling used in the industry	a,b,c,d,e	
2.0	To enable the students to know modern trends of kitchen management	2.1	Students will understand the production planning and volume of cooking. Students will study on the types of catering establishment and planning the menu based on production work flow in the industry	a,b,c,d,e	
3.0	To have knowledge of food production in large scale and small scale	3.1	Students will understand the purchasing polices control for store procedures of ordering ingredients perishable and nonperishable ingredients issuing quantity of cooking based on standard recipes and standard portion control in the industry	a,b,c,d,e	

#### UNIT I KITCHEN HYGIENE

(9)

Personal hygiene - their importance - food handling and storage – care - sanitation practices - attitude towards work in the kitchen - Introduction to Indian cuisine – History – characteristics - different ingredients used regional differences - equipment used - cooking methods - religious influences

#### UNIT II KITCHEN MANAGEMENT

(9)

Work flow - lay out – stewarding – staffing – indenting – purchasing - production planning - new product development - use of internet and other technologies in food production.

#### UNIT III QUANTITY FOOD PRODUCTION

(9)

Introduction to large scale commercial cooking - contract catering - Industrial catering - Institutional catering - out – door catering - layout of large quality kitchen - menu planning - staff hierarchy - production workflow.

#### UNIT IV FOOD CONTROL MANAGEMENT

(9)

Food purchasing control - food receiving control - food storing and issuing control - food production control - food cost control - food sales control - standard yield - standard portion sizes - standard recipes.

#### UNIT V STORES MANAGEMENT

(9)

Principles of storage - types of stores - layout of dry and cold room - staff hierarchy - guidelines for efficient storage - Control procedures - inventory procedures – EOQ - re order levels - Bin cards - form and formats - function of a store manager.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. J. Knight, Kotschevar – Quantity Food Production, Planning & Management – H-CBI Publishing Co.
2. David Foskett, Victor Ceserani & Ronald Kinton - The Theory of Catering – 10th edition - 2003.
3. Krishna Arora -II Theory of cookeryII - Frank brothers & Company - 6th edition.
4. Thangam E Philip - II Modern Cookery Volume III - 4th Edition – 2006



17BAX57-FOOD SERVICE FACILITIES PLANNING AND MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The course aims at developing the managerial skills	1.1	The course would enhance the knowledge of the students in setting up with food and beverage knowledge	a,b,c,d,e	
2.0	Provide in depth knowledge about setting up of food and beverage outlet	2.1	In –depth knowledge of each and every step involved in the process and the knowledge about the operation efficiency of different outlets	a,b,c,d,e	
3.0	To provide knowledge about the planning and design	3.1	Would be able to do costing at different areas and budget planning	a,b,c,d,e	

#### UNIT I

(9)

Food service facilities planning – Introduction - Design & layout - Planning: Characteristics – scope – objectives - facilitating production - materials handling - space utilization - maintenance and cleaning - cost control - investment in equipment - labour utilization – supervision – flexibility

#### UNIT II

(9)

The planning process - Preliminary planning information – prospectus - commissioning planners - developing the concept - equipment requirements - space requirements - developing preliminary plans - preparation of final plans - preparing specifications - bidding & awarding contracts – constructions - Preparing the prospectus: - Importance - customer & user characteristics - development of the menu – service – atmosphere - operational characteristics - The feasibility study – Importance - the market survey - site analysis - cost estimates - operating capital - projected income.

#### UNIT III

(9)

Functional planning – Functions - concepts of flow - functional requirements – receiving – storage – preparation – cooking – baking - serving – dishwashing - pot & pan washing - waste disposal - other requirements - Planning the atmosphere: Atmosphere & mood – color – lighting - acoustics - noise and music - climate control – furnishings - exterior design - advertising & public relations

#### UNIT IV

(9)

Work place design: Developing work places - work place environment - concepts of motion Economy - materials handling - designing safe work places - Equipment requirements: Methods-equipments check list – broilers – griddles – ovens – ranges - steam-jacketed kettles – steamers-ware washing equipments - Waste disposals - equipment selection.

#### UNIT V

(9)

Space requirements: Introduction - space estimates - total facility size - dining areas - production areas - space calculations - receiving area - storage areas, serving areas dining areas -Layout facilities: Space arrangement – flow - other criteria for layout - layout configurations - relationship charts for layout - layout guides - layout of storage areas - layout of main cooking areas - layout of preparation areas - layout of serving areas - layout of dishwashing areas

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Dukas. P - How to Plan & Operate a Restaurant - Hayden book Co. – Revised 2nd Edition– 23 March 1973.
2. Green E.F., Drake G.G. and Sweeney F.J - Profitable Food & Beverage Management Planning - Hayden book Co.
3. Caiman M.M - Financial Management for the Hospitality Industry - - CBT Publishing Co.

17BAX58-TOURISM PRODUCT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The application course aims to familiarize the students with a brief background of tourism	1.1	To gain knowledge about famous ancient temples of India, famous forts in India.	a,b,c,d,e	
2.0	Product, its concepts, development and scope with special reference to India.	2.1	To understand and will know the background of tourism product, its concepts, development and scope.	a,b,c,d,e	
3.0	To study the vast Tourist resources of India.	3.1	To get in depth understanding and knowledge about tamilnadu tourism products.	a,b,c,d,e	
4.0	To conceptualize a tour itinerary based on variety of themes.	4.1	To gain and knowledge about medical tourism and spiritual tourism etc.	a,b,c,d,e	

#### UNIT I

(9)

Define Product - Difference with service Industry - Tourism Product – its salient features components of Tourism industry - How is this different from other consumer industries? - Tourism resources as products.

#### UNIT II

(9)

Socio cultural Resource –I - Architectural Heritage of India - Historical monuments of tourism significance – ancient, medieval and modern – Important historical/archaeological sites – Museum - art galleries and libraries – their location, assets and characteristics.

#### UNIT III

(9)

Socio Cultural Resource-II - Important shrines (4 each) of the Hindus, Buddhist, Jain, Sikh, Muslim, Christians and others - Performing Arts – Classical dance forms and styles, Indian folk dance - classical vocal music guranties/schools - Handicrafts & Handloom Fairs - and festivals of India.

#### UNIT IV

(9)

National Tourist Resource - Tourist resource potential in mountain with special reference to Himalayas - India's main desert areas, desert safaris and desert festival - Coastal areas, beaches and islands : with special reference to Andaman and Nicobar islands.

#### UNIT V

(9)

Introduction to Marketing - The Concept of marketing, Nature, classification and characteristics of services and their marketing implications - Methodology considerations and pricing of Tour Packing, designing and printing of Tour Brochure

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Acharya, Ram - Tourism and Cultural Heritage of India – RBSA Publishers – 2nd Edition– 2007.
2. Basham A.L. - The wonder that was India - Taplinger Publishing Company – 3rd edition - 1968
3. Bharatiya Vidya Bhawan: Imperial Unity – Bombay – 1951



17BAX59-INTERNATIONAL TOURISM MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To prepare graduates for management and senior management positions in a complex and dynamic industry.	1.1	The Students can learn to apply and critically challenge the understanding of the industries in practical contexts, particularly in the work-related learning module and during the Industry placement.	a,b,c,d,e	
2.0	To helps students to start or develop a career in the international tourism industry.	2.1	They can also critically examine the sustainability of the international tourism industry.	a,b,c,d,e	
3.0	To help students develop a broad business knowledge of the major operating areas of the tourism industry	3.1	Can enhance their employability skills, such as communications and team-working, which are vital for rapid career development.	a,b,c,d,e	

#### UNIT I

(9)

Globalization & tourism sector globalization & the business world - the tourism industry, challenges - Factors affecting global & regional tourist movements - demand and origin factors - destination & resource factors - Contemporary trends in international tourist movements.

#### UNIT II

(9)

The emergence of international hotels & tourisms - Historical aspects - development of chains - development abroad - airline connection - Political aspects of the international travel - tourism – Barriers to travel - tourism investment & business – regulations - international organizations dealing with barriers viz: WTO, IMF, IHA, need for government support of tourism - national tourism organizations - political stability - travel advisories - political risk - crisis management.

#### UNIT III

(9)

International hotels – Balancing global and local perspectives – Operating in a multinational environment – International rules & regulations – a brief study - Human resources & cultural diversity - cultural perceptions - business protocol - cultural considerations in negotiations.

#### UNIT IV

(9)

International tourism sales & marketing – Market research - developing an international marketing strategy - understanding various travel distribution systems viz GDS - product positioning.

#### UNIT V

(9)

Global competition & the future – Long-term tourism growth trends - tourism growth in major regions - transportation developments - technology & automation - Development issues - tourism and the environment.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Bhattia - International Tourism, Fundamentals and Practices – Sterling Publishers Pvt. Ltd. – 1995.
2. Chris Cooper & C. Michael Hail - Contemporary tourism: an international approach – Goodfellow Publishers Ltd. - 2<sup>nd</sup> edition –2013.
3. Susan Horner & John Swarbrooke - International cases in Tourism Management – Elsevier Ltd – 2004.
4. Francois Vellas & Lionel Becherel - The International Marketing of Travel and Tourism: A Strategic approach – Macmillan Publishers Ltd. – reprint – 1999.



17BAX60-ACCOMMODATION OPERATION					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: 17BAB10 MARKETING MANAGEMENT</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To explain the main activities that occurs in a hotel's front office.	1.1	Student knows operational models and the inter-relationship between different divisions of the accommodation business.	a,b,c,d,e	
2.0	Meaning of front-of-the-house and back-of-the-house operations and their role in the hotel.	2.1	Students can identify potential customers and segments, understands and anticipates customer expectations and needs.	a,b,c,d,e	
3.0	Identify levels of housekeeping staff and their place in the hierarchy.	3.1	Student understands the economical and operational requirements of a business.	a,b,c,d,e	

**UNIT I INTRODUCTION, ORGANISATION OF HOTEL (9)**

Introduction to Hospitality industry - Growth of Hospitality industry in India- Classification of catering Establishments - Origin of Hospitality Industry - Opportunities in Hospitality Industry - Types of Hotels - Organization chart of large, medium and small hotels - Organization and layout of front office - The importance of Receptionist - The Status of receptionist as a partner in the hotel industry

**UNIT II FRONT OFFICE DEPARTMENT, RECEPTION (9)**

Introduction to front office - Qualities of front office staff (Front office salesmanship, Knowledge of products, Sales Promotion, Guest needs, Desire to help, Communication) - Front office assistant - Importance of Job Description - Job Description of front office assistant - Receiving the guest at the front office - Rooming a guest with reservation - Rooming of a walk-in-guest - Registration of guests - Duties of Night Receptionist - Duties of Receptionist of a small hotel - Knowledge of various registers and forms used in reception - Room rack - Blacklist

**UNIT III RESERVATION, LOBBY (9)**

Importance of reservation - Forecasting room reservation - Over booking - Diaries and charts used in reservation - Whitney rack system - Group reservation - Reservation Terminologies - Stages of guest contacts with the hotel (pre-arrival, arrival, during their Stay, departure) - Procedures for left luggage, scanty baggage, and safe deposit facility - Guest mail handling – Paging - Job description of bell captain & bell boy - Errand card

**UNIT IV FUNCTIONS OF HOUSEKEEPING DEPARTMENT, DUTIES AND RESPONSIBILITIES OF HOUSE KEEPING STAFF (9)**

Role of Housekeeping (in the hotel and in guest satisfaction and Repeat Business) - Organizational structure of housekeeping Department in small, medium & large hotels - Areas of cleaning , Special cleaning - Controlling cost and Budgeting - Inventories and Record Keeping - Dealing with Guest Lost and found - Executive Housekeeper - Deputy Housekeeper - Floor supervisor (Morning, Late duty, Night shift, routine duties Explaining records maintained) - Desk Control Supervisor (duties explaining records maintained) - Public Area Supervisor (Routine duties explaining records maintained) - Room Attendants – (Routine duties explaining records maintained) - Store keeper – (Task Performed and records maintained) - House man (Routine duties) - A brief explanation of duties of linen and laundry staff

**UNIT V CLEANING EQUIPMENTS AND AGENTS, FACILITIES OFFERED IN THE HOTELS (9)**

General consideration for selection of a) Equipments b) Agents - Classification and types of Equipments with care and Maintenance - Method of use and mechanism for each type - Classification of cleaning agents with its use, care and storage - Distribution and Control of cleaning agents - Services offered by the hotels - Types of rooms - Inter Departmental Cooperation with other departments in the Hotel

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. S.K. Bhatnagar - Hotel Front Office management – Frank Bros. & Co. Ltd. – 2nd Edition–2005.
2. Dennis .L. Foster - Front Office operation & administration – Glencoe –1992.
3. Sudhir Andrews - Hotel Front Office Training Manual – (Tata McGraw Hill Publications) – 2nd edition.
4. Joan Cameron Branson & Margaret Lennox - Hotel, Hostel & Hospital housekeeping – Edward Arnold – 5th edition – 1988.
5. Jane Fellows - Housekeeping supervision volume 1 & 2 – Pitman – reprint –1984.
6. Sudhir Andrews - Hotel House-keeping Training Manual – (Tata McGraw Hill Publications) – 2nd edition 2009



17BAX61-DISASTER MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	Develop an understanding of why and how the modern disaster manager is involved with pre-disaster and post-disaster activities	1.1	Know the key personnel or specialists related to disaster management and associate them with the types of disasters and phases in which they are useful.	a,b,c,d,e	
2.0	Identify the organizations that are involved in natural disaster assistance	2.1	Understand the six elements of disaster management.	a,b,c,d,e	

### UNIT I INTRODUCTION

(9)

Introduction – Disaster preparedness – Goals and objectives of ISDR Programme- Risk identification – Risk sharing – Disaster and development: Development plans and disaster management –Alternative to dominant approach – disaster-development linkages -Principle of risk partnership

### UNIT II APPLICATION OF TECHNOLOGY IN DISASTER RISK REDUCTION

(9)

Application of various technologies: Data bases – RDBMS – Management Information systems – Decision support system and other systems – Geographic information systems – Intranets and extranets – video conferencing. Trigger mechanism – Remote sensing-an insight – contribution of remote sensing and GIS - Case study.

### UNIT III AWARENESS OF RISK REDUCTION

(9)

Trigger mechanism – constitution of trigger mechanism – risk reduction by education – disaster information network – risk reduction by public awareness

### UNIT IV DEVELOPMENT PLANNING ON DISASTER

(9)

Implication of development planning – financial arrangements – areas of improvement – disaster preparedness – community based disaster management – emergency response.

### UNIT V SEISMICITY

(9)

Seismic waves – Earthquakes and faults – measures of an earthquake, magnitude and intensity – ground damage – Tsunamis and earthquakes

**TOTAL :( L: 45 ) = 45 PERIODS**

### REFERENCES:

1. Pardeep Sahni, Madhavi malalgoda and ariyabandu, – Disaster risk reduction in south asiall, PHI
2. Amita sinvhal, – Understanding earthquake disastersII TMH, 2010.
3. Pardeep sahani, Alka Dhameja and Umamedury, – Disaster mitigation: Experiences and reflectionsII, PHI

17BAX62-ENVIRONMENTAL MANAGEMENT					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
<b>1.0</b>	The Course shall provide the students with an exposure of environmental problems and issues in a scientific framework, developing methodologies to solving problems and ultimately to master the manner of systematic implementation of existing environmental policies in achieving sustainable development	<b>1.1</b>	Describe organizations as systems and their role in environmental management	<b>a,b,c,d,e</b>	
		<b>1.2</b>	Understand the usefulness of systems thinking in relation to environmental management in organizations	<b>a,b,c,d,e</b>	

**UNIT-I ENVIRONMENT MANAGEMENT**

**(9)**

Environment Management-Fundamentals-Sustainable Development-Implications of human population growth-Limits to growth-Environment and Business Schools.

**UNIT-II ENERGY MANAGEMENT AND NON-CONVENTIONAL ENERGY**

**(9)**

Energy Management- Fundamentals-Fossils Fuels use-Energy production and trade-Energy Balance.Non-Conventional Energy –Nuclear-Solar Power Market-Wind Power: Ecosystem Concepts-Basic Concepts and their application in business- Industrial Ecology and Recycling Industry.

**UNIT-III ENVIRONMENTAL MANAGEMENT SYSTEM**

**(9)**

Environmental Management System - EMS Standards-ISO 14000-Environmental Auditing Clearance/Permissions for establishing industry-Environmental Management & Valuation. Environmental Economics-Environmental Taxes Shifts, Green Funding.

**UNIT-IV CORPORATE MERGERS**

**(9)**

Corporate Mergers - Environmental Ethics-Trade and Environmental Management-Debt and Environment-GATT / WTO Provisions- Environmental Laws.

**UNIT-V ROLE OF NGOS**

**(9)**

Role of NGOs –PIL- Pollution& Waste Management -Air, Water, Land Pollution-Trades in wastes-Water, Forest and Biodiversity Management-Water Resources-Approaches to Corporate Ethics & Bio-ethics - Green Belt (Afforestation and Deforestation)- Carbon Credit and Ozone layer.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Harley Nick- Environmental Economics- Macmillan India Ltd-2013
2. Krishnamoorthy- Environmental Management-PHI-2006
3. Robert Staib- Environmental Management and Decision Making for Business-Palgrave Macmillan -2006

17BAX63-INTELLECTUAL PROPERTY RIGHTS					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To enable the students to understand the legal rights available to innovators.	1.1	Adhere to the norms and procedures stated by various laws pertaining to IPR for getting the rights registered	a,b,c,d,e	
2.0	To give an insight on the four main types of intellectual property.	2.1	Understand the relationship between intellectual property rights and economic development	a,b,c,d,e	
3.0	To create awareness amongst students with regard to penalties for infringement of rights	3.1	Stop infringements of intellectual property rights and legally claim damages	a,b,c,d,e	

#### UNIT I - INTRODUCTION

(7)

Concept of Intellectual Property - Kinds of Intellectual Property - Economic importance of Intellectual Property – Need for protection – IPR legislations in India – Introduction to various conventions – WIPO, TRIPS & TRIMS, Basal conventions. Western Theories on Private and IP

#### UNIT II - PATENTS

(10)

Introduction to Patents – Patentable subject matter - Patent Act 1970 – Amendments of the Act - Procedure for Obtaining of Patents –License agreement - Infringement – Remedies – Patent Cooperation Treaty (PCT) International Treaties on Patents

#### UNIT III - TRADEMARKS AND GEOGRAPHICAL INDICATIONS

(11)

Introduction to Trademarks – Provisions of the Indian Trademark Act 1999 - Kinds of Trademarks - Registration of Trademarks - Rights of Registered trademark owners - Infringement of Trademarks - Introduction to GI – Trademarks and Geographical Indications – The Geographical Indications of Goods (Registration and Protection) Act, 2000 - Domain names. International Convention/agreements on GI

#### UNIT IV - COPYRIGHT

(9)

Introduction to Copyright - Works protected under Copyright law - Authorship and ownership - Rights conferred on copyright owners - Related Rights – Copyright in Digital Era – Infringement and remedies. Software Copyright

#### UNIT V - INDUSTRIAL DESIGNS

(8)

Introduction – Classification of Designs - The Industrial Designs Act 2000 - Subject Matter of Protection and Requirements – Registration Procedures – Piracy. Offences and Penalties for Infringement

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Shlomo Maital and DVR Seshadri, — Innovation ManagementI, New Delhi: Sage Publications, 2012.
2. Prabuddha Ganguli & Dr Kamil Idris, — Intellectual Property Rights: Unleashing the Knowledge EconomyII, New Delhi: Tata McGraw-Hill Education, 2008.
3. Catherine Holland, Vito Canuso III, Diane Reed, Sabing Lee, Andrew Kimmel, Wendy Peterson, — Intellectual Property: Patents, Trademarks, Copyrights and Trade SecretsII McGraw Hill Education, 2008.
4. Stim Richard W, — Intellectual Property: Patents, Trademarks, and CopyrightsII, Cengage Learning, 2012.
5. Jayashree Watal, — Intellectual Property Rights in the Wto and Developing CountriesII, Oxford university press, 2010.
6. James CColins & Jerry I Porras,Built to LastII, London: Random House Business Books/Hooper Busines 2005

17BAX64-EXPORT AND IMPORT MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	Identify sources of information on export restrictions and documentation associated with foreign shipping in order to facilitate export compliance for the exporting organization.	1.1	Communicate effectively using basic international business vocabulary with specific emphasis on terms associated with international trade and import / export operations	a,b,c,d,e	
2.0	Identify major product decisions that are necessary for export markets in order to facilitate product adaptation to the markets in question	2.1	Select between common modes of export in order to fit the business needs of exporting organizations.	a,b,c,d,e	
		2.2	Identify factors that indicate strong potential export markets in order to define market selection models or drive market selection systems	a,b,c,d,e	

**UNIT I** (9)

International Commercial Terms – Need, Groups, Ex-works, FOB, FAS, CFR, CIF.

**UNIT II** (9)

Quality Systems – ISO 9000 series, Patenting, Project, Import and Export (Contract, Trunking, Civil Construction, Services), EPZs, EOUs, TPs & SEZs.

**UNIT III** (9)

Export Documentation- Customs Act., Ware housing, Tariffs, Refund and Recoveries of customs, Rebates and Special facilities.

**UNIT IV** (9)

Air and Sea Shipments – Procedure, Liner Freight, Containerization, Cargo claims.

**UNIT V** (9)

Export of software, Fruits and vegetables, Floricultural products. Provision and restrictions for import and export in India.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Ministry, Commerce and Industry, Hand Book of Procedures, Volume I & II, GOI, New Delhi,
2. Guide to Export Policy, Procedures and Documentation - Mahajan
3. Business Logistics Management - Ballun, R.H
4. The New Export Marketer -Young G.
5. Practical Guide to the Foreign Trade of India -Arora R.S.

17BAX65-BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE					
		L	T	P	C
		3	0	0	3
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To have grounding on theory through the understanding of real life situations and cases	1.1	Understand ethical components of managerial decision making	a,b,c,d,e	
		1.2	Develop thinking and analytical skills using ethical frame Works	a,b,c,d,e	
		1.3	Draw upon a range of models to aid ethical decision-making	a,b,c,d,e	

#### UNIT I: INTRODUCTION

(9)

Definition & nature Business ethics, Characteristics, Ethical theories; Causes of unethical behavior; Ethical abuses; Work ethics; Code of conduct; Public good.

#### UNIT II: ETHICS THEORY AND BEYOND

(9)

Management of Ethics - Ethics analysis [ Hosmer model ]; Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers; Code of ethics; Competitiveness, organizational size, profitability and ethics; Cost of ethics in Corporate ethics evaluation. Business and ecological / environmental issues in the Indian context and case studies.

#### UNIT III: LEGAL ASPECTS OF ETHICS

(9)

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; Prominent features of MRTP & FERA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

#### UNIT IV: ENVIRONMENTAL ETHICS

(9)

Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government contract over Business; Role of chamber of commerce and confederation of Indian Industries.

#### UNIT V: CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE

(9)

Definition- Evolution- Need for CSR; Theoretical perspectives; Corporate citizenship; Business practices; Strategies for CSR; Challenges and implementation; Evolution of corporate governance; Governance practices and regulation; Structure and development of boards; Role of capital market and government; Governance ratings; Future of governance- innovative practices; Case studies with lessons learnt.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011.
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.
4. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
5. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
6. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the most good for company and your cause, Wiley, 2005.
7. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
8. Satheesh kumar, Corporate governance, Oxford University, Press, 2010.
9. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
10. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
11. Joseph A. Petrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.



17 BAX66-AGRI ECONOMICS					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To demonstrate a basic knowledge of the principles of economics and their application to agricultural problems	1.1	Completion of the course the student will learn to list and explain different agricultural economic fields, including the food industry, demand theory (e.g., demand and price analysis, consumer behavior, and market price determination)	a,b,c,d,e	
2.0	To demonstrate a basic knowledge of the role of agriculture in the United States and world economies	2.1	Completion of the course the student will learn to explain different supply theory (e.g., production economics, cost analysis, and optimal output levels), and competitive environments (e.g., perfect and imperfect competition)	a,b,c,d,e	

#### UNIT I - INTRODUCTION

(7)

Agriculture and Economic Development- Nature and scope of agricultural and rural economics; Traditional agriculture and its modernization; Role of agriculture in economic development; Interdependence between agriculture and industry

#### UNIT II - DIVERSIFICATION OF RURALECONOMIC ACTIVITIES

(10)

Diversification of Rural Economic activities- Livestock economics- Livestock resources and their productivity ; White revolution ; Fishery and poultry development ; Forestry, horticulture and floriculture ; Issues and problems in rural industrialization and development of agro-based industries

#### UNIT III - AGRICULTURAL PRODUCTION

(9)

Agricultural production and productivity- Agricultural production- Resource use and efficiency; production function analysis in agriculture, factor combination and resource substitution; Cost and supply curves; Size of firm and laws of returns

#### UNIT IV - AGRICULTURAL PRICES

(11)

Agricultural prices- marketing and state policy ; Agricultural markets and market efficiency-Marketing functions and costs ; Market structure and imperfections ; regulated markets ; marketed and marketable surplus ; Crop insurance ; Terms of trade between agricultural and non-agricultural prices ; Need for state interventions ; Objectives of agricultural policy- Instruments and evaluation ; Food security in India and Public Distribution System

#### UNIT V - RURAL SAVINGS AND CAPITAL FORMATION

(8)

Rural savings and capital formation; characteristics and sources of rural credit institutional and non-institutional; Reorganisation of rural credit- cooperatives, commercial banks, regional rural banks, Role of NABARD

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Agricultural Economics and Agribusiness, Cramer, Jensen, and Southgate, John Wiley
2. Agricultural Economics, Drummond and Goodwin, Prentice Hall
3. Introduction to Agricultural Economics, Penson, Capps, and Rosson, Prentice Hall
4. Economics of Resources, Agriculture and Food, Seitz, Nelson, Halcrow
5. FAST Tools and Resources, the University of Illinois Extension Farmdoc website
6. National Agricultural Statistics Service (NASS), United States Department of Agriculture
7. Illinois Department of Agriculture Statistics
8. US Census Data The Farming Game

17 BAX67-AGRI IMPORT AND EXPORT MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The program gives a foundation to participants who seek a career in International markets	1.1	The students can stand firm in the world of global competition. This course can give a wide scope to the students interested in working in the Import & Export Management fields	a,b,c,d,e	
2.0	To study the importance international business practices, customs and policies and International issues such international shipping	2.1	The goal is to prepare candidates to be ready to take up leadership positions in the export and import companies in India and abroad. Programs will help you to understand various flaws of marketing at an international level and concept of foreign exchange	a,b,c,d,e	
3.0	To understand the importance of export and import documentation and procedures	3.1	To understand on International trade barriers and risk management	a,b,c,d,e	

#### UNIT I - INTRODUCTION

(7)

Introduction to agriculture, forms of agriculture, production, need for import and export, analysis of marketable surplus and marketed surplus, analysis of import and export statistics of agricultural products in India, macroeconomic forces

#### UNIT II - OVERVIEW OF WORLD AGRICULTURAL TRADE

(10)

Overview of world agricultural trade, issues impacting international agricultural trade, agricultural policy, technology advancement on agricultural products

#### UNIT III - IMPORT REQUIREMENTS

(11)

Import requirements-causes, identifying agri products for import ,import substitution, regulation of imports, quality standards, scanning the countries for importing the required agri products, import planning, documents required

#### UNIT IV - FOREIGN MARKETS FOR AGRICULTURAL EXPORT

(9)

Identifying foreign markets for agri export, marketing plan for exports, export documents and procedure, terms of payment and export finance, legal dimensions

#### UNIT V - INFRASTRUCTURE FOR EXPORT PROMOTION

(8)

Institutional infrastructure for export promotion in India, export assistance, State trading in imports and exports, working of the State trading organisations in India

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Export Import Policy, Publisher: Ministry of Commerce, Government of India, New Delhi
2. Electronic Commerce by N. Janardhan, Publisher: Indian Institute of Foreign Trade, New Delhi
3. Nabhi's Exporters Manual and Documentation, Publisher: Nabhi Publication, New Delhi
4. Nabhi's New Import Export Policy, Publisher: Nabhi Publication, New Delhi
5. Export-What, Where, How by Ram Paras, Publisher: Anupam, Delhi

17BAX68-AGRI LOGISTICS AND SUPPLY CHAIN MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To study the importance of Logistics operations and its competitive edge for Retailers	1.1	The student at the end of the course should be able to understand the various logistics operations and their importance in improving the business of retailers	a,b,c,d,e	
2.0	To impart the knowledge on the procurement and vendor management for regular supply of goods	2.1	The student has to design suitable invoice management system for a retailer for improving the efficiency of procuring, packing, transporting and delivery of goods in time or as per the customer expectations	a,b,c,d,e	
3.0	To understand the various necessity of multi storage points and suitable delivery system for making retailing operations more efficient	3.1	The student has to nuances in invoice management and fulfilling customer orders	a,b,c,d,e	

#### UNIT I - INTRODUCTION

(7)

Overview of logistics: introduction, nature, concepts, evolution, importance, components and functions of logistics management; Introduction to supply chain management, value chain, supply chain effectiveness and Indian infrastructure, outsourcing and 3PLs and fourth party logistics(4PLs)

#### UNIT II - LOGISTICS AND SUPPLY CHAIN MANAGEMENT

(10)

Elements of logistics and supply chain management: demand forecasting, functions of inventory, warehousing and distribution centres, transportation, protective packaging, order processing, material handling with special reference to agri products

#### UNIT III - PERFORMANCE MEASUREMENT

(11)

Performance measurement of logistics and supply chain management-dimensions, basic tools, impediments to improved performance; Logistic and supply chain management in Indian agri industry like edible oil industry, sugar industry, bakery and confectionary industry, cereal and pulses industry

#### UNIT IV - ISSUES IN MARKETING AND CUSTOMER SERVICE

(9)

Issues in marketing and customer service with special reference to agri business: changing environment and the importance of CRM, Gap analysis for customer service management, efficient customer response planning for uncertainty, product costing for uncertainty

#### UNIT V - LOGISTICS & SUPPLY CHAIN MANAGEMENT

(8)

Logistics & supply chain management and Information technology in agri business-- from vertical integration to virtual integration, transiting from made- to- stock to build- to- order, integrated IT solutions for L&SCM, emerging technologies in L&SCM

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Sahay B.S, Supply Chain Management for Global Competitiveness, Macmillan India Ltd., NewDelhi.
2. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi..
3. Coyle, Bradi&Longby, The Management of Business Logistics, West Publishing Co. Martin Christopher, Logistics and Supply Chain Management.

4. Dawson, Larke and Mukoyama, Strategic Issues in International Retailing, Routledge, 2007
5. Paul R. Murphy Jr. and Donald Wood, Contemporary Logistics.
6. Harvard Business Review, Managing Supply Chains.
7. Alan E. Branch, Global Supply Chain Management and International Logistics.
8. Simchi-Levi, Kaminsky & Simchi-Levi, Managing the Supply Chain: The Definitive Guide.
9. Ray, Supply Chain Management For Retailing, TMH, 2010.
10. James B. Ayers, Retail Supply Chain Management, Auerbach Publications, 2007.



17BAX69-AGRICULTURE AND FOOD RETAILING					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
<b>1.0</b>	A good understanding of inter-relationship between climate change, environment, food security and sustainability at global and regional (India) level.	<b>1.1</b>	A good understanding of inter-relationship between climate change, environment, food security and sustainability at global and regional (India) level.	<b>a,b,c,d,e</b>	
<b>2.0</b>	To understand the concept of food security and issues in achieving it.	<b>2.1</b>	To understand the concept of food security and issues in achieving it.	<b>a,b,c,d,e</b>	
<b>3.0</b>	Understand ways of adapting to climate change and managing the environment keeping in mind food security and sustainability.	<b>3.1</b>	Understand ways of adapting to climate change and managing the environment keeping in mind food security and sustainability.	<b>a,b,c,d,e</b>	

**UNIT I - INTRODUCTION**

(7)

Fundamentals of retailing-unorganized vs. organized retail, elements of retail marketing mix, SWOT analysis of retail industry in India, Retail formats and classification of retailers, relationship between agriculture and food retailing

**UNIT II - RETAIL MARKETING**

(10)

Retail marketing in the modern age; Importance of e-commerce, business environment for e-retailing, the digital age and the new global culture for retailing with special reference to food retailing in local, national and global context

**UNIT III - RETAIL STRATEGIC PLANNING**

(11)

Retail strategic planning and operations management, evaluating the competition in retailing, market selection and location analysis, customer services and retail selling with special reference to agri business

**UNIT IV - RETAIL MERCHANDISING**

(9)

Retail merchandising, merchandise selection and planning, range planning, category management; retail pricing: strategies and techniques with special reference to food retailing

**UNIT V - RETAIL BRAND POSITIONING**

(8)

Retail brand positioning, differentiation, gaining strategic competitive advantage, promotion of retail brand, retailing and creating right atmosphere, ambience and interior & exterior environment with special reference to food retailing

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Food Insecurity Atlas of Rural India (2001) MS Swaminathan Research Foundation and World Food Programme. <http://home.wfp.org/stellent/groups/public/documents/ena/wfp076968.pdf>
2. Interna W. (2004) Climate Change and India, Universities Press, India.
3. Reynolds M. P. (2010) Climate Change and Crop Production, CABI Series in Climate Change, Volume I. CABI Publishing, UK.
4. Wani S.P., Rockstrom J. And Oweis T. eds. (2009) Rainfed Agriculture: Unlocking the Potential, Comprehensive Assessment of Water Management in Agriculture Series (7), CAB International, Wallingford, Oxon, UK.

17BAX70-MICRO FINANCE AND SOCIAL ENTREPRENEURSHIP					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To introduce the concepts of social entrepreneurship, social business, and social value creation	1.1	Appreciate the importance of balance between local social innovations and global network of support for balance growth and sustainable development	a,b,c,d,e	
2.0	To understand how social entrepreneurship help in resolving many critical issues such as poverty, social exclusion, digital divide, and illiteracy	2.1	Appreciate the use of innovative technologies for resolving social and environmental issues	a,b,c,d,e	
3.0	To understand theoretical and motivational underpinnings of various social entrepreneurship models, and compare and contrast them	3.1	Appreciate the role social entrepreneurship plays in addressing complex social and environmental problems	a,b,c,d,e	

#### UNIT I - INTRODUCTION

(7)

Micro finance overview: Evolution, role ,scope and importance of micro credit and micro finance in India, distinctive features, advantages, micro finance and socio-economic development, micro finance environment in India and abroad, micro credit and micro finance models

#### UNIT II - FINANCIAL INSTITUTIONS FOR RURAL DEVELOPMENT

(10)

Financial institutions for rural development, basic understanding of rural and development credit, institutional structure of rural financing in India---policy and schemes of NABARD, recent financing schemes of the government

#### UNIT III - MICRO FINANCE

(9)

Micro finance at small group level: concept, emergence, objectives, thrust areas, case studies of recent success stories; management of small groups, cluster and federation from credit and trade perspectives, role of facilitating agencies

#### UNIT IV - SOCIAL IMAGE

(11)

Social image of an entrepreneur, myths around entrepreneurship development: can everybody be developed through entrepreneurship development programme, entrepreneurs are born and cannot be developed; Entrepreneurial contributions and Indian economy, Social structure of India, social entrepreneur-who and why; social entrepreneurship in India, growing number of social entrepreneurs in India, typical sectors of investment of social enterprises,

#### UNIT V - PROBLEMS AND PROSPECTS

(8)

Problems and prospects in developing entrepreneurship, Role of government in the social entrepreneurship landscape-need of a national fund ,budget initiatives, some established social enterprises, NGO's role, establishing relationship with linkage agencies, Entrepreneurship development in rural and tribal areas

**TOTAL :( L: 45 ) = 45 PERIODS**

## REFERENCES:

1. Bateman, Milford and Ha-Joon Chang. —Microfinance and the Illusion of Development: From Hubris to Nemesis in Thirty Years. *World Economic Review*, 1 (2012): 13-36
2. Bateman, Milford. "How lending to the poor began", *Grew, and Almost Destroyed a Generation in India* *Development and Change*, 43, 6 (November 2012): 1385-1402
3. Bond, Patrick. —'Two Economies', *Microcredit and the Accelerated and Shared Growth Initiative for South Africa* *Africanus*, 37, 2(2007): 216-230
4. Bornstein, David. *How to Change the World: Social Entrepreneurs and the Power of New Ideas*. Oxford: Oxford University Press, 2004
5. Bornstein, David and Susan Davis. *Social Entrepreneurship: What Everyone Needs to Know*. Oxford U. Press, 2010
6. Degefe, Duressa Oba. —Microfinance in Ethiopia: Elixir or Poison? *The Netherlands: Shaker Publishing BV*, 2009
7. Yunus, M., & Petit, P. U. 2011. *Creating a New Civilization Through Social Entrepreneurship*: Transaction Books. Ziegler, R. 2011
8. *An introduction to social entrepreneurship: Voices, preconditions, contexts*: Edward Elgar Publishing Brooks, A. 2009
9. *Social entrepreneurship: A modern approach to social value creation*. Upper Saddle River, New J. Ridley- Duff, R and Bull, M (2011).

17BAX71-AGRI TECHNOLOGY MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To Understand the importance of technology in conduct of business.	1.1	Student will be able to understand: Importance of Technological Innovation	a,b,c,d,e	
2.0	To Understand the importance of pest management	2.1	Importance of Research and development in technology management	a,b,c,d,e	
		2.2	Forecasting of Technology	a,b,c,d,e	

**UNIT I - INTRODUCTION (7)**

Technology management-Aims and objectives, technology absorption and diffusion, technology marketing issues, management of technological change: R&D activities and costing of technologies, government and private initiatives for upliftment of technology for agriculture

**UNIT II - IDENTIFICATION OF AGRI TECHNOLOGY (10)**

Identification of agri technology, technologies profiles, agro ecological and socio economic conditionality, refinement and adoptability of technology; technological need and preparatory management, policy perspectives

**UNIT III - HIGH-TECH HORTICULTURE (11)**

High-tech horticulture-high density planting in fruit crops, integrated pest management, integrated nutrient management of important fruits and vegetables, precision farming, micro propagation, micro irrigation, protected cultivation, value addition

**UNIT IV - SEED PRODUCTION TECHNIQUE (9)**

High-tech agriculture-seed production technique, high yielding and hybrid varieties, bio tech products, new crop establishment method, input use efficiency, leaf colour chart for nutrient management, value addition in agriculture

**UNIT V - SEED AND FODDER MANAGEMENT (8)**

Seed and fodder management, bio technological applications in dairy industry, Ultra High Temperature(UHT) pasteurization of milk, technology management for livestock products, value addition in eggs

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Ali, J. (2011). Adoption of mass media information for decision-making among vegetable growers in Uttar Pradesh. Indian Journal of Agricultural Economics, 66{2}, 241
2. Batchelor, S. J., Norrish, P., Scott, N. & Webb, M. (2003). Sustainable ICT case histories. London, UK: Department for International Development.
3. Cash, D. W. (2001). In order to aid in diffusing useful and practical information: Agricultural extension and boundary organizations. Science, Technology & Human Values, 26(4), 431 -453.
4. De, Rahul (2006, February). ICT for Development and Web-based Information Systems. Inaugural address at the 4th International CALIBER at Gulbarga University, Kamataka.
5. IMF (2006). World economic outlook: Financial systems and economic cycles, available at [www.imf.org/external/pubs/ft/weo/2006/02/pdf/weo0906.pdf](http://www.imf.org/external/pubs/ft/weo/2006/02/pdf/weo0906.pdf)





17BAX72-ORGANISATION AND MANAGEMENT IN SPORTS					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
<b>1.0</b>	To develop students who possess strong analytical abilities, critical thinking, interpersonal and communication skills	<b>1.1</b>	Demonstrate knowledge in all areas of a sport organization.	<b>a,b,c,d,e</b>	
<b>2.0</b>	The program examines the disciplinary foundations of sport management	<b>2.1</b>	Demonstrate critical thinking and analytical abilities in the creation of a culminating project to highlight their professional capabilities	<b>a,b,c,d,e</b>	
<b>3.0</b>	The program emphasizes the value of leadership, teamwork, professional writing, and oral communication skills	<b>3.1</b>	Recognize and evaluate ethical decision-making and the economic priorities and social responsibilities of sport organizations in society	<b>a,b,c,d,e</b>	

**UNIT I - CONCEPT OF ORGANISATIONAL BEHAVIOUR**

(7)

Concept of Organisational Behaviour: Meaning of O.B., Contributing Disciplines to O.B, Individual Behaviour – Ability, Learning, Values, Attitudes, Personality, Perceptions

**UNIT II - ORGANISATION STRUCTURE AND DECISIONMAKING PROCESS**

(10)

Organisation Structure and Decision Making Process: Meaning of Organisation Structure, Types of Organisation Structure, Flat Organisations, Tall Organisations, Reporting Relationship, Channels of Communication, Organisation Structure as Applied to Sports Organizations. Individual Decision Making, Rational Decision Making, Decision making Styles, Creativity in Decision Making, Participative Decision Making, Group decision Making

**UNIT III - LEADERSHIP AND GROUP AND TEAMS**

(11)

Leadership and Group and Teams: What is Leadership, Trait Theories of Leadership, Leadership Styles, How Leaders influence People, Fiedler Model, Trust and Leadership. Improving Leadership Effectiveness. Meaning of a Group, Group Dynamics, Group Cohesiveness, Types of Groups, Task Groups, Work Teams, Nature of Teams, Team Building, Group/Teams Effectiveness, How to Make Teams More Effective

**UNIT IV - CONFLICT, MANAGING FOR HIGH PERFORMANCE**

(9)

Conflict, Managing For High Performance: Definition of Conflict, Stages in Conflict Process , Functional Conflict, Dysfunctional Conflict, Managing Conflict, Negotiation. High Performance Work Practices, Goal Setting, Performance Management Techniques Associated with Goal Setting, Application of Goal Setting to Organisational Performance

**UNIT V - MANAGEMENT OF SPORTS**

(8)

Management of Sports: Management of Sporting and Recreation Organisation, Decision process and Leadership in Sports Management, Delivery of Recreation Services, Impact of Organisational Process on Individual

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Fred Luthans - Organizational Behaviour : McGraw Hill International
2. S P Robins - Organizational Behaviour : Prentice Hall India Ltd.
3. Ghanekar - Organizational Behaviour Concept & Cases : EPH

17BAX73-ETHICS IN SPORTS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To teach and transmit the values of Sports Ethics to students	1.1	Recognize the activities of the School and University Sports as a means of promoting sports ethics within the educational community	a,b,c,d,e	
2.0	To give value through their technical notations to the aspect of the values of sports ethics	2.1	Promote, disseminate and practice the global teaching of human values where sport ethically practiced serves as a tool and a special means to achieve this	a,b,c,d,e	

**UNIT I - VALUES, ETHICS IN SPORTS**

(7)

Values, Ethics In Sports - Importance, Sources Of Value System, Types, Loyalty And Ethical Behaviour. Nature, Characteristics And Needs, Ethical Practices In The Field Of Sports, Sports Code Of Conduct

**UNIT II - INDIAN VALUES AND ETHICS**

(10)

Indian Values And Ethics- Respect For Elders, Hierarchy And Status, Non- Violence And Tolerance, Cooperation. Rights And Duties. Holistic Relation Between Man, Attitudes, Beliefs

**UNIT III - ETHICAL VALUE SYSTEM**

(11)

Ethical Value System- Distributive Justice, Individual Freedom Of Choice, Professional Codes. Their Application In The Field Of Sports

**UNIT IV - SPORTS AS A PROFESSION**

(9)

Sports As A Profession- Conflict Between Organization Demand, Individual Needs And Professional Ideal, Conflicts The Sports Managers Face

**UNIT V - SOCIAL AND ETHICAL, MORALE OF SPORTSMEN**

(8)

Social And Ethical, Morale Of Sportsmen Responsibilities of different Sports Association, Clubs, Manager, Coach and Sports Persons. Role of Organizations / Association and Sports Manager in the area

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Sport & the media: leisure intelligence, May 2003. London: Mintel International Group, 2003
2. The sports market. Hampton: Key Note, 2004- . (Key note market review)
3. Sport business in numbers 2007- . London: SportBusiness, 2007
4. Sport business United Kingdom: the definitive reference guide to the UK sports industry. 2002/3- . London: Sport Business Group, 2002

17BAX74-LEADERSHIP PRINCIPLES IN SPORTS					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
<b>1.0</b>	Identify and analyze various components of sport leadership	<b>1.1</b>	Demonstrate comprehension of content-specific knowledge and the ability to apply it in theoretical, personal, professional, or societal contexts	<b>a,b,c,d,e</b>	
<b>2.0</b>	Develop a leadership philosophy and apply principles learned from prominent sport leaders	<b>2.1</b>	Demonstrate proficient written communication by articulating a clear focus, synthesizing arguments, and utilizing standard formats in order to inform and persuade others	<b>a,b,c,d,e</b>	
<b>3.0</b>	Develop a leadership portfolio enhancing personal and professional development	<b>3.1</b>	Reflect on values that inspire high standards of professional and ethical behavior	<b>a,b,c,d,e</b>	

**UNIT I - INTRODUCTION**

(7)

Leadership :- Meaning, Management and Leadership in the past and 21st century, Formal and Informal Leadership

**UNIT II - STUDIES IN LEADERSHIP**

(10)

Studies in Leadership :- Ohio State Leadership studies, Trait theories of leadership, Contingency theory, Charismatic Leadership theories, Transactional and Transformational leadership.

**UNIT III - ISSUES IN LEADERSHIP**

(11)

Issues in Leadership :- Different Leadership styles, Authentic leadership, Trust and Leadership – a relevant issue in sports, Global Leadership in sports across culture

**UNIT IV - LEADERSHIP IN SPORTING WORLD**

(9)

Leadership in Sporting World in the 21st Century: - National and International Sports Organisations - CAB, IFA, AIFF, BCCI, FIFA, ICC, IOA, BTAA.

**UNIT V - CASE STUDY**

(8)

Case Study on Successful Leadership from Sporting World and Presentation. Role and Activities of Successful Leaders in Sports Management Organizations

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Dodds - Assistant Professor, Sport Management at SUNY Cortland Reese - Associate Professor, Sport Management at Drexel University
2. Adams, G., & Cohen, A. (1974). Children's physical and interpersonal characteristics that affect student-teacher interactions. *Journal of Experimental Education*, 43, 1-5
3. Bangert-Drowns, R. L., Kulik, C. C., Kulik, J. A., & Morgan, M. (1991). The instructional effects of feedback in test-like events. *Review of Educational Research*, 61(2), 213-238
4. Bloom, B. S. (1984). The search for methods of group instruction as effective as one-to-one tutoring. *Educational Leadership*, 41(8), 4-18
5. Cooper, H., Robinson, J. C., & Patall, E. A. (2006). Does homework improve academic achievement? A synthesis of research, 1987-2003. *Review of Educational Research*, 76(1), 1-62
- 6.

17BAX75-SPORTS FACILITIES PLANNING AND MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To recognizing and taking full advantage of the unique role of sport and active recreation in contributing to a wide array of policy and community aspirations	1.1	Obtain capital funding that is available from a variety of sources	a,b,c,d,e	
2.0	To using sport and recreation as a fundamental part of the planning and delivery of sustainable communities	2.1	Develop a management plan to reflect operational strategies and design priorities	a,b,c,d,e	
3.0	The development of partnership working using sport and active recreation as a common interest	3.1	Ensure the proposed facility supports the organisation's strategic plan	a,b,c,d,e	

#### UNIT I - INTRODUCTION

(7)

Planning and Management Infrastructure Facilities like Courts, tracks, Gallery, provision for Drinking Water, Lighting, Sitting Arrangements etc

#### UNIT II - SPORTS ARENA

(11)

Developments & Maintenance of Sports Arena, Grounds, Indoor Stadium, Tents, Camps etc. Responsibilities of facilities managers, essential knowledge and skills required for operating a sport facility: Soft Skills (interpersonal and PR skills) & Hard Skills – Facility planning, site selection and design and construction, crowd and alcohol management

#### UNIT III - FIRST AID AND EMERGENCY ARRANGEMENT

(9)

First aid and emergency arrangement. Facility administration, including marketing and sales, finance and budgeting, human resources and legal issues. Event planning, security and procedures

#### UNIT IV - CRITICAL PHASE

(9)

Critical phase of facility management: From pre-event briefings to Cleanup and closings, Merchandising, Housekeeping and Maintenance.

#### UNIT V - CASE STUDY

(9)

Case study on Management of Sports facilities – Stadiums, Tents, Recreation facilities.

**TOTAL :(L: 45) = 45 PERIODS**

#### REFERENCES:

1. Fried, Gil Managing Sport Facilities 3rd Edition Human Kinetics, 15-Jul-2015
2. Joseph J. Bannon And Peter L. Bannon Facility Management For Physical Activity And Sport Second Edition Sagamore Publishing Llc Isbn Print Edition: 978-1-57167-755-6 Isbn Ebook: 978-1-57167-756-3
3. Recreation And Sport Planning And Design - Daly J: Office For Recreation And Sport South Australia 2000
4. Recreation Planning Guide - Department Of Sport And Recreation Western Australia 1997
5. Recreation Planning In The 90's - An Integrated Approach Sport And Recreation Victoria
6. Municipal Recreation Planning Guide 2nd Edition 1995 Sport And Recreation Victoria

17BAX76-MANAGING AND PROMOTING SPORTING EVENTS				
			<b>L</b>	<b>T</b>
			<b>3</b>	<b>0</b>
			<b>P</b>	<b>C</b>
			<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>				
<b>COURSE OBJECTIVES AND OUTCOMES:</b>				
Course Objectives		Course Outcomes		Related Program outcomes
<b>1.0</b>	To Understand the process of organising major sports events	<b>1.1</b>	Identify the roles of advertising, sales promotion, public relations, and personal selling in sports marketing	<b>a,b,c,d,e</b>
<b>2.0</b>	To Have demonstrated a thorough understanding of the logistical details relevant to organising major sports Events	<b>2.1</b>	Identify the demographics and marketing mix for the sports and entertainment industries	<b>a,b,c,d,e</b>
<b>3.0</b>	To Be able to develop and implement a risk management plan	<b>3.1</b>	Be able to effectively evaluate a major sports event	<b>a,b,c,d,,e</b>

**UNIT I - INTRODUCTION**

(7)

Introduction- Definition, Scope of Event management, Risk & Safety measures

**UNIT II - MANAGING SPORTING EVENTS**

(10)

Managing Sporting Events- Planning, Organizing, Coordinating and Controlling Pre events, During the Events & Post Events issues

**UNIT III - WORLD OF SPORTS EVENT MANAGEMENT**

(11)

World Of Sports Event Management- Sponsors, Sports Management Companies, Spectators ,Sports personalities, Media etc.

**UNIT IV - SPORTS MANAGEMENT COMPANIES**

(9)

Sports Management Companies- Introduction, Role, Scope of Work, Service rendered to the clients, Ways of Functioning- Team work, Departments etc. CAREER OPPORTUNITY IN SPORTS MANAGEMENT COMPANIES

**UNIT V - CASE STUDY AND PRESENTATION**

(8)

Case Study And Presentation – Promoting national & International Sporting events. Importance of IMC in promoting Sports Events Successfully., Role of Advertising, PR etc. Managing Sporting Bodies, Associations- AIFF, IFA, BCCI,CAB, LEANING INDIAN FOOTBALL CLUBS etc.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Ramsborg, G.C.; B Miller, D Breiter, BJ Reed & A Rushing (eds), Professional meeting management Comprehensive strategies for meetings, conventions and events, 2008, 5th ed, Kendall/Hunt Publishing, Dubuque, Iowa. ISBN 0-7575-5212-9
2. "ISO 20121 - Sustainable events", ISO (www.iso.org), retrieved 2014-30-05
3. Bowdin, Glenn; Johnny Allen, William O'Toole, Rob Harris, Ian McDonnell. Events Management (Events Management S.) ISBN 0-7506-6533-5
4. Goldblatt, Joe. Twenty-First Century Global Event Management (The Wiley Event Management Series) ISBN 0-471-39687-7

17BAX77-PSYCHOLOGY OF SPORTS					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	The sport psychology was primarily the domain of physical educators	1.1	The instruction and training of psychological skills for performance improvement, applied sport psychology may include work with athletes, coaches, and parents regarding injury, rehabilitation, communication, team building, and career transitions	a,b,c,d,e	
2.0	To study of how psychological factors affect performance and how participation in sport and exercise affect psychological and physical Factors	2.1	Its provide a more thorough understanding of how psychological principles play out in competitive situations	a,b,c,d,e	

**UNIT I - INTRODUCTION**

(7)

Introduction – Definition, Scope, Branches of Psychology , Concept of Sports Psychology, Major View Points – Psychoanalytic school.

**UNIT II - PERSONALITY**

(10)

Personality, Learning – Meaning, Types, Personality Traits of Sports Person. Definition, Theories on Learning- Classical and Operant conditioning

**UNIT III - MOTIVATION**

(11)

Motivation, Confidence - Definition, Importance of Motivation in Sports performance, Reaching and Sustaining Ideal motivation. How Sports persons can be motivated-Defining Confidence and Role of Sports Manager in Developing Confidence among Sports Personalities.

**UNIT IV - EMOTIONS**

(9)

Emotions, Goal Setting - Definition, Relation between emotions and Sports performance, why sportsmen respond emotionally- Meaning, Goal Setting Principles, Relation between Goal Setting and Performance in Sports

**UNIT V - IMPLEMENTING SPORTS PSYCHOLOGY**

(8)

Implementing Sports Psychology- Understanding the psychology of the Players and the Coach and implementation. Developing and facilitating Coach – Player relationship

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Weinberg, R.S. & Gould, D. (2010). Foundations of Sport and Exercise Psychology. Champaign, IL: Human Kinetics.
2. Green, C.D. & Benjamin, L.T. (2009). Psychology gets in the game. Lincoln, NE: University of Nebraska Press.
3. Cole, B. (2012). Sport psychology: A short history and overview of a field whose time has come, and how it can help you in your sport.
4. Bäumlér, G. (2009). The dawn of sport psychology in Europe, 1880–1930: Early pioneers of a new branch of applied science. In C.D. Green & L.T. Benjamin (Eds.), Psychology gets in the game (pp. 20-77). Lincoln, NE: University of Nebraska Press.
5. Driska, A. (2011). A brief history of sport psychology.

17BAX78-SOURCING AND SUPPLY MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To provide understanding of the framework.	1.1	To Understand basic functions and nuances	a,b,c,d,e	
2.0	To illustrate current practices in Industries	2.1	To Understand the holistic dimensions of SCM & corporate perspectives	a,b,c,d,e	
3.0	To provide knowledge on certain tools & techniques	3.1	Learn to acquire skills to become a sourcing professional	a,b,c,d,e	

**UNIT I INTRODUCTION TO PURCHASING AND SUPPLY CHAIN MANAGEMENT (7)**

The Purchasing Process. Purchasing Policies and Procedures. Supply Management Integration for Competitive Advantage, Purchasing and Supply Management Organization

**UNIT II - STRATEGIC SOURCING (10)**

Supply Management and Commodity Strategy Development, Supplier Evaluation Supplier Quality Management Supplier Management and Development, Creating Supply Base, Worldwide Sourcing.

**UNIT III - STRATEGIC SOURCING PROCESS (11)**

Strategic Cost Management, Purchasing and Supply Chain Analysis: Tools and Techniques, Negotiation and Conflict Management Contract Management Purchasing Law and Ethics.

**UNIT IV - SUPPLIER PERFORMANCE AND QUALITY MANAGEMENT (9)**

Performance Measurement and Evaluation: Strategies, tools and techniques for measuring and managing supplier performance, Supplier performance evaluation, Purchasing services, Supply Chain Information Systems and Electronic Sourcing.

**UNIT V - FUTURE DIRECTIONS (8)**

Purchasing and Supply Strategy Trends Green Buying, Sustainability, material research, Lean supply Chain Management

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Purchasing and Supply Chain Management, Robert .M. Monczka, Handfield, Glunipero Paterson, Waters, 6th Edition, Cengage Publication
2. Purchasing and Supply Chain Management, . Benton, 3 rd Edition, Tata Mc Graw Hill.
3. World Class Supply Chain Management, Burt, Dobler, Starling, 7th Edition, Tata Mc Graw Hill.
4. Supply Chain Management For The 21st Century by B S SAHAY. Macmillan Education,2001

17BAX79-SUPPLY CHAIN INVENTORY MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	This course provides you the basic concepts and advanced models in inventory management.	1.1	At the end of this course, the students can confidently approach their supply chain inventory issues and they can use different tools appropriately to solve the problems and enhance the performance of their supply chains.	a,b,c,d,e	
2.0	This course discusses issues related to inventory in a supply chain context. It also gives a multi-dimensional view to approach a problem with case studies.	2.1	the students can gives a multi-dimensional view to approach a problem	a,b,c,d,e	

**UNIT I -INTRODUCTION TO INVENTORY MANAGEMENT**

(7)

Inventory in SCM, Cash to cash cycle time, measure of inventory in terms of days, Inventory turnover ratio and its relationship with working capital, Review of models, Q-models and P-models Aggregation of Inventory, Cycle stock concepts, Ordering multiple items in a single order to reduce cycle stock

**UNIT II - INVENTORY MODELS**

Safety stock issues Safety stock with lead time and demand uncertainty (for Q-models), Short term discounting & Forward Buying, Periodic review models with safety stock, Comparison of P and Q system (10)

**UNIT III - INVENTORY MANAGEMENT STRATEGIES**

Single period models, Inventory management for fashion supply chains, Postponement strategies to reduce inventory, Examples of Fashion supply chains: NFL Reebok, ZARA and Sport Obermeyer Risk Pooling, Applications, Risk pooling in different forms-Substitution, Specialisation, Postponement and Information pooling (11)

**UNIT IV - INVENTORY OPTIMIZATION**

Distribution resource planning techniques, Inventory and transportation integration decisions, Vendor Managed Inventory, Product availability measures, Product fill rate, order fill rate, Cycle service level. (9)

**UNIT V - LATEST TRENDS IN INVENTORY MANAGEMENT SYSTEMS**

Industry initiatives, Efficient consumer Response and Quick response ,CPFR and other industry initiatives, Inventory reduction strategies, Managing inventory in Reverse Logistics and Remanufacturing situations , Best practices in Inventory Management in a Supply Chain (8)

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009
3. Supply chain management, Chandrasekaran,N., Oxford University Publications, 2010
4. Supply Chain Management For The 21st Century by B S SAHAY. Macmillan Education,2001



17BAX80-SUPPLY CHAIN INFORMATION SYSTEM					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To explain the various technological aspects that are described in the different logistical background	1.1	The students will be able to understand the various enterprise information system and its architecture and benefits.	a,b,c,d,e	
2.0	To explain the real time description updated technologies in the logistics sector and supply chain industry	2.1	Students can gain knowledge about various e-commerce models, e-SCM, benefits and communication networks.	a,b,c,d,e	

**UNIT I - ELECTRONIC SCM, COMMUNICATION NETWORKS**

(7)

Introduction e-SCM – e-SCM framework - Key success factors for e-SCM - Benefits of e-SCM-Positioning information in Logistics - Strategic information linkage - Supply chain communication networks - Role of communication networks in supply chains - Overview of telecommunication networks –EDI - Data security in supply chain networks - Overview of internet able models

**UNIT II - ENTERPRISE INFORMATION SYSTEMS**

(10)

Overview of enterprise information systems - Information functionality and principles -Introduction enterprise information systems -Classification of enterprise information systems- Information architecture -Framework for managing supply chain information - Describe on popular enterprise application packages -Benefits of enterprise information systems

**UNIT III - SCM SYSTEMS DEVELOPMENT, DEPLOYMENT AND MANAGEMENT**

(11)

Stakeholders in supply chain information systems - Stakeholders in SCM - Stakeholders in supply chain information systems - Information systems development- Logistics information systems design-Defining enterprise architecture - Choosing appropriate system development methodologies - Adopting relevant systems development model

**UNIT IV - DEPLOYMENT AND MANAGEMENT**

(9)

Information systems deployment - IT Operations and infrastructure management - Portfolio, programme and project management - Management of risk - Management of value

**UNIT V - INFORMATION INTEGRATION**

(8)

Enterprise application integration and supply chain visibility - Enterprise application integration - Supply chain visibility - Supply chain event management -Supply chain performance -Planning and design methodology - Problem definition and planning - Data collection and analysis - Recommendations and implementation -Decision support systems

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Bowersox & Closs, Logistical Management, McGraw-Hill Companies, 1996.
2. R.H.Ballou, Business Logistics Management, Prentice-Hall, 2004.
3. Strauss,E-Marketing, 4/e, Pearson Education 2008
4. Chaffey, E- Business and E- Commerce Management, 3/e, Pearson Education 2008
5. Blanchard, Logistics Engineering & Management, 6/e, Pearson Education 2008
6. Statistics for Managers Using MS Excel, 4/e, Levine, Pearson Education 2007
7. Donald J. Bowersox and David J. Closs, Logistical Management - The Integrated Supplychain

17BAX81-WAREHOUSE MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To help the students in explaining the significance of Warehousing.	1.1	At the end of the course, the students will be able to get complete insight in to warehouse concepts, various inventory control techniques and application of inventory management in supply chain	a,b,c,d,e	
2.0	To provide timely customer service	2.1	the students will be able to get complete insight in to customer service in detail	a,b,c,d,e	

**UNIT I - INTRODUCTION WAREHOUSING**

(7)

Introduction Warehousing – Basic Warehousing Decisions – Warehouse Operations – Types of Warehouses – Functions – Centralized & Decentralized – Storage Systems – Warehousing Cost Analysis – Warehouse Layout – Characteristics of Ideal Warehouse

**UNIT II - INVENTORY MANAGEMENT**

(10)

Inventory: Basic Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types – Cost – Need for Inventory – Just in Time

**UNIT III - INVENTORY CONTROL**

(11)

Inventory Control – ABC Inventory Control – Multi-Echelon Inventory Systems – Distribution Requirement Planning – Bull Whip Effect – Using WMS for Managing Warehousing Operations

**UNIT IV - MATERIALS HANDLING**

(9)

Principles and Performance Measures Of Material Handling Systems – Fundamentals of Material Handling – Various Types of Material Handling Equipments – Types of Conveyors – Refrigerated Warehouses- Cold Chain- Agri SCM

**UNIT V - MODERN WAREHOUSING METHODS**

(8)

Modern Warehousing – Automated Storage & Retrieval Systems & their Operations – Bar Coding Technology & Applications in Logistics Industry – RFID Technology & Applications – Advantages of RFID

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2008
2. Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 2003
3. Satish K. Kapoor and PurvaKansal Marketing, Logistics - A Supply Chain Approach , Pearson Education, 2003

17BAX82-TRANSPORTATION AND DISTRIBUTION MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To explore the fundamental concepts of transportation and distribution management	1.1	Gain knowledge about the distribution requirements planning.	a,b,c,d,e	
2.0	To gain knowledge in network planning, routing and scheduling and application of IT in transportation and distribution management.	2.1	Predict the scope and relationship of transportation with other business functions	a,b,c,d,e	
		2.2	Make use of the advantages and disadvantages of the various models.	a,b,c,d,e	

#### UNIT I - DISTRIBUTION

(7)

Role of Distribution in Supply chain, Distribution channels – Functions, resources, Operations in Distribution, Designing Distribution network models - its features - advantages and disadvantages.

#### UNIT II - PLANNING

(10)

Distribution network planning, Distribution network decisions, Distribution requirement planning (DRP)

#### UNIT III - TRANSPORTATION

(11)

Role of Transportation in Logistics and Business, Principle and Participants-Scope and relationship with other business functions, Modes of Transportation - Mode and Carrier selection, Routing and scheduling.

#### UNIT IV - TRANSPORTATION

(9)

International transportation, Carrier, Freight and Fleet management, Transportation management systems-Administration, Rate negotiation, Trends in Transportation.

#### UNIT V - INFORMATION TECHNOLOGY (IT)

(8)

Usage of IT applications -E commerce – ITMS, Communication systems-Automatic vehicle location systems, Geographic information Systems.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Raghuram and N. Rangaraj, Logistics and Supply chain Management – Leveraging Mathematical and Analytical Models: Cases and Concepts, New Delhi: Macmillan, 2000.
2. Janat Shah, Supply Chain Management, Pearson Education India, 2009.
3. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.
4. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.
5. Alan Rushton, John Oxley, Handbook of Logistics & Distribution Management, Kogan Page Publishers, 2000

17BAX83-REVERSE AND CONTRACT LOGISTICS					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To prepare students successfully implement a contract logistics and closed supply chain in Retail, FMCG and Automobile sectors.	1.1	The students will be able to understand the basics of contract logistics, third party logistics industry and third party logistics providers.	a,b,c,d,e	
2.0	To explain the concept and principle of contract logistics and closed supply chain	2.1	Helps to gain knowledge about Make in India concept and its impact on the GDP growth	a,b,c,d,e	

#### UNIT I - CONTRACT LOGISTICS

(7)

Third party logistics industry overview - A framework for strategic alliances - Evolution of contract logistics - Types of third party logistics providers – Automobile, FMCG and Retail-Third party services and integration

#### UNIT II - CLOSED LOOP SUPPLY CHAINS AND LOGISTICS

(10)

Introduction closed loop supply chains and logistics – Logistics and closed loop supply chain service - Overview of return logistics and closed loop supply chain models – Introduction product returns - Product Vs Parts returns - Strategic issues in closed loop supply chains

#### UNIT III - BUSINESS AND MARKET

(11)

Overview - Introduction life cycle management - Trends and opportunities – Auto Warranty management, return process and benchmarks - Market overview - Reasons for using reverse logistics - General characteristics - Consumer goods Depot repair and value added services - Operating dynamics - Competitive evaluation - Secondary markets and final disposal.

#### UNIT IV - EMERGING TRENDS

(9)

Emerging trends in Retail, E-Commerce- FMCG and Automobile sectors- Systems and technology - For consumer goods operations, High tech logistics system - Impact and value of advanced logistics

#### UNIT V - MANAGING PROCESSES

(8)

Managing processes - Step by step process - Use of third party service providers - Additional factors – Contemporary issues – Make in India and its impact on Countries GDP and Economic Growth.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Janat Shah, Supply Chain Management: Text and Cases, Pearson Education India, 2009
2. John Manners-Bell, Logistics and Supply Chains in Emerging Markets, Kogan Page, 2014.
3. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011
4. D. F. Blumberg, Reverse Logistics & Closed Loop Supply Chain Processes, Taylor and Francis, 2005
5. Hsin-I Hsiao, Wageningen, Logistics Outsourcing in the Food Processing Industry, Academic Pub, 2009.
6. Surendra M. Gupta, Sustainability in Supply Chain Management Casebook: Applications in SCM, McGraw Hill, 2013

17BAX84-AIR CARGO MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To provide the participants with a good knowledge of airfreight operations, services and management that can support them in various business functions and roles such as operations, customer service, account management and sales.	1.1	Provide the basics concepts of airports and aircrafts and various participants in air cargo transportation.	a,b,c,d,e	
2.0	To create awareness about the Air Cargo management.	2.1	Students will come to know about roles of the customs and the government in air transport.	a,b,c,d,e	
3.0	To provide general information or a framework on the setup of air cargo processes, for business.	3.1	Students will come to know about setup of air cargo processes	a,b,c,d,e	

**UNIT I - AIR PORTS AND SHIPMENT**

(7)

Ground Handling Agencies - Air Craft - Advantage of Air shipment - Economics of Air Shipment - Sensitive Cargo by Air shipment - Do's and Don'ts in Air Cargo Business

**UNIT II - AIR CARGO**

(10)

Air Cargo Console - Freight of Air Cargo - Volume based Calculation of Freight - Weight based Calculation of Freight - Import Documentation - Export Documentation

**UNIT III - AIRWAY BILLS**

(11)

Airway Bills - FIATA - IATA - History of IATA - Mission of IATA - Price setting by IATA - Licensing of Agencies - Sub Leasing of Agencies - freight carriers by scheduled freight tonne kilometers flown

**UNIT IV - CARGO VILLAGE**

(9)

History of Dubai Cargo Village - Location of DCV - Equipment and Handling at DCV - Operations - Advantage of Sea Air Cargo - Why Sea Air Cargo is Cheaper - Why Air freight from Dubai is Cheaper?

**UNIT V - DG CARGO**

(8)

DG Cargo by Air - Classification and labelling - Types of Labels according Cargo – Samples of Labels - Packing and Transportation of DG Goods by Air

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Yoon SeokChang, Air Cargo Management, CRC Press, 2015.
2. Xie Chun Xun Zhu, Air Cargo Management Introduction - Aviation Logistics, Management Series (Chinese Edition), Southeast University Press, 2006.
3. Hampton Simon Taylor, Air transport logistics, CRC Press, 2000.
4. Paul, Air cargo distributions: a management analysis of its economic and marketing benefits, Jackson and William Brackenridge (Gower Press), 1988.
5. Peter S. Smith, Air freight: operations, marketing and economics, Chu (Boston : Kluwer Academic Publishers), 2004.
6. John Walter wood, Airports; some elements of designs and future development, Chu(Boston : Kluwer Academic Publishers), 1981.

17BAX85-CONTAINERIZATION AND ALLIED BUSINESS					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To provide an overview of the various elements of containerization and allied businesses	1.1	The students will learn the practices and ways to promote containerization and allied businesses	a,b,c,d,e	
2.0	To realize the potential of containerization and allied businesses	2.1	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses	a,b,c,d,e	

**UNIT I - BASIC CONCEPT OF CONTAINERIZATION**

(7)

Introduction to Liner Shipping industry - Unitization concept and methods - Malcolm Mclean and the birth of containerization - Generations of container ships and their specification - Container types, their specifications and cargoes carried in them.

**UNIT II - FREIGHTING AND SIZE OF CONTAINER**

(10)

Container shipping business - FCL and LCL sea freight products - Freight of FCL and LCL cargo - Slot utilization strategies - Estimation of optimum container fleet size - Multiport LCL consolidation

**UNIT III - CHARACTERISTICS AND PHYSICAL OPERATIONS**

(11)

Containerisation: Concept, Classification, Benefits and Constraints, Container terminal business-World's leading container terminals and location characteristics - container terminal infrastructure - container terminal productivity and profitability-Inland container Depots(ICD)Roles and functions - Container Freight Stations(CFS),Clearance at ICD, CONCOD,ICD's under CONCOD, Charting: Kinds of Charter, Charter Party and Arbitration.

**UNIT IV - CONTAINER TYPES AND BUSINESS**

(9)

Container manufacturing trends - Container leasing business - Types of container leasing and their terms - maintenance and repair of containers - tracking of container movements - Container interchange.

**UNIT V - MULTIMODAL TRANSPORT**

(8)

Alternate uses of containers -marketing of used containers -carriage of shipper own containers - multimodal transport options for containers -Insurance for containers -strategies for managing container imbalance.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Marc Levinson, The Box: How the Shipping Container Made the World Smaller and the World Economy Bigger, Princeton University Press, 2008.
2. Dr. K. V. Hariharan, Containerisation, Multimodal Transport & Infrastructure Development In India, Sixth Edition, Shroff Publishers and Distributors, 2015.
3. Lee, C.-Y., Meng, Q. (Eds.), Handbook of Ocean Container Transport Logistics Making Global Supply Chains Effective, Springer, 2015
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

17BAX86-EXIM MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To enlighten the students about the major functions in export and import processes.	1.1	The students would be aware about the formalities of export and import industry	a,b,c,d,e	
2.0	The learners will have a complete idea about the different concepts, trends and strategies used for containerization and allied businesses	2.1	The students will be able to comprehend the importance of exim management.	a,b,c,d,e	

#### UNIT I - FUNDAMENTALS OF IMPORT AND EXPORT

(7)

Role of Import and Export Trade in an Economy - Institutional Framework for Foreign trade in India -Role of Director General of Foreign Trade and Commerce - Objectives of EXIM Policy - Global trade flows - Contract of International Sale of Goods - INCOTERMS 2010

#### UNIT II - OVERVIEW OF EXPORT AND IMPORT

(10)

Marketing for Exports - Negotiation and finalization of Export contract - Export Documentation Procedures - Cargo Insurance - Export Promotion Councils and incentive schemes- Role of Logistics in Exports- Export Houses / Trading Houses

#### UNIT III - DOCUMENTATION FRAMEWORK

(11)

Import for industrial use / trading - Import Documentation and Customs clearance procedures - Types of Imports - Import Licenses - Cargo Insurance - Role of Logistics in Import

#### UNIT IV - CREDIT AND PAYMENTS

(9)

Payment methods in Foreign Trade - Documentary Credit / Letter of Credit-LOU-UCP 600 with respect to Shipping Documents and L/C Negotiation – Export / import financing strategies - Managing payment risks.

#### UNIT V - CUSTOMS CLEARANCE AND AGENCIES

(8)

Roles of Service providers in EXIM transactions – Global Traders – Commodity Brokers - Custom House Agents – Transport Operators – Freight Forwarders – Warehousing and 3PL service providers – Liners /Ship Agencies – Container Freight Stations - Port – Inspection Agencies/ surveyors – Quarantine Agencies – Pest Control Agencies – Chamber of Commerce.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. Justin Pauland Rajiv Aserkar, Export Import Management, Second Edition, Oxford University Press, 2013.
2. UshaKiranRai, Export - Import and Logistics Management, Second Edition, PHI Learning, 2010.
3. Director General of Foreign Trade, Foreign Trade Policy and Handbook of Procedures, 2015
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011

17BAX87-FUNDAMENTALS OF SHIPPING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To provide the knowledge about fundamentals of shipping management	1.1	The students would be acquainted with the basics of shipping management	a,b,c,d,e	
2.0	To equip the students with the knowledge of shipping, ship building and repair	2.1	The students will learn the skills needed for shipping industry	a,b,c,d,e	

**UNIT I - INTERDICTION OF SHIPPING**

(7)

Role of Shipping in International trade-Types of ships and cargoes carried by them - International Organizations serving the shipping industry (IMO, BIMCO, ICS, IACS, IAPH)- Ship Registration and Classification.

**UNIT II - LINER SHIPPING OPERATIONS**

(10)

Liner shipping business - Types of Liner services - Container shipping lines and their services - Break bulk, Ro-Ro and project cargo services - Liner freight rates - Liner cargo documentation - Liner agency functions

**UNIT III - DRY BULK BUSINESS**

(11)

Dry Bulk shipping business- World's leading dry bulkports and cargoes handled by them - Types of Dry bulk ships and the Dry Bulk industry structure - Dry bulk market indices - Types of Chartering - Port agency functions.

**UNIT IV - TANKER OPERATIONS AND BUSINESS**

(9)

Liquid Bulk shipping business - World's leading wet bulk ports and cargoes handled by them-Types of tankers and gas carriers - Tanker freighting system (worldscale) -Factors affecting Tanker markets-Marine pollution conventions.

**UNIT V - SHIP BUILDING AND REPAIR**

(8)

Service providers to shipping industry -Ship management companies -Ports, inland terminals and Container Freight Stations- Ship building and repair yards -Financing the Shipping industry - Marine insurance providers.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Michael Robarts, Branch"s Elements of Shipping, Ninth Edition, Routledge, 2014.
2. Peter Brodie, Commercial Shipping Handbook, Third Edition, Informa Law from Routledge, 2014.
3. Review of Maritime Transport, UNCTAD, 2014.
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011





17BAX88-PORT AND TERMINAL MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To enlighten the students about the major functions in the port and terminal management	1.1	The students would be aware about skills pertaining to port and terminal management	a,b,c,d,e	
2.0	To expose the students on the trends in port and terminal management	2.1	The students should be able to understand the principles and applications for port and terminal management	a,b,c,d,e	

**UNIT I - INTRODUCTION TO PORT AND TERMINAL**

(7)

Role of ports in international trade and transport - Economic impact of ports on the regional economy - Multiplier effect - Location characteristics of ports - Different types of ports (natural, manmade, river, estuary).

**UNIT II - PORT OPERATIONS**

(10)

Design features of facilities in ports for handling various cargoes - Organization structure in Ports - Delivery of port services and the relationship between various departments - Marine Department – Traffic Department – other departments

**UNIT III - PORT MARKETING AND SERVICES**

(11)

Marketing of Port services - Pricing of Port services - Components of port tariff - Concept of hinterland – Identifying the needs of ship owners and operators, ship agents, forwarders, truckers, rail and barge operators - Concept of Total Logistics cost.

**UNIT IV - PORT PERFORMANCE**

(9)

Measurement of port performance - vessel turn round time, cargo volume, speed of cargo handling - Information flow requirements of the port, statutory bodies and port users - Port community computer systems and EDI applications.

**UNIT V - PORT SECURITY AND ISSUES**

(8)

Environmental issues connected with Ports & Terminals - Health and safety issues - Port security issues - International Ships and Port facility security (ISPS) code - Role of national, regional and local governments in owning / operating / managing ports.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Maria G. Burns, Port Management and Operations, CRC Press, 2014.
2. Patrick Alderton, Port Management and Operations, Third Edition, Lloyd's Practical Shipping Guides, 2008
3. H. Ligteringen, H. Velsink, Ports and Terminals, VSSD Publishers, 2012.
4. Coyle et.al, Management Of Transportation, 7th Edition, Cengage Learning, 2011



17BAX89-CONTRACTS AND ARBITRATION					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To create awareness on contracts for construction industry, impart knowledge on tender preparation, tendering process, laws on arbitration, arbitration procedure and laws on dispute resolution in India.	1.1	Understand the laws on contracts for construction industry in india	a,b,c,d,e	
		1.2	Apply knowledge of contracts in preparation of contract document and tendering process	a,b,c,d,e	

#### UNIT I - INTRODUCTION TO CONTRACTS IN CONSTRUCTION INDUSTRY

(7)

Brief details of engineering contracts -Definition, types and essentials of contracts and clauses for contracts - Preparation of tender documents and contract documents - Issues related to tendering process- Awarding contract, e-tendering process - Time of performance - Provisions of contract law - Breach of contract - Performance of contracts - Discharge of a contract- Indian contract Act 1872 - Extracts and variations in engineering contracts - Risk management in contracts.

#### UNIT II - LAWS RELATED TO CONSTRUCTION INDUSTRY

(10)

Labor and industrial laws - Payment of wages act, contract labor - Workmen's compensation act - Insurance, industrial dispute act- Role of RERA

#### UNIT III ARBITRATION OF ENGINEERING CONTRACTS

(9)

Background of Arbitration in India - Indian Arbitration Act 1937 - UNCITRAL model law -Forms of arbitration - Arbitration agreement - Commencement of arbitral proceedings - Constitution of arbitral tribunal - Institutional procedure of arbitration -Impartiality and independence of arbitrators jurisdiction of arbitral tribunal - Interim measures - Enforcement of awards.

#### UNIT IV NEGOTIATION, MEDIATION AND CONCILIATION

(9)

Concepts and purpose - Statutory back ground ADR and mediation rules - Duty of mediator and disclose facts - Power of court in mediation.

#### UNIT V ALTERNATE DISPUTE RESOLUTION

(9)

Structure of Indian Judicial - The arbitration and reconciliation ordinance 1996 -Dispute resolution mechanism under the Indian judicial system - Litigation in Indian courts - Casestudies.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. American Arbitration Association, — Construction industry arbitration rules and mediation procedures II, 2007
2. Case study of Southern Railway Arbitration Cases [wiki.iricen.gov.in/doku/lib/exe/fetch.php](http://wiki.iricen.gov.in/doku/lib/exe/fetch.php)
3. Collex.K, — Managing Construction Contracts II, Reston publishing company, Virginia, 1982
4. Eastern Book Company — Arbitration and Conciliation Act 1996 II, June 2008
5. International Federation of Consulting Engineers (FIDIC) documents, Geneva, 2009 (<http://www.fidic.org>)
6. Gajaria. G.T., — Laws relating to building and Engineer's Contracts II, M.M. Tripathi Pvt Ltd., Mumbai, 1985
7. Horgon.M.O and Roulstion F.R., — Project Control of Engineering Contracts II Eand FN, SPON, Norway, 1988
8. Krishna Sharma, Momota Oinam and Angshuman Kaushik, — Development and Practice of Arbitration in India- Has it evolved as an effective legal Institution II, CDDR, Stanford, 103, Oct

17BAX90-PROJECT MANAGEMENT FOR INFRASTRUCTURE					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To impart projects types, time & resource management, resource optimization and new trends in project management.	1.1	Explain the concept of projects, its process, objectives and functions of project management	a,b,c,d,e	
		1.2	Analyze and manage time in projects through gantt charts, cpm and pert techniques	a,b,c,d,e	
		1.3	Balance resource requirements of projects so as to avoid idling of resources	a,b,c,d,e	

#### UNIT I - PROJECT AND ITS PROCESS

(8)

Define project and process -Boundaries of project - Objectives and functions of project management -Characteristics and types of projects -Organization structure / styles -Roles of project management group - Project management office and its role - Project knowledge area - Project integration- Process group interaction -project flow - Project life cycle-Influencing factors. - Case study.

#### UNIT II PROJECT TIME MANAGEMENT

(10)

Project scope management - Work break down structure - Activity/Task – Events - Case study - Project planning tools - Rolling wave planning - Gantt charts, Milestone chart, Program progress chart- Creating milestone plan - Project network- Fulkerson's rules - A-O-A and A-O-N networks - Analyze project time- Critical path method (deterministic approach) - Activity oriented network analysis- 80-20 rule- Case study - Type of time estimates & square network diagram - Project updating and monitoring- Case study - Estimate time- Program Evaluation & Review Technique (Probabilistic approach)- Event oriented network analysis- Optimistic, pessimistic and most likely time - Degree of variability in average time - Probabilistic estimate - % utilization of resources.

#### UNIT III RESOURCE MANAGEMENT

(8)

Types of Resource- Time, Men, Material, Machinery, Money, Space - Balancing of resource - Resource smoothing technique- Time constraint - Resource leveling technique- Resource constraint- Case study.

#### UNIT IV RESOURCE OPTIMIZATION

(10)

Types of cost – Direct, indirect and total cost - Variation of cost with time - Schedule compression techniques- Crashing, fast tracking & Re-estimation- Crash timeand crash cost - Optimize project cost for time and resource - CPM cost model - Life cycle assessment - Impacts and economical assessment - Life cycle cost- Maintenance and operation -Life cycle forecasting – Concept and applications.

#### UNIT V EMERGING TRENDS IN PROJECT MANAGEMENT

(9)

AGILE Project management and Project Management using latest tools- Case study.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### REFERENCES:

1. "A Guide to the Project Management Body of Knowledge (PMBOK Guide) – Fourth Edition, An American National Standard, ANSI/PMI 990001-2008"
2. A Risk Management Standard, AIRMIC Publishers, ALARM, IRM: 2002
3. Gene Dixon, –Service Learning and Integrated Collaborative Project ManagementII, Project Management Journal, DOI:10.1002/pmi, February 2011, pp.42-58
4. Jerome D. Wiest and Ferdinand K. Levy, –A Management Guide to PERT/CPMII, Prentice Hall of India Publishers Ltd., New Delhi, 1994.

5. Punmia B. C. and Khandelwal K.K., —Project Planning and Control with PERT/CPMII, Laxmi publications, New Delhi, 1989.
6. Srinath L.S., —PERT & CPM- Principles and ApplicationsII, Affiliated East West Press Pvt., Ltd., New Delhi, 2008
7. Sengupta. B and Guha. H, — Construction Management and PlanningII, Tata McGraw Hill, New Delhi, 1995
8. SangaReddi. Sand Meiyappan.PL, — Construction ManagementII, Kumaran Publications, Coimbatore, 1999

17BAX91-MANAGEMENT OF HUMAN RESOURCES, SAFETY AND QUALITY					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes			Related Program outcomes
1.0	To impart knowledge on management of human resources, labor legislation, safety and quality aspects in construction	1.1	Identify the need and importance of human resource management, labour laws relating to construction industry	a,b,c,d,e	
		1.2	Identify the need and measures to improve safety in construction industry and safety audit	a,b,c,d,e	
		1.3	Enumerate the need, importance, elements of quality and significance of quality assurance in industry	a,b,c,d,e	

**UNIT I HUMAN RESOURCES MANAGEMENT (9)**

Introduction - Concept- Growth - Role and function - Manpower planning for construction companies - Line and staff function - Recruitment, selection, placement, induction and training; over staffing; Time office and establishment functions; wage and salary administration - Discipline - Separation process.

**UNIT II LABOR LEGISLATION (8)**

Labor laws- Labor law relating to construction industry- Interstate migration- Industrial relations-Collective bargaining- Worker's participation in management - Grievance handling - Discipline - Role of law enforcing agencies and judiciary -Women in construction industry.

**UNIT III SAFETY MANAGEMENT (10)**

Importance of safety- Causes of accidents -Responsibility for safety - Role of various parties in safety management -Safety benefits- Approaches to improve safety in construction for different works - Measuring safety.

**UNIT IV SAFETY IMPLEMENTATION (7)**

Application of ergonomics to the construction industry - Prevention of fires at construction site-Safety audit.

**UNIT V QUALITY MANAGEMENT IN CONSTRUCTION (11)**

Importance of quality - Elements of quality - Quality characteristics- Quality by design - Quality conformance - Contractor quality control - Identification and traceability - Continuous chain management - Brief concept and application - Importance of specifications- Incentives and penalties in specifications - Workmanship as a mark of quality - Final inspection - Quality assurance techniques - Inspection, testing, sampling - Documentation - Organization for quality control, Cost of quality - Introduction to TQM, Six sigma concept- ISO 14000 in quality management.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Arya Ashok,—Human Resources Management—Human Dimensions in Management II March 24-26, 2011, Organizational Development Programme Division – New Delhi
2. Arya Ashok, —Essence of Labour Laws II- [www.odiindia.in/about-the-books.pdf](http://www.odiindia.in/about-the-books.pdf)
3. Arya Ashok —Discipline & Disciplinary procedure II Organisation Development Institute, 1998

4. Arya Ashok, —Management case studies – An analytical and Developmental Tool||Organisation Development Institute, New Delhi, 1999
5. Corlecton Coulter, Jill Justice Coulter, The Complete Standard Hand Book of Construction Management||, Prentice Hall, (1989)
6. Dwivedi R.S., —Human RelationsandOrganisational Behaviour||,(BH– 1987)
7. Grant E.L., and Leavens worth, — Statistical Quality Control||, Mc Graw Hill, 1984.
8. James JObrien, — Construction Inspection Hand Book–Quality Assurance and Quality Control||, Van NOstrand, New York, 1989
9. Josy J. Farrilaro, — Hand Book of Human Resources Administration|| Mc.Graw Hill(International Edition) 1987.
10. Juran Frank, J.M. and Gryna F.M. — Quality Planning and Analysis||, Tata Mc Graw Hill, 1982.
11. Malik, P.L., — Handbook of Labour & Industrial Law||, Eastern book company, Lalbagh, Lucknow, 2010
12. Manoria C.B., — Personnel Management||, Himalaya Publishing House, 1992.

17BAX92-DISASTER MITIGATION AND MANAGEMENT					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
<b>1.0</b>	To create an awareness on the various types of disasters and to expose the students about the measures, its effect against built structures, and hazard assessment procedure in India.	<b>1.1</b>	Understand the various types of disaster viz hydrological, coastal and marine disasters, atmospheric disasters, geological, mass movement and land disasters, wind and water driven disasters.	<b>a,b,c,d,e</b>	
<b>2.0</b>	To impart knowledge on the methods of mitigating various hazards such that their impact on communities is reduced.	<b>2.1</b>	To identify the potential deficiencies of existing buildings for eq disaster and suggest suitable remedial measures.	<b>a,b,c,d,e</b>	
		<b>2.2</b>	Derive the guide lines for the precautionary measures and rehabilitation measures for eq disaster.	<b>a,b,c,d,e</b>	

#### **UNIT I INTRODUCTION**

**(9)**

Difference between hazards and disaster -Types of disasters-Phases of disaster management - Hazards - Classification of hazards - Hazards affecting buildings - Building safety against hazards - Floods - Cyclone - Landslides -Tsunami - Fire.

#### **UNIT II EARTHQUAKE DISASTER**

**(9)**

Earthquake hazard map -Causes of earthquakes -Classification of earthquakes -Seismic waves - Energy release - Inertia forces - Natural period - Resonance - Damping -Seismic response of free vibration -Seismic response of damped vibration -Performance of ground and buildings in past earthquakes-Earthquake resistant measures in RC and masonry buildings - Potential deficiencies of RC and masonry buildings.

#### **UNIT III OTHER DISASTERS**

**(9)**

Landslides-Landslide zoning map - Causes -Protection measures Floods -Flood zone map - Effects on buildings - Protection measures from damage to buildings -Mitigation strategies -Tropical cyclones - Effects on buildings - Protection measures from damage to buildings - Tsunami - Tsunami wave characteristics -Peculiarities of tsunami deposits -Tsunami impact on coastal lines-Effects of Tsunami on built structures - Fire disaster - Causes and effects of fire disaster - Preventive mechanism .

#### **UNIT IV HAZARD ASSESSMENT**

**(9)**

Visual inspection and study of available documents -Detailed in-situ investigation planning and interpretation of results-Foundation capability -Non-structural components - Seismic strengthening of buildings -Repairs, restoration and strengthening of existing buildings - Strengthening materials -Retrofitting of load bearing wall buildings - Retrofitting of RC Buildings-RVS method of screening - RC and masonry structures -Seismic hazard assessment - Deterministic seismic hazard analysis - PSHA.

#### **UNIT V LAND USE ZONING REGULATIONS , QUALITY CONTROL AND DISASTER MANAGEMENT POLICY**

**(9)**

Introduction-Community planning - Community contingency plan - Report building and initial awareness - Recommendations for land use zoning regulations - Construction quality control - Evolution of quality management -Reasons for poor construction -Construction of quality control in masonry structures - Disaster management policy and procedure -Legal frame work - Institutional mechanism - Schemes and grants on DM - Recommendation of 13<sup>th</sup> finance commission -Plan schemes - Non plan schemes - Externally aided schemes Role of NDRF in Disaster Management - Medical First Responder - Flood Rescue &Relief Management.

**TOTAL :( L: 45 ) = 45 PERIODS**

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## REFERENCES:

1. Annual Report, Ministry of Home Affairs, Government of India, 2009-10
2. Ayaz Ahmad, —Disaster Management: Through the New Millennium II Anmol Publications, 2003
3. Berg. G.V, —Seismic Design codes and procedures II, EERI, CA, 1982
4. Booth, Edmund, —Concrete Structures in earthquake regions; Design and Analysis II, Longman, 1994
5. Dowrick. D.J, —Earthquake resistant design for Engineers and Architects II, John Wiley & Sons, Second Edition, 1987.
6. Ghosh G.K. —Disaster Management II, A.P.H. Publishing Corporation, 2006
7. Goel, S. L. —Encyclopaedia of Disaster Management II, Deep & Deep Publications Pvt Ltd., 2006
8. Jaikrishna & A.R. Chandrasekaran, —Elements of Earthquake Engineering II, Sarita Prakashan, Meerut, 1996
9. Singh R.B, —Disaster Management II, Rawat Publications, 2008 Thirteenth Finance Commission Report, Ministry of Finance, Government of India, 2010-15





17BAX93-ECONOMICS AND FINANCIAL MANAGEMENT IN CONSTRUCTION					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcome		Related Program outcomes	
<b>1.0</b>	To study the concepts of construction economics and finance such as comparing alternatives proposals, evaluating alternative investments, management of funds, Insurance procedures, risks involved and economics of costing.	<b>1.1</b>	On completion of this course the students will be able to know the concepts in Economics and Finance in Construction.	<b>a,b,c,d,e</b>	

#### **UNIT I - BASIC PRINCIPLES**

**(9)**

Time Value of Money - Cash flow diagram - Nominal and effective Interest - Continuous interest - Nominal and effective interest- continuous interest . Single Payment Compound Amount Factor (P/F,F/P) – Uniform series of Payments (F/A,A/F,F/P,A/P)– Problem time zero (PTZ)- equation time zero (ETZ). Constant increment to periodic payments – Arithmetic Gradient(G), Geometric Gradient (C)

#### **UNIT II MARKET STRUCTURE AND CONSTRUCTION ECONOMICS**

**(9)**

Types of Market Structure in the Construction Industry – Markets and the competitive environment- Perfect competition - Monopolistic competition - Oligopoly - Monopoly – Characteristics and economic Profit – Construction Economics – BOOT, BOT, BOO Methods - Depreciation - Inflation-Taxes

#### **UNIT III EVALUATING ALTERNATIVE INVESTMENTS**

**(9)**

Present worth analysis, Annual worth analysis, Future worth analysis, Rate of Return Analysis (ROR) and Incremental Rate of Return (IROR) Analysis, Benefit/Cost Analysis, Break Even Analysis - Replacement Analysis- Equipment Replacement Analysis.

#### **UNIT IV FUNDS MANAGEMENT**

**(9)**

Project Finance - Sources - Working capital management- Inventory Management- Mortgage Financing-- Interim construction financing - Security and risk aspects

#### **UNIT V ECONOMICS OF COSTING**

**(9)**

Construction accounting-Chart of accounts- Meaning and definition of costing - Types of costing - Methods of calculation (Marginal costing, cost sheet, budget preparation) – Equipment Cost-Replacement Analysis - Role of costing technique in real estate and infrastructure management.

**TOTAL :( L: 45 ) = 45 PERIODS**

#### **REFERENCES:**

1. Pandey, I.M, Financial Management, 12th Edition Vikas Publishing House Pvt. Ltd., 2012.
2. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2012.
3. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19<sup>th</sup> edition, Tata McGraw Hill, 2010.
4. Blank, L.T., and Tarquin,a.J , Engineering Economy,4th Edn. Mc-Graw Hill, 1988.
5. Patel, B M, Project management- strategic Financial Planning, Evaluation and Control, Vikas Publishing House Pvt. Ltd. New Delhi, 2000.
6. Shrivastava,U.K., Construction Planning and Management,2nd Edn. Galgotia Publications Pvt. Ltd. New Delhi, 2000.
7. Steiner, H.M.,Engineering Economic principles, 2nd Edn. Mc-Graw Hill Book, New York, 1996.

17BAX94-URBAN ENVIRONMENT MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To create an awareness on the various environmental issues in an urban scenario and give an exposure to the urban water resources and its management.	1.1	Understand planning of a city and identify various urban environmental issues	a,b,c,d,e	
2.0	To impart knowledge on the stages of works involved in a water supply project of a city, safe wastewater collection system for generated wastewater and its management	2.1	Apply and prepare project plans to integrate urban water resource	a,b,c,d,e	

**UNIT I URBAN ENVIRONMENTAL ISSUES (7)**

Urbanization- Population growth scenario -Migration - Pollution of surface water resources - Rivers, tanks, channels -Ground water exploitation - Waste water -Characteristics -Pollution problems - Solid waste -Air pollution - CPCB norms.

**UNIT II URBAN MASTER PLANS (12)**

Planning and organizational aspects -Urban waste resources management - Water in urban ecosystem -Urban water resources planning and organization aspects -Storm water management practices -Types of storage - Magnitude of storage -Storage capacity of urban components - Percolation ponds -Temple tanks -Rainwater harvesting -Urban water supply - Demand estimation -Population forecasting -Source identification -Water conveyance -Storage reservoirs -Fixing storage capacity - Distribution network -Types -Analysis -Computer applications - Conservation techniques -Integrated urban water planning - Smart city project planning - Green Building - LEED certification - Green audit

**UNIT III URBAN WASTEWATER MANAGEMENT (8)**

Sewage generation -Storm drainage estimation -Industry contribution -Wastewater collection system -Separate and combined system -Hydraulic design of sewer and storm drain -Wastewater treatment -Disposal methods -Concept of decentralization - 3R concepts.

**UNIT IV MUNICIPAL SOLID WASTE MANAGEMENT (9)**

Sources of solid waste -Characteristics -Rate of generation -Segregation at source -Collection of solid waste - Methods of collection -Route analysis -Transfer and transfer stations -Processing and disposal of solid waste.

**UNIT V CASE STUDIES (9)**

Environmental economics- Social and physiological aspects of pollution - Successful urban management -Models- Urban management-Case studies from developed nations -Software.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. George Tchobanoglous, Hilary Theisen and Samuel A, Vigil — Integrated Solid Waste ManagementII, McGrawHill Publishers, New York, 1993.
2. McGheeJ., — WatersupplyandsewerageII, McGrawHill Publishers, 1991
3. Martin P. Wanelista and Yousef. — Storm Water Management and OperationsII, John Wiley and Sons, 1993.
4. Neil S. Grigg., — Urban Water Infrastructure Planning – Management and OperationsII, John Wiley and Sons, 1986

17BAX95-SMART MATERIALS, TECHNIQUES AND EQUIPMENTS FOR INFRASTRUCTURE					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To give an exposure on the advanced materials, techniques and equipment used in infrastructure industry.	1.1	Explain the properties and applications of special concretes, composites, smart and intelligent materials	a,b,c,d,e	
		1.2	Identify and explain advanced construction techniques used for sub structure construction	a,b,c,d,e	
		1.3	Select appropriate techniques for super structure construction of buildings	a,b,c,d,e	

**UNIT I SPECIAL CONCRETES (9)**

Concrete -Behavior of concrete - High strength and high performance concrete - Fibre reinforced concrete - Self compacting concrete - Bacterial concrete -Reactive powder concrete - Ready mix concrete -Geopolymer concrete -Alternative materials for concrete.

**UNIT II METALS (9)**

Steels - New alloy steels - Coatings to reinforcement - Cold formed steel -Aluminum and its products -Applications. Composites: Plastics - Reinforced polymers- FRP -Applications. Smart and intelligent materials: smart and intelligent materials for intelligent buildings - Special features.

**UNIT III ADVANCED CONSTRUCTION TECHNIQUES (9)**

Sub structure construction: Box jacking- Pipe jacking- Under water construction of diaphragm walls and basement- Tunneling techniques-Cable anchoring and grouting- Driving diaphragm walls, sheet piles, laying operations for built up offshore system- Shoring for deep cutting- Large reservoir construction -Trenchless technology.

**UNIT IV SUPERSTRUCTURE CONSTRUCTION FOR BUILDINGS (9)**

Vacuum dewatering of concrete flooring- Concrete paving technology- Techniques of construction for continuous concreting operation in tall buildings of various shapes and varying sections - Launching techniques suspended form work -Erection techniques of tall structures, large span structures- Launching techniques for heavy decks - Inset pre-stressing in high rise structures, aerial transporting, handling, erecting lightweight components on tall structures.

**UNIT V CONSTRUCTION OF SPECIAL STRUCTURES (9)**

Erection of lattice towers and rigging of transmission line structures- Construction sequence in cooling towers, silos, chimney, sky scrapers, bow string bridges, cable stayed bridges - Launching and pushing of box decks - Advanced construction techniques of offshore structures- Construction sequence and methods in domes and prestress domes -Support structure for heavy equipment and conveyor and machinery in heavy industries - Erection of articulated structures, braced domes and space decks. Demolition Techniques -Advanced techniques and sequence in demolition and dismantling.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Jerry Irvine, —Advanced Construction TechniquesII, C.A. Rocketr, 1984
2. Patrick Powers, —Construction Dewatering: New Methods and ApplicationsII, John Wiley & Sons, 1992
3. Robert Wade Brown, —Practical foundation Engineering handbookII, McGraw Hill Publications, 1995.
4. Sankar S.K. and Saraswathi. S, —Construction TechnologyII, Oxford University Press, New Delhi, 2008.

17BAX96-STRATEGIC AIRPORT INFRASTRUCTURE MANAGEMENT					
		L	T	P	C
		3	0	0	3
PREREQUISITE: Nil					
COURSE OBJECTIVES AND OUTCOMES:					
Course Objective		Course Outcomes		Related Program outcomes	
1.0	To provide the participants with a good knowledge on strategic planning and marketing in airport organizations.	1.1	Explain the classification of airports airfield components	a,b,c,d,e	
		1.2	Explain the main governance patterns in the airport business	a,b,c,d,e	
		1.3	Identify the evolutionary patterns for airport enterprises. explain the primary actors in the air transport value chain	a,b,c,d,e	

**UNIT I INTRODUCTION TO AIRPORT INFRASTRUCTURE (9)**

Growth of air transport, Airport organization and associations, Classification of airports airfield components, Air traffic zones and approach areas. Context of airport system planning - Development of airport planning process - Ultimate consumers - Airline decision - Other airport operations.

**UNIT II AIRPORT INFRASTRUCTURE CAPACITY DESIGN (9)**

Components, size, turning radius, speed, airport characteristics. Capacity and Delay - Factors affecting capacity, determination of runway capacity related to delay, gate capacity and taxiway capacity.

**UNIT III AIRPORT INFRASTRUCTURE PLANNING AND SURVEYS (9)**

Runway length and width, sight distances, longitudinal and transverse, runway intersections, taxiways, clearances, aprons, numbering, holding apron. Planning and design of the terminal area: Operational concepts, space relationships and area requirements, noise control, vehicular traffic and parking at airports. Air traffic control and aids: Runways and taxiways markings, day and night landing aids, airport lighting and other associated aids.

**UNIT IV AIRPORT INFRASTRUCTURE ENTERPRISE (9)**

The economic impact on countries and regions - the main governance patterns in the airport business - The International path of evolution in the airport business - Airport transport value chain - Air enterprises - two primary actors in the air transport value chain - Skipping peripheral positions in the value chain. Rise of airport marketing for the aviation related business - Airport revenue management- Airport alliances- management contract.

**UNIT V THE DEVELOPMENT OF THE NON AVIATION INFRASTRUCTURE (9)**

Related value Proposition. Evolution of traditional Airport - Evolutionary patterns for airport enterprises- Commercial Airport Philosophy - tourist and conference service - logistic services-property management-consulting services - BAA and the non aviation business - best airport in the world: The case of Singapore Airport - Role and meaning of loyalty for a service company-Bench marking airline experience - Provider - Customer relational link - benefits from ALPS implementation of ALPS.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Aviation Safety Programs A Management Hand Book: Richard H. Wood - Jeppesen Sanderson Inc.
2. Airport Systems,: Planning, Design and Management, Second Edition, Richard L. De Neufville , Amedeo R. Odoni, Peter Belobaba,& Tom G. Reynolds ), 2013.
3. Airport Planning and Management, Sixth Edition, Seth B. Young, Ph.D., Alexander T. Wells, Ed.D., McGraw-Hill Education, 2011.
4. Asset and Infrastructure Management for Airports—Primer and Guidebook, The national academic press.

17BAX97-REAL ESTATE MARKETING AND MANAGEMENT					
		<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objective		Course Outcomes		Related Program outcomes	
<b>1.0</b>	To provide the participants with a good knowledge on real estate marketing and management.	<b>1.1</b>	Explain the fundamental concepts and techniques involved in real estate development process	<b>a,b,c,d,e</b>	
		<b>1.2</b>	Explain the procedure and laws relating to transfer of completed project	<b>a,b,c,d,e</b>	
		<b>1.3</b>	Explain the procedure and laws relating to transfer of completed project	<b>a,b,c,d,e</b>	

**UNIT I CONCEPT (9)**

Fundamental concepts and techniques involved in real estate development process- Role of various organizations - CREDAI- BAI etc

**UNIT II EVENTS AND PRE-PROJECT STUDIES (9)**

Modeling sequential events in real estate development process - Site evaluation - Land procurement - Development Team assembly - Market study

**UNIT III DEVELOPMENT PLANNING & APPROVAL PROCESS (9)**

Identifying technical inputs required, planning objectives, front end clearances from various authorities, timing of the project and scheduling

**UNIT IV CONSTRUCTION AND PROJECT MANAGEMENT (9)**

Identifying the elements of infrastructure and the resource mobilization, disaggregating the project components, mobilizing the human and fiscal resources procuring and storing materials

**UNIT V PROJECT MARKETING & HANDING OVER (9)**

Over of the completed project- Communication tools required for presenting the project -In housesales promotion -Franchisee system -Joint venture and sharing issues - Procedure and laws relating to transfer of completed project.

**TOTAL :( L: 45 ) = 45 PERIODS**

**REFERENCES:**

1. Gerald R. Cortesi, —Mastering real estate principlesII(2001); Dearborn Trade Publishing, New York, USA.
2. Fillmore WGalaty, —Modern real estate practicell (2002); Dearborn Trade publishing, New York, USA
3. Tanya Davis, —Real estate developer's handbookII (2007), Atlantic pub company, Ocala, USA.
4. Mike E. Miles, —Real estate development - Principles & process 3<sup>rd</sup> editionII (2000); Urban Land Institute, ULI, Washington

17BAX100-SERVICES MARKETING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand the meaning of services and the significance of marketing the services.	1.0	Will be able to apply the concepts of services marketing in promoting services.	a,b,c,d,e	

### UNIT I : INTRODUCTION

9

Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing.

### UNIT II : SERVICE MARKETING OPPORTUNITIES

9

Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

### UNIT III: SERVICE DESIGN AND DEVELOPMENT

9

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

### UNIT IV: SERVICE DELIVERY AND PROMOTION

9

Positioning of services – Designing service delivery System, Service Channel –Pricing of services, methods – Service marketing triangle - Integrated Service marketing communication.

### UNIT V: SERVICE STRATEGIES

9

Service Marketing Strategies for health – Hospitality – Tourism – Financial – Logistics – Educational – Entertainment & public utility Information technique Services

**TOTAL: 45 PERIODS**

### TEXTBOOKS

1. Chiristopher H.Lovelock and Jochen Wirtz, Services Marketing, Pearson Education, New Delhi, 7th edition, 2011.
2. Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.

### REFERENCES

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 2nd Edition, New Delhi, 2004.
2. Halen Woodroffe, Services Marketing, McMillan, 2003.
3. Valarie Zeithaml et al, Services Marketing, 5th International Edition, Tata McGraw Hill, 2007.
4. Christian Gronroos, Services Management and Marketing a CRM Approach, John Wiley, 2001.
5. Gronroos, Service Management and Marketing –Wiley India.



17BAX101-STRESS MANAGEMENT				
	L	T	F	C
	3	0	0	3
<b>PREREQUISITE: Nil</b>				
<b>COURSE OBJECTIVES AND OUTCOMES:</b>				
Course Objectives		Course Outcomes		Related Program outcomes
1.0	To provide a broad physical, social and psychological understanding of human stress. The main focus is on presenting a broad background of stress research.	1.0	Students will be able to understand the management of work related stress at an individual and organizational level and will help them to develop and implement effective strategies to prevent and manage stress at work	a,b,c,d,e

**UNIT I: UNDERSTANDING STRESS**

**6**

Meaning – Symptoms – Works Related Stress – Individual Stress – Reducing Stress – Burnout.

**UNIT II: COMMON STRESS FACTORS TIME & CAREER PLATEAUING**

**12**

Time Management – Techniques – Importance of planning the day – Time management schedule – Developing concentration – Organizing the Work Area – Prioritizing – Beginning at the start – echniques for conquering procrastination – Sensible delegation – Taking the right breaks – Learning to say ‘No’.

**UNIT III: CRISIS MANAGEMENT**

**10**

Implications – People issues – Environmental issues –Psychological fall outs – Learning to keep calm – Preventing interruptions – Controlling crisis – Importance of good communication – Taking advantage of crisis – Pushing new ideas – Empowerment.

**UNIT IV: WORK PLACE HUMOUR**

**5**

Developing a sense of Humour – Learning to laugh – Role of group cohesion and team spirit – Using humour at work – Reducing conflicts with humour.

**UNIT V : SELF DEVELOPMENT**

**12**

Improving Personality – Leading with Integrity – Enhancing Creativity – Effective decision Making – Sensible Communication – The Listening Game – Managing Self – Meditation for peace – Yoga for Life.

**TOTAL: 45 PERIODS**

**REFERENCES**

1. Cooper, Managing Stress, Sage, 2011
2. Waltschafer, Stress Management ,Cengage Learning, 4th Edition 2009.
3. Jeff Davidson, Managing Stress, Prentice Hall of India, New Delhi, 2012.
4. Juan R. Alascal, Brucata, Laurel Brucata, Daisy Chauhan. Stress Mastery. Pearson
5. Argyle. The Psychology of Happiness. Tata McGraw Hill. 2012
6. Bartlet. Stress – Perspectives & Process. Tata McGraw Hill. 2012

17BAM01-ENTREPRENEURSHIP DEVELOPMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE: Nil</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes		Related Program outcomes	
1.0	To understand the skills and characteristics of successful Entrepreneurs.	1.1	The students will be able to gain entrepreneurial competence to run the business efficiently.	a ,b,c,d,e	
2.0	To understand Entrepreneurial environment.	2.1	The students will be able to understand the entrepreneurial environment and make decisions.	a,b,c,d,e	
3.0	To familiarize students to prepare feasible Business plan.	3.1	The students will be able to capable of preparing business plans and undertake feasible projects.	a,b,c,d,e	
4.0	To impart knowledge on mobilizing resource and launching a new business.	4.1	The students will be able to efficient in launching and develop their business ventures successfully.	a,b,c,d,e	
5.0	To impart knowledge to students in monitoring and evaluation of small business.	5.1	The students will be able to monitor the business effectively towards growth and development.	a,b,c,d,e	

#### **UNIT I – ENTREPRENEURIAL COMPETENCE**

**(9)**

Entrepreneurship – Types of entrepreneur – Entrepreneurship as a Career – Characteristics of Entrepreneur  
Key Qualities of Good Entrepreneur.

#### **UNIT II – ENTREPRENEURIAL ENVIRONMENT**

**(9)**

Business Environment – Entrepreneurship Development Training and Other Support Organizational  
Services – Central and State Government Industrial Policies and Regulations.

#### **UNIT III – BUSINESS PLAN PREPARATION**

**(9)**

Definition – Purposes of Business Plan – Benefits – Elements of Business plan – Developing an  
Effective Business Plan – Prefeasibility Study – Project Profile Preparation.

#### **UNIT IV – LAUNCHING OF SMALL BUSINESS**

**(9)**

Finance and Human Resource Mobilization – Operations Planning – Market and Channel Selection –  
Product Launching – Incubation, Venture Capital, Start-ups.

#### **UNIT V - MANAGEMENT OF SMALL BUSINESS**

**(9)**

Monitoring and Evaluation of Business – Business Sickness – Prevention and Rehabilitation of Business  
Units Effective Management of Small Business.

**TOTAL (L:45) : 45 PERIODS**

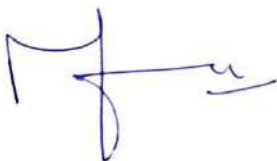


**TEXT BOOKS:**

1. S.S.Khanka, "Entrepreneurial Development", S. Chand and Company Limited, New Delhi, 2016.
2. Robert D.Hisrich, Michael P. Peters, Dean A. Shepherd, "Entrepreneurship", Tata McGraw Hill; 11th Edition, 2020.

**REFERENCES:**

1. Donald F Kuratko, T.V Rao. "Entrepreneurship: A South Asian perspective" Cengage Learning, 2012.
2. Charantimath Poornima M, "Entrepreneurship Development and Small Business Enterprises", Pearson Education; 3 rd Edition (2018).
3. Donald F Kuratko, T.V Rao. "Entrepreneurship: A South Asian perspective" Cengage Learning, 2012.
4. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH, 2006.
5. Arya Kumar. Entrepreneurship, Pearson, 2012.



17BAM02-BUSINESS PLAN					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To enable the students to understand the importance of a business plan preparation.	1.1	The students will able to familiarize in writing a business plan		a,b,c,d,e
2.0	To expose the students to learn about marketing their business.	2.1	The students will able to conduct a market research and plan for their business.		a,b,c,d,e
3.0	To comprehend the various aspects of a human resource management.	3.1	The students will able to analyze ways and means to manage human resource for the business.		a,b,c,d,e
4.0	To establish a strong capital management and financial planning for their venture.	4.1	The students will able to appraise the sources of finance available for the business.		a,b,c,d,e
5.0	To develop skills in analyzing business to next level of establishment	5.1	The students will able to analyze the entry level and growth strategies in new venture.		a,b,c,d,e

**UNIT I - BUSINESS PLAN PREPARATION (9)**

Purpose of business plan, Benefits of a business plan, elements of the business plan, developing a Well-conceived business plan, Format of Business Plan.

**UNIT II - MARKETING (9)**

Importance of market orientation, Market research, sales forecast - marketing research for the new venture, understanding the marketing plan, characteristics of marketing plan, and steps in preparing the marketing plan.

**UNIT III - HUMAN RESOURCES (9)**

Introduction, Human Resources mobilization / head hunting, conducting interviews, induction, motivating employees, training, knowledge management, Human Resource Planning.

**UNIT IV – LAUNCHING OF SMALL BUSINESS (9)**

Raising Capital-sources, Family and friends, angel funding, venture capital, equity funding, debt financing, projected cash flow and profitability statements, DSCR and sensitivity analysis.

**UNIT V - MANAGEMENT OF SMALL BUSINESS (9)**

Pre-feasibility study, project profile preparation, feasibility report preparation and evaluation, operations planning, presenting a business plan.

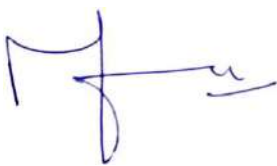
**TOTAL (L:45) : 45 PERIODS**

## TEXT BOOKS

1. Paul Barrow, – The Best-Laid Business Plans, London: Virgin Publishing Ltd, 2005.
2. Rhonda Abrams, The Successful Business Plans: Secrets and strategies , The Planning Shop, 2016
3. Charles Bronfman, Jeffrey R. Solomon, John Sedgwick, – The Art of Giving: Where the Soul Meets a Business Plan, New Delhi: Wiley, 2010.
4. Alex Genadinik, Marketing Plan Template & Example: How to Write a Marketing Plan, 2015.
5. Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd, Sabyasachi Sinha, “Entrepreneurship”, 11th Edition, McGraw Hill Education, 2020.

## REFERENCES

1. Robert D. Hisrich ,Veland Ramadani, “Entrepreneurial Marketing : A Practical Managerial Approach”, First Edition, Edward Elgar Publishing, UK, 2018.
2. Bruce R. Barringer, Duane Ireland R “Entrepreneurship: Successfully Launching New Ventures”, 6th Edition, Pearson Education, Noida, 2018.
3. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition ,2017.
4. [http://nptel.ac.in/courses/122106032/Pdf/7\\_2.pdf](http://nptel.ac.in/courses/122106032/Pdf/7_2.pdf),” Business Plan”, Dr. T. J. Kamalanabhan, Indian Institute of Technology Madras.



17BAM03-SOCIAL ENTREPRENEURSHIP					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
<b>1.0</b>	To introduce the concepts of social entrepreneurship, social business, and social value creation	<b>1.1</b>	The students will able to understand the drivers of social entrepreneurship and design a model to solve complex social issues.	<b>a,b,c,d,e</b>	
<b>2.0</b>	To understand how social entrepreneurship help in resolving many critical issues such as poverty, social exclusion, digital divide, and illiteracy	<b>2.1</b>	The students will able to apply the skill and practices to the changing social and business environments.	<b>a,b,c,d,e</b>	
<b>3.0</b>	To understand theoretical and motivational underpinnings of various social entrepreneurship models, and compare and contrast them.	<b>3.1</b>	The students will able to analyze the financial issues and identify the sources to mobilize fund to a social enterprise.	<b>a,b,c,d,e</b>	
<b>4.0</b>	To enable the students to manage their innovativeness effectively.	<b>4.1</b>	The students will able to develop a tools that can be applied for effective management and lead organizations in a global arena.	<b>a,b,c,d,e</b>	
<b>5.0</b>	To equip them in building rapport with social problem.	<b>5.1</b>	The students will able to gain and progress capabilities relevant to the needs of the social sector.	<b>a,b,c,d,e</b>	

**UNIT I - Introduction (9)**

Social Entrepreneurship: Definition- characteristics of social entrepreneurs – Challenges - Strategies – Future. - Human-Centered Design Thinking - Social Entrepreneurship vs. Entrepreneurship.

**UNIT II -Social Entrepreneur (9)**

Qualities - Factors impacting transformation into social entrepreneur - Issues in opting for Social Entrepreneurship- Social Entrepreneurial skills and practices.

**UNIT III - Social Ventures (9)**

Addressing persistent social problems. Financing Social ventures: angel funds-Venture capital- internal funding sources –Venture Valuation, In-house Corporate funding mechanism- Micro-finance.

**UNIT IV - Social Innovations (9)**

Types -Nature - challenges of “Markets of the Poor”, Innovative designs and strategies to address the needs of these markets and communities. Business Models for Low Income Communities

**UNIT V -Leading for Change & Successful Social Entrepreneurship Initiatives (9)**

Social problems as Business opportunities – Future of Social Enterprises in India/Global, Challenges of Growth and Scale.

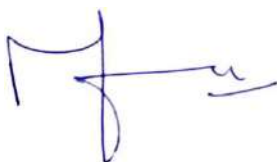
**TOTAL (L:45) : 45 PERIODS**

## TEXT BOOKS

1. Bornstein, Davis, "Social Entrepreneurship", 1st Edition, Oxford University Press, New Delhi, 2016.
2. Madhukar Shukla , "Social Entrepreneurship in India", 1st Edition, Sage Publications, New Delhi, 2020.
3. Social entrepreneurship: A modern approach to social value creation. Upper Saddle River, New J. Ridley- Duff, R and Bull, M (2011).

## REFERENCES

1. Elkington, J., Hartigan, P. "The power of unreasonable people: How social entrepreneurs create markets that change the world", 1st Edition, Harvard Business Publishing, USA, 2013.
2. Constant Beugré, "Social Entrepreneurship: Managing the Creation of Social Value", 1st Edition, Routledge, USA, 2016.
3. Margret Bonefiel, Ritesh Sharma, Robert A. Philips, "Social Entrepreneurship: The Next Big Business Opportunity", 1st Edition, Global Vision Publishing House, New Delhi, 2011.



17BAM04-INDIAN MODELS IN ENTREPRENEURSHIP					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To understand the basic concepts Indian business models.	1.1	The Students will able to highlight the salient features of Indian entrepreneurial models.	a,b,c,d,e	
2.0	To enhance the students in the area of India's start up revolution.	2.1	The Students will able to analyze the factors leading to success of Indian start-ups.	a,b,c,d,e	
3.0	To create the ideas of students in Business Incubators.	3.1	The Students will able to Comprehend the importance and impact of business incubation to the start-ups.	a,b,c,d,e	
4.0	To develop the knowledge of students in Rural and social entrepreneurship.	4.1	The Students will able to appreciate the value of how living rurally influences business and social enterprise objectives.	a,b,c,d,e	
5.0	To enrich the knowledge of women entrepreneurs.	5.1	The Students will able to appreciate the role and contribution of women as an entrepreneur.	a,b,c,d,e	

**UNIT I – Introduction to Indian Business Models:**

(9)

Introduction to Indian Business Models: Significance of Indian Business Models – Scope of Micro and Small Enterprises – Role of Micro Enterprise in Economic Development - Forms of Business- Family Business - First Generation Entrepreneurs .

**UNIT II – India's start up revolution:**

(9)

India's start up revolution: Trends –Imperatives – benefits- players involved in the ecosystem – Case Studies of successful startups.

**UNIT III – Business Incubators:**

(9)

Business Incubators: Meaning – Definition- Services offered-Stages of Business Incubation- Types-importance.

**UNIT IV – Rural Entrepreneurship:**

(9)

Rural Entrepreneurship : Policies factors and barriers of the development – Rural entrepreneurship and socio-economic environment of Indian market- concept of congenial environment and its role in promoting rural entrepreneurship.

**UNIT V - Women Entrepreneurs:**

(9)

Women Entrepreneurs: Functions - Evolution in India- Entrepreneurial skills – Competency requirements-Opportunities – Challenges - Role of Women entrepreneurship in economic development.

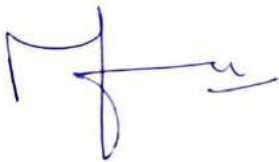
**TOTAL (L: 45) :45 PERIODS**

**TEXT BOOKS:**

1. Robert D. Hisrich, Mathew J. Manimala, Michael P Peters, Dean A. Shepherd, "Entrepreneurship", 9th Edition, McGraw Hill Education, New Delhi, 2014.
2. Dhananjaya B.R, Durgappa, Chandrashekarappa U., "Small Business Management", 1st Edition, Himalaya Publishing, Mumbai, 2016.

**REFERENCES:**

1. Dinanath Kaushik "Studies in Indian Entrepreneurship", 1st Edition, Cyber Tech Publications, New Delhi, 2013.
2. Poornima M Charantimath, "Entrepreneurship Development Small Business Enterprises", 2nd Edition, Pearson Education, Noida, 2014.
3. Jaynal Ud-Din Ahmed, Khundrakpam Devananda Singh, "Women Entrepreneurship in India", 1st Edition, New Century Publications, New Delhi, 2016.



17BAM05-ENTREPRENEURIAL MARKETING					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To understand the basic concepts of Marketing and entrepreneurship.	1.1	The students will able to develop mission statement with the essence of marketing concepts as they apply to small and new ventures;	a,b,c,d,e	
2.0	To enhance the students to create new market opportunities.	2.1	The students will able to prepare a basic marketing plan for an existing or proposed entrepreneurial venture	a,b,c,d,e	
3.0	To develop the ideas for market development.	3.1	The students will able to develop skills in analyzing to progress in marketing by applying various strategies and methods in business by an entrepreneur.	a,b,c,d,e	
4.0	To provide the knowledge of students in fixing the price and channel management.	4.1	The students will able to solve the problem of “newness” as they develop the pricing and distributing plan according to the dynamics of market.	a,b,c,d,e	
5.0	To enrich the knowledge of students in customer relationship and Entrepreneurial strategy.	5.1	The students will able to establish a strong customer relationship in business with the use of appropriate technology.	a,b,c,d,e	

**UNIT I –Marketing and Entrepreneurship (9)**

**Marketing and Entrepreneurship:** Introduction- Identifying and Understanding Buyers -Sustaining Competitive Advantages of New Ventures-Build a Mission Statement-Integrate selling and marketing in a new business. Case study.

**UNIT II –Identifying Market Opportunities (9)**

**Identifying Market Opportunities:** Market Research -Developing Business Plans - Pitching Opportunities -Demand Forecasting - Linking marketing to financial outcomes- Tools and techniques for new market creation.

**UNIT III – Market Development (9)**

**Market Development:** Digital and online marketing - forward-looking product design- product features - added value-service dominant logic- build a strong brand from scratch- competing on loyalty-Segmentation - Targeting.

**UNIT IV –Pricing & Channel Management (9)**

**Pricing:** Tools- Market Expansion and Pricing- case study. **Channel Management:** Power of Trust in Manufacturer-Retailer Relationships-Developing effective Distribution Strategies.



## UNIT V -Building Customer Relationships & Entrepreneurial Communication Strategy

(9)

**Building Customer Relationships:** Managing Customers – Relationship Marketing - Traditional-Digital Marketing for Entrepreneurs- Media Marketing-customer value proposition. **Entrepreneurial Communication Strategy:** Inbound, outbound and social media strategy.

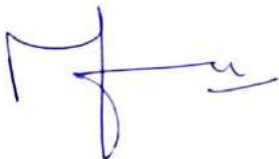
**TOTAL (L: 45) :45 PERIODS**

### TEXT BOOKS:

1. Bruce R. Barringer, Duane Ireland R “Entrepreneurship: Successfully Launching New Ventures”, 6th Edition, Pearson Education, Noida, 2018.
2. Robert D. Hisrich ,Veland Ramadani, “Entrepreneurial Marketing : A Practical Managerial Approach”, First Edition, Edward Elgar Publishing, UK, 2018.

### REFERENCES:

1. Sheth J, Sisodia R., “4A’s of Marketing: Creating Value for Customers, Companies and Society”, 1st Edition,Routledge, USA, 2012.
2. Crane, G. Frederick., “Marketing for Entrepreneurs: Concepts and Applications for New Ventures” 2nd Edition, Sage Publications, New Delhi, 2012.
3. Mohr, J., Sengupta, S., Slater, S., “Marketing of High-Technology Products and Innovations”, 3rd Edition, Pearson Education, Noida, 2010.



17BAM06-SOFT SKILLS FOR ENTREPRENEURS					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To heighten the awareness of developing emotional intelligence that may influence the running of business	1.1	The students will be able to manage the emotions effectively to improve the leadership qualities.	a,b,c,d,e	
2.0	To enable the students to manage their time effectively	2.1	The students will be able to build trust and strong interpersonal skills.	a,b,c,d,e	
3.0	To equip them in building rapport and being ethical towards society	3.1	The students will be able to know the importance of coaching and mentoring.	a,b,c,d,e	
4.0	To understand how social networking can be done.	4.1	The students will be able to understand networking and building social relationship.	a,b,c,d,e	
5.0	To enable the students to understand the ethical practices in business.	5.1	The students will be able to follow ethical practices and responsibility towards society.	a,b,c,d,e	

#### **UNIT I - EMOTIONAL INTELLIGENCE**

**(9)**

Introduction, perceiving emotions, understanding emotions, managing emotions, developing emotional intelligence, persuasion. Emotional Intelligence and Leadership Effectiveness

#### **UNIT II -SELF DEVELOPMENT**

**(9)**

Johari window, Building Interpersonal Skills – Transactional Analysis, Time Management – Steven covey model, Power of Trust – Competencies for building Trust. Delegation

#### **UNIT III - COACHING AND MENTORING**

**(9)**

Coaching – Methods, Executive coaching, Mentoring vs. counseling, being an effective mentor, reverse mentoring, Techniques of counseling, Leadership coaching. Emergence of Personal Theory of Counseling

#### **UNIT IV - NETWORKING**

**(9)**

Importance of networking, making contacts, Getting connected, Building rapport, Building the bond, Business Etiquette, connecting on the phone, connecting in writing, social networking.  
Social Networking sites

#### **UNIT V -BUSINESS ETHICS**

**(9)**

Does ethics pay? On becoming an ethical manager, Building an ethical organization, Ethics towards competitors, Corporate Social Responsibility. Roots of unethical behaviour

**TOTAL (L: 45) :45 PERIODS**

**TEXT BOOKS:**

1. Shikha Kapoor, "Personality development and soft skills: Preparing for tomorrow", 1st Edition, Dream Tech Press, New Delhi, 2020.
2. Bruce Tulgan., "Bridging the Soft Skills Gap", 1st Edition, Pan McMillan, New Delhi, 2016.
3. Barun K. Mitra, "Personality Development and Soft Skills", 2nd Edition, Oxford University Press, New Delhi, 2016.

**REFERENCES:**

1. Daniel Goleman, —Emotional Intelligence, New York: Bantam Books, 2006.
2. Joe Healey, —Radical Trust, NewDelhi: Wiley India Pvt. Ltd, 2009.
3. CoachingandMentoring, Boston: Harvard Business School Publishing Corporation, 2004.
4. JohnTimperley, —Network Your Way to Success, London: Piatkus,2010.
5. ManiKutty S, —Being Ethical –IIMA Business Books, Noida: Random House India, 2011.

17BAM07-ENTERPRENEURIAL FINANCE					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	Describe the usefulness of a conceptual framework	1.1	Understand the importance of financial management and managing a new venture	a,b,c,d,e	
2.0	Describe efforts to construct a conceptual framework	2.1	Analyze the various sources of investment and also know the support provided by the state and central government for entrepreneurship	a,b,c,d,e	
3.0	To understand the objective of financial reporting	3.1	Determine the various financial support schemes provided different institutions to the entrepreneurs.	a,b,c,d,e	
4.0	To make students learn about technical analysis.	4.1	The Students will be able to apply technical analysis.	a,b,c,d,e	
5.0	To make students understand the strategies in developing portfolio investment and analysis.	5.1	The Students will be able to construct and manage portfolio investment and analysis.	a,b,c,d,e	

**UNIT I - : FINANCING AND MANAGING NEW VENTURE (9)**

Importance of Financial Management as an integral part of Entrepreneurship -Conducting a feasibility analysis - What lenders and investors look for in a business plan.

**UNIT II -SOURCES OF FINANCE (9)**

Importance of Financial Management as an integral part of Entrepreneurship -Conducting a feasibility analysis - What lenders and investors look for in a business plan.

**UNIT III -INSTITUTIONAL FINANCIAL SUPPORT (9)**

Schemes and functions of rate of Industries - District Industries Centres (DICs) - Industrial Development Corporation (IDC) - State Financial Corporation (SFCs) - Small Scale Industries Development Corporations (SSIDCs) -Khadi and Village Industries Commission (KVIC) - Technical Consultancy Organisation (TCO) - Small Industries Service Institute (SISI) - National Small Industries Corporation (NSIC) - Small Industries Development Bank of India (SIDBI).

**UNIT IV -VENTURE VALUATION (9)**

Valuing Early stage Ventures, Basic Mechanics of valuation, developing the projected financial statements for a discounted Cash Flow Valuation, Accounting Vs Equity Valuation Cash Flow. Venture Capital Valuation Methods: Basic Venture Capital Valuation Method, Earnings Multiplier, and Discounted Dividends.

## UNIT V -FINANCING FOR THE GROWING VENTURE

(9)

Professional Venture Capital, Venture Investing Cycle, Determining the fund objectives and policies, Organizing the new fund, Other financing alternatives: Facilitators, Consultants and Intermediaries, Banking and Financial Institutions, Foreign Investors, State and Central Government Financing Programmes. Receivables Lending and Factoring, Mortgage Lending.

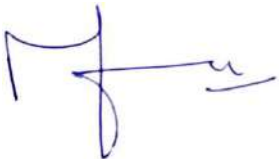
**TOTAL (L:45) :45 PERIODS**

### TEXT BOOKS:

1. Leach/ Melicher, Entrepreneurial Finance, 5e, 2015.
2. Steven Rogers, Entrepreneurial Finance: Finance and Business Strategies for the Serious Entrepreneur 3e, Tata Mc Graw Hill, 2014.
3. Douglas Cumming, Entrepreneurial Finance, Oxford University Press, 2012.

### REFERENCES:

1. M J Alhabeeb, Entrepreneurial Finance: Fundamentals of Financial Planning and Management for Small Business, Wiley, 2015.
2. Philip J. Adelman, Alan M. Marks, Entrepreneurial Finance, 5e, Pearson, 2011.



17BAM08-FAMILY BUSINESS MANAGEMENT					
		L	T	P	C
		3	0	0	3
<b>PREREQUISITE:</b>					
<b>COURSE OBJECTIVES AND OUTCOMES:</b>					
Course Objectives		Course Outcomes			Related Program outcomes
1.0	To understand the importance of family-owned businesses for achieving competitive advantage in the market place.	1.1	Explain generation rules and theories of Family Business.	a,b,c,d,e	
2.0	To learn the methods of issuing securities.	2.1	Explain generation rules and theories of Family Business.	a,b,c,d,e	
3.0	To make Students understand the fee based services offered by merchant banks.	3.1	Develop next generation leaders as Successor for Family Business	a,b,c,d,e	
4.0	To make students learn the fund based services of merchant banks.	4.1	Outline life cycle stages and transgenerational entrepreneurship.	a,b,c,d,e	
5.0	To make students understand the novel fund based financial services.	5.1	Describe future of family business in Institutional change.	a,b,c,d,e	

#### **UNIT I – INTRODUCTION TO FAMILY BUSINESS**

**(9)**

Family Business as a unique synthesis- Succession and Continuity: The three generation rule- Building Family business that last- The systems theory model of Family Business - Agency Theory of Family business - The stewardship perspective of family business - Competitive Challenges and Competitive advantages of family businesses- Family emotional intelligence.

#### **UNIT II – OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE**

**(9)**

Shareholder Priorities – Managers vs Owners - Responsibilities of shareholders to the company - Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.

#### **UNIT III –SUCCESSOR DEVELOPMENT**

**(9)**

Characteristics of next-generation leaders - Next-generation attributes interests and abilities for responsible leadership- Next-generation personalities managing interdependence- CEO as an architect of succession and continuity - Types of CEO Spouse and the transfer of power.

#### **UNIT IV – STRATEGIC PLANNING AND TRANSGENERATIONAL ENTREPRENEURSHIP**

**(9)**

Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage – The unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.

## UNIT V - FUND BASED FINANCIAL SERVICES

(9)

New Leaders of the Evolution - Three states of evolution - Continuity and culture - changing the culture - The change formula - Organization Development approaches to change - Commitment planning - Organic competencies and business's future - Thriving through competition - Institutionalizing the change.

**TOTAL (L:45) : 45 PERIODS**

### TEXT BOOKS:

1. Ernesto J.Poza, Mary S. Daughterty, Family Business, 4e, Cengage Learning, 2015.
2. Frank Hoy, Pramodita Sharma, Entrepreneurial Family Firms, Prentice Hall, 2010
3. Sudipt Dutta, Family Business in India, Sage Publications, 1997.

### REFERENCES:

- 1.Laura Hougaz, Entrepreneurs in Family Business Dynasties: Stories of Italian-Australian Family Businesses over 100 years, Springer, 2015.
- 2.John L. Ward, Keeping the Family Business Healthy: How to Plan for Continuing Growth, Profitability and Family Leadership, Palgrave Macmillan, 2011.
- 3.M. Nordqvist, T. Zellweger, Transgenerational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations, Edward and Elgar Publishing Limited, 2010

