



**KALASALINGAM**  
Academy of Research and Education  
**DEEMED TO BE UNIVERSITY**



Estd.U/S 3 of UGC Act 1956. Accredited by NAAC with "A" Grade

Anand Nagar, Krishnankoil - 626126. Srivilliputtur (Via), Virudhunagar (Dt), Tamil Nadu | info@kalasalingam.ac.in | www.kalasalingam.ac.in

# MASTER OF BUSINESS ADMINISTRATION (REGULATIONS 2018)

## CURRICULUM & SYLLABUS



**KALASALINGAM ACADEMY OF RESEARCH AND EDUCATION  
ANAND NAGAR, KRISHNANKOIL-626 126**

Phone No.04563-289042

Fax No.04563-289322

Website: [www.kalasalingam.ac.in](http://www.kalasalingam.ac.in)

## **VISION OF THE DEPARTMENT:**

To be a world class business school providing value based professional excellence

## **MISSION OF THE DEPARTMENT:**

To create an excellent teaching and learning environment to impart quality education by focusing on nurturing innovation, entrepreneurship, research and ethics by enhancing their self-confidence, creative skills and professional expertise thereby developing leaders of competence, conscience, and compassion

## **PROGRAMME EDUCATIONAL OBJECTIVES**

<b>PEO1</b>	To equip students with adequate skill and confidence to choose diverse careers in management and entrepreneurship.
<b>PEO2</b>	To develop professional competency among students to do research and lifelong learning for continuous growth and development.
<b>PEO3</b>	To transform students into responsible citizens and leaders to create positive impact on business through ethical, value based and environment friendly business solutions.

## **PROGRAM SPECIFIC OUTCOMES**

<b>PSO1</b>	Students should exhibit their knowledge of management principles.
<b>PSO2</b>	Students should demonstrate their critical-thinking and problem solving skills.
<b>PSO3</b>	Students should manifest their leadership qualities.
<b>PSO4</b>	Students should be able to work in multidisciplinary teams.

## PROGRAMME OUTCOMES

<b>PO1</b>	<p><b>Business Knowledge:</b> An understanding of management skills in their areas of specialization in fields of Finance, Human Resources, Marketing, Production, Supply Chain and Logistics, Healthcare, Banking and Insurance enabling enriched global business impact.</p>
<b>PO2</b>	<p><b>Critical Thinking and Problem Analysis:</b> Ability to Identify, Formulate and Analyze the contemporary issues in the business process by critical thinking to identify the best strategic alternatives.</p>
<b>PO3</b>	<p><b>Conduct investigations of complex Problems:</b> Conduct investigation using appropriate research design and analyze the qualitative and quantitative data by suitable research tools and techniques to solve the complex problem with detailed interpretation.</p>
<b>PO4</b>	<p><b>Strategic Decision Making and solutions:</b> Apply technology and Brain Storm the innovative ideas to enhance organizational efficiency and choose the optimal strategic decision for obtaining effective solutions</p>
<b>PO5</b>	<p><b>Modern tool usage:</b> Ability to utilize the advanced contemporary tools and techniques for predictive analysis and modeling of the complex business issues to sustain and flourish in the dynamic business environment.</p>
<b>PO6</b>	<p><b>Entrepreneurial Skills</b> Ability to business ideas, develop business plans, understand regulatory requirements, and locate sources of finance to start, manage and sustain new business ventures</p>
<b>PO7</b>	<p><b>Environment and sustainability:</b> Ability to understand the business environment and develop legal and ethical strategic plan that align with societal and environmental context for the purpose of sustainable development in the business.</p>
<b>PO8</b>	<p><b>Professional Integrity:</b> Ability to address the social, legal, cultural diversity issues through ethical and value based.</p>
<b>PO9</b>	<p><b>Team work:</b> Ability to function effectively on multi-disciplinary teams with extensive participation</p>
<b>PO10</b>	<p><b>Communication:</b> Ability to communicate effectively and clearly, to comprehend, write, prepare and make effective presentations.</p>
<b>PO11</b>	<p><b>Global Business Opportunities:</b> Ability to demonstrate the management principles and understand the diverse opportunities in the management functions and apply those as an Entrepreneur, Projects, field Work, Consultancy, and work in the Multidisciplinary business environment.</p>
<b>PO12</b>	<p><b>Life-long learning:</b> Ability to empathize the impact of changing management concepts and thoughts on society and create awareness of contemporary issues through independent and lifelong learning.</p>



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## MASTER OF BUSINESS ADMINISTRATION (REGULATIONS 2018)

### I - Semester

Course Code	Course Title	L	T	P	C
MBA18R5101	Accounting for Management	3	1	0	4
MBA18R5102	Economic Analysis for Business	4	0	0	4
MBA18R5103	Legal Aspects of Business	3	0	0	3
MBA18R5104	Organizational Behavior	3	0	0	3
MBA18R5105	Principles of Management	3	0	0	3
MBA18R5106	Statistics for Management	3	1	0	4
MBA18R5107	Total Quality Management	3	0	0	3
MBA18R5108	Written Communication	3	0	0	3
	<b>Total Credit</b>	<b>25</b>	<b>2</b>	<b>0</b>	<b>27</b>

### II - Semester

Course Code	Course Title	L	T	P	C
MBA18R5109	Applied Operations Research	3	1	0	4
MBA18R5110	Business Research Methods	3	0	0	3
MBA18R5111	Financial Management	3	0	0	3
MBA18R5112	Human Resource Management	3	0	0	3
MBA18R5113	Management Information System	3	0	0	3
MBA18R5114	Marketing Management	3	0	0	3
MBA18R5115	Operations Management	3	0	0	3
MAS18R5104	Principles of Banking and Insurance	3	0	0	3
Practical Laboratory					
<b>MBA18R5181</b>	<b>Data Analysis and Business modeling lab</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
	<b>Total Credit</b>	<b>24</b>	<b>1</b>	<b>4</b>	<b>27</b>

### Industrial Training

Industrial Training–The training report along with the company certificate should be submitted within the two weeks of their opening 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 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 Program Coordinator, before the last working day of the 3<sup>rd</sup> Semester.

**III - Semester**

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5201	Business Ethics-Corporate Governance-Corporate Social Responsibility	3	0	0	3
MBA18R5202	Strategic Management	3	0	0	3
MBA18R52xx	Elective-I	4	0	0	4
MBA18R52xx	Elective-II	4	0	0	4
MBA18R52xx	Elective-III	4	0	0	4
MBA18R52xx	Elective – IV	4	0	0	4
MBA18R52xx	Elective – V	4	0	0	4
MBA18R52xx	Elective- VI	4	0	0	4
Practical Laboratory					
MBA18R5282	Professional Skill Development	0	0	4	2
MBA18R5298	Industrial Training	0	0	12	6
	<b>Total Credit</b>	<b>24</b>	<b>0</b>	<b>16</b>	<b>38</b>

**IV - Semester**

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5299	Project Work	0	0	20	10
	<b>Total Credit</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>10</b>

<b>Semester</b>	<b>Credits</b>
<b>1 Credit (As per AICTE)</b>	<b>10 Hours</b>
I – Semester	27
II – Semester	27
III - Semester	38
IV - Semester	10
<b>CGPA Credit</b>	<b>102</b>

**TOTALNUMBEROFCREDITS=102**

## LIST OF ELECTIVES

### MARKETING MANAGEMENT

Course Code	Course Title	L	T	P	C
MBA18R5203	Brand Management	4	0	0	4
MBA18R5204	Consumer Behavior	4	0	0	4
MBA18R5205	Customer Relationship Management	4	0	0	4
MBA18R5206	Digital Marketing	4	0	0	4
MBA18R5207	Integrated Marketing Communication	4	0	0	4
MBA18R5208	Industrial Marketing	4	0	0	4
MBA18R5209	Marketing Metrics	4	0	0	4
MBA18R5210	Rural Marketing	4	0	0	4
MBA18R5211	Services Marketing	4	0	0	4

### FINANCE MANAGEMENT

Course Code	Course Title	L	T	P	C
MBA18R5212	Behavioral Finance	4	0	0	4
MBA18R5213	Computational Finance	4	0	0	4
MBA18R5214	Financial Derivatives	4	0	0	4
MBA18R5215	Financial Institution and Services	4	0	0	4
MBA18R5216	International Finance	4	0	0	4
MBA18R5217	Mergers and Acquisitions	4	0	0	4
MBA18R5218	Micro Finance	4	0	0	4
MBA18R5219	Principles of Actuaries	4	0	0	4
MBA18R5220	Security Analysis and Portfolio Management	4	0	0	4

### HUMAN RESOURCE MANAGEMENT

Course Code	Course Title	L	T	P	C
MBA18R5221	Entrepreneurship Development	4	0	0	4
MBA18R5222	Human Resources Development	4	0	0	4
MBA18R5223	Industrial Relations & Labour Welfare	4	0	0	4
MBA18R5224	Industrial Organizational Psychology	4	0	0	4
MBA18R5225	Labour Legislations	4	0	0	4
MBA18R5226	Managerial Behavior and Effectiveness	4	0	0	4
MBA18R5227	Organizational theory Design and Development	4	0	0	4
MBA18R5228	Stress Management	4	0	0	4
MBA18R5229	Strategic Human Resource Management & Development	4	0	0	4

### PRODUCTION MANAGEMENT

Course Code	Course Title	L	T	P	C
MBA18R5230	Computer Integrated Manufacturing (CIM)	4	0	0	4
MBA18R5231	Lean Six Sigma	4	0	0	4

MBA18R5232	Industrial Safety Management	4	0	0	4
MBA18R5233	Materials Management	4	0	0	4
MBA18R5234	Product Innovation And Design	4	0	0	4
MBA18R5235	Production Planning and Control	4	0	0	4
MBA18R5236	Services Operations Management	4	0	0	4
MBA18R5237	Quality Control and Reliability Engineering	4	0	0	4
MBA18R5238	Work System Engineering	4	0	0	4

## RETAIL MANAGEMENT

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5239	Fundamentals of Retailing	4	0	0	4
MBA18R5240	Franchising & Global Retailing	4	0	0	4
MBA18R5241	Retailing Buyer Behavior	4	0	0	4
MBA18R5242	Retail Store Operation Management	4	0	0	4
MBA18R5243	Retail Mall Management	4	0	0	4
MBA18R5244	Retail Accounting and Finance	4	0	0	4
MBA18R5245	Retail Information Management System (RIMS)	4	0	0	4
MBA18R5246	Store Designing and Visual Merchandising	4	0	0	4
MBA18R5247	Trends in Retailing	4	0	0	4

## HEALTH CARE MANAGEMENT

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5248	E-Healthcare				
MBA18R5249	Foundations of Health Care Management	4	0	0	4
MBA18R5250	Healthcare Planning	4	0	0	4
MBA18R5251	Healthcare Economics and Policy	4	0	0	4
MBA18R5252	Hospital Information System	4	0	0	4
MBA18R5253	Healthcare Marketing and Services	4	0	0	4
MBA18R5254	Health Related Laws and Ethics	4	0	0	4
MBA18R5255	Management of In-Out Patient Department	4	0	0	4
MBA18R5256	Patient Care Management	4	0	0	4

## LOGISTICS AND SUPPLY CHAIN MANAGEMENT

<b>Course Code</b>	<b>Course Title</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5257	Chartering and Ship Broking	4	0	0	4
MBA18R5258	Customs Procedures	4	0	0	4
MBA18R5259	Container Management	4	0	0	4
MBA18R5260	Foundations to Logistics Management	4	0	0	4
MBA18R5261	International Shipping Legislation	4	0	0	4
MBA18R5262	Port Management	4	0	0	4
MBA18R5263	Supply Chain Management	4	0	0	4
MBA18R5264	Transport Management	4	0	0	4
MBA18R5265	Warehousing and Inventory Management	4	0	0	4

## Banking and Insurance Management

Course Code	Course Title	L	T	P	C
MBA18R5266	Financial Inclusion	4	0	0	4
MBA18R5267	Marketing Financial Services	4	0	0	4
MBA18R5268	International Banking Operations	4	0	0	4
MBA18R5269	International Banking : Legal and Regulatory	4	0	0	4
MBA18R5270	Rural Financial Institutions	4	0	0	4
MBA18R5271	Security in Electronic Banking	4	0	0	4
MBA18R5272	Treasury Management	4	0	0	4
<b>MAS18R5206</b>	<b>FOREX management</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>MAS18R5208</b>	<b>Asset and Liability Management</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

### CATEGORY OF COURSES WITH NON-CGPA CREDIT

Sl. No.	Group	Sub. Code	Category	Non-CGPA Credit	Minimum Credit Requirements
1	Group-I	NCG18R501	Paper Presentation in Conferences	1	03
2		NCG18R502	Participation in Entrepreneurship Programs	1	
3		NCG18R503	Participation in any event in Management Meet	1	
4		NCG18R504	Certification Courses	1	
5	Group-II	NCG18R601	Industrial Lectures	1	
6		NCG18R602	Preparation of Business Plan	1	
7		NCG18R603	Research Based Projects	1	
8		NCG18R604	Publications in Journal	1	
9	Group-III	NCG18R701	Sports	1	
10		NCG18R702	Voluntary Services	1	
11		NCG18R703	Extra Curricular Activities	1	
12		NCG18R704	International Languages (French / German / Japanese etc.)	1	
Total				12	

\*Note: Students have to take at least one course from each of the groups 1-3.

#### CONSOLIDATED CGPA NON CGPA CREDITS

Semester	Credits
I – Semester	27
II – Semester	27
III - Semester	38
IV - Semester	10
<b>CGPA Credit</b>	<b>102</b>
<b>Non CGPA Gredit</b>	<b>03</b>
<b>Total Credits</b>	<b>105</b>



# I SEMESTER

<b>MBA18R5101</b>	<b>ACCOUNTING FOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

## Course Objective(s):

The objective of the course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid to decision making. The main purpose is to assist the students in developing skills in Problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

## Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Understand the role of different branches of accounting i.e. Financial Accounting, Cost Accounting and Management Accounting and able to generate final account statements by applying GAAP.

**CO2:** Analyse and interpretation of income statement and Balance sheet.

**CO3:** Analyze the Financial Statements through various tools like ratio analysis, fund flow and cash flow etc

**CO4:** Prepare the cost statement; Apply budgetary control and Cost Volume Profit analysis tools as a controlling technique

**CO5:** Evaluate the overheads and other costs across various products.

## Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	S	S	M									
CO2			M									
CO3		M					L					
CO4		S	L									
CO5				L								

## Unit 1: Introduction and Basics of Accounting

**12 Hours**

Introduction - Generally Accepted Accounting Principles- Concepts and Conventions of Accounting - Types of Accounting – Book keeping - An Overview of Journal, Ledger, Trial Balance.

## Unit II: Financial Accounting

**12 Hours**

Preparation of Trading Account, Profit and Loss Account and Balance Sheet - Depreciation - Straight line and Diminishing Balance Method

**Unit III: Financial Statements****12 Hours**

Financial Statements analysis - Objectives - Techniques of Financial Statement Analysis: Ratio analysis - Profitability Ratios, Solvency Ratios, Liquidity Ratios, and Turnover Ratios - Fund Flow statement - Cash Flow Statement (Basic problems)

**Unit IV: Budget and Budgetary Control****12 Hours**

Budget and Budgetary Control – Types of Budget: Cash Budget, Functional Budgets and Flexible Budget – Zero based budgeting

**Unit V Cost Accounting****12 Hours**

Cost Accounting: Meaning - objectives- Classification and Elements of Costs, Cost Concepts Preparation of Cost Sheet - Marginal Costing - Application of Marginal Costing Techniques in Managerial Decision Making: Cost Volume Profit Analysis, Break Even Analysis and Margin of safety.

**Text Book(s):**

1. Narayanaswamy.R, Financial Accounting: A Managerial Perspective, 5th Edition, Prentice Hall India Pvt., Ltd., New Delhi. 2016.
2. N.Ramachandran, Ram Kumar Kakani, “Financial Accounting for Management”, 4th Edition, New Delhi: Tata McGraw Hill, 2015
3. Karen W. Braun, Wendy M. Tietz, Managerial Accounting, 4th Edition, Pearson Publications, 2014

**Reference(s):**

1. Khan.M.Y and P.K.Jain, Management Accounting, 7<sup>th</sup> edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2016.
2. Pillai.R.S.N and Bagavathi, Management Accounting, Revised edition, S.Chand and Co. Ltd., New Delhi, 2010.
3. Don Hansen, Maryanne Mowen, Management Accounting, 8<sup>th</sup> Edition, Cengage Learning, Delhi, 2007.

<b>MBA18R5102</b>	<b>ECONOMIC ANALYSIS FOR BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Examine basic economic problems facing society and apply theory to practical problems in a business context in order to obtain optimum solution.

**CO2:** Explore the business cycle implications and determine the interaction of demand and supply in the marketplace

**CO3:** Analyze the interrelationships between economic variables and evaluate the major economic aggregates and how they are measured

**CO4:** Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.

**CO5:** Intends the understanding of various economics, social, legal and other factors that influence business in India.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>			S	L				M				
<b>CO2</b>	M					S		S				
<b>CO3</b>		L						S				
<b>CO4</b>			L			M						
<b>CO5</b>							M					

**Unit 1: Introduction to Economics and Demand Analysis**

**12 Hours**

Introduction to Economics Concepts in Decision-Making – Distinction Between Micro And Macroeconomics - Scope of Managerial Economics and Other Disciplines – Factors Influencing Managerial Decisions - Demand analysis: Types, Determinants, Elasticity And Its Applications, Demand Function, Law Of Demand And Demand Forecasting.

**Unit II: Cost and Price Analysis**

**12 Hours**

Cost Analysis: Various Cost Concepts and Its Types - Cost Functions - Economies of Scale - Cost Output Relationship in Short and Long Period, Supply Analysis - Pricing Analysis: Market Structures, Price Determination Under Different Market Situations, Price Discrimination, Various Pricing Methods And Break Even Analysis.

**Unit III: Macro Economic Issues****12 Hours**

Circular Flow Of Income - National Income – Business Cycle – Inflation - Economic Systems - Industrial Policy- Fiscal Policy - Unemployment – Indian Economic Planning - Current National Economic Trends

**Unit IV: Financial Markets****12 Hours**

Capital Market – Money Market – Debt Market – Derivatives Market- Credit Market - Foreign Exchange Market – Overview Of Instrument And Players – Central Bank, World Bank And Commercial Banks And Their Functions, Stock Exchange And Role Of SEBI - Monetary Policy.

**Unit V: International Business Environment****12 Hours**

Globalization- Forces, Meaning, Dimensions and Stages - Introduction to International Trade Theories - Balance of Payment - The Role of Trade Policy - General Agreement on Trade and Tariffs (GATT) and World Trade Organization(WTO) – Trade Blocks – Tariff and Non- Tariff Barriers – EXIM Policy – Performance of Indian Economy in external sector. Economic Integration (FTA, PTA, EU, Custom Union, EEC), Macro economic Variable, Foreign Exchange market and Exchange rate.

**Text Book(s):**

1. K.Aswathappa, Essentials of Business Environment, 12th, Revised Edition, Himalaya Publishing House, Mumbai, 2015.
2. Francis Cherunilam, Business Environment – Text and cases (Business Environment), Revised Edition, Himalaya Publishing House, Mumbai, 2015.

**Reference(s):**

1. Gupta, G.S. Macroeconomics, Theory and Applications, 4th edition, Tata McGraw-Hill publishing company Ltd., New Delhi, 2015.
2. Dwivedi D.N., Macroeconomics: Theory and Practice: Theory & Practice, 4th edition, Tata McGraw-Hill publishing company Ltd., New Delhi, 2015.
3. Gaurav Datt, Ashwani Mahajan, Indian Economy, 70th Edition, S Chand Publishers, 2015.

<b>MBA18R5103</b>	<b>LEGAL ASPECTS OF BUSINESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course's general Learning Goals are to provide students with understanding of basic business law issues sufficient to Identify and discuss the legal implications of business decisions. Formulate policies and practice procedures designed to minimize risk of liability and litigation. Cultivate effective, long-term, business and professional relationships based on character, competency, and communication.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Identify the fundamental legal principles behind contractual agreements and examine how businesses can be held liable in tort for the actions of their employees.

**CO2:** Appreciate the relevance of business law to individuals and businesses and the role of law in an economic, political and social context.

**CO3:** Acquire problem solving techniques and to be able to present coherent, concise legal argument.

**CO4:** Able to examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.

**CO5:** Able to have a basic understanding of the laws relating to contract, consumer protection, competition, companies and dispute resolution.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	M	L				S		L			
<b>CO2</b>					S				M			L
<b>CO3</b>			S			L		M				
<b>CO4</b>		L					M					
<b>CO5</b>		M					L	M				

**Unit 1: The Indian Contract Act 1872**

**09 Hours**

Definition of contract, essentials elements and types of a contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts - Contract Of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

**Unit II: Sale of Goods Act 1930**

**09 Hours**

Sale of Goods Act - Conditions, Warranties, Negotiable Instruments Act, Negotiable Instruments, Banker And Customer Relation, Bills Of Exchange, Cheque, And Banker's Cheque.

**Unit III: Companies Law 2013 (amended on 03.05.18)****09 Hours**

Companies Act - Incorporation, Types of Companies, Articles and Memorandum of Association, Prospectus, Borrowing Powers of the Company, Powers, Duties and Liabilities of Directors. Amendments of Companies Act, 2013

**Unit IV: Industrial Law****09 Hours**

Overview of Factories act - Payment of Wages Act, Payment of Bonus Act, Minimum Wages Act, ESI Act, Workmen's Compensation Act, Industrial Disputes Act, Shops and Establishments Act, Trade Unions Act.

**Unit V: Consumer Protection Act and Introduction of Cyber Laws****09 Hours**

Consumer Protection Act – Consumer Rights, Procedures for Consumer Grievances Redressal, Types of Consumer Redressal Machineries and Forums- Competition Act 2002 - Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

**Text Book(s):**

1. Kapoor N.D., Elements of Mercantile Law, 35th edition, Sultan Chand and company, New Delhi, 2017.
2. Akhileshwar Pathack, Legal Aspects of Business, 4th Edition, Tata McGraw Hill, 2011

**Reference(s):**

1. P.C. Tulsian, "Business and Corporate Law for CA PE – II", New Delhi: Tata McGraw Hill, 2012
2. Padhi, P. K., "Legal Aspects of Business", New Delhi: PHI Learning, 2010.
3. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008.

<b>MBA18R5104</b>	<b>ORGANIZATIONAL BEHAVIOUR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
Course Category: <b>Program Core</b>			Course Type: <b>Theory</b>		

**OBJECTIVE:**

The course aims at provide an overview of theories and practices in organizational behavior in individual, group and organizational level in the changing global scenario. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1: Understand the historical backdrop and fundamentals of organizational behaviour
- CO2: Understand the various behaviors and characteristics of an individual
- CO3: Understand and learn the effective Group Behavior for better in organizational settings.
- CO4: Understand and learn the effective interpersonal, team building, leadership skills in order to get familiarized to adjust better in organizational settings..
- CO5: Develop understanding about emerging concepts in management thought and philosophy in order to successfully apply inside the organization.

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO6</b>	S	M	L				S		L			
<b>CO7</b>					S				M			L
<b>CO8</b>			S			L		M				
<b>CO9</b>		L					M					
<b>CO10</b>		M					L	M				

**UNIT I FOCUS AND PURPOSE**

**05 Hours**

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

**UNIT II INDIVIDUAL BEHAVIOUR**

**12 Hours**

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****09 Hours**

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****09 Hours**

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

**UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR****10 Hours**

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

**Text Books :**

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, Edition 17, 2016 (Global edition)
2. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition,

**REFERENCES:**

1. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
2. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011
3. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011
5. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.



<b>MBA18R5105</b>	<b>PRINCIPLES OF MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Describe and discuss the elements and evolution of effective management.

**CO2:** Discuss and apply the planning process and Decision Making process for improvement.

**CO3:** Describe various organizational structure and functions of Organizations.

**CO4:** Describe various theories related to the development of leadership skills, motivation techniques, team work and effective communication.

**CO5:** Describe various controlling techniques in the organizations

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S	M						L		L	L
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	L				M		M					
<b>CO5</b>		M				L	S					

**UNIT I INTRODUCTION TO MANAGEMENT**

**09 Hours**

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

**UNIT II PLANNING**

**09 Hours**

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**

**09 Hours**

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**

**09 Hours**

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

#### **UNIT V CONTROLLING**

**09 Hours**

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

#### **TEXT BOOKS:**

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 9th edition, 2012
2. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, 9<sup>th</sup> edition, Prentice Hall of India, 2016.
3. Harold Koontz and Heinz Weihrich, Essentials of management: An International & Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.

#### **REFERENCES:**

1. Don Hellriegel, Susan E. Jackson and John W. Slocum, Management- A competency-based approach, Thompson South Western, 11th edition, 2008.
2. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.
3. Stephen P. Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of management, Prentice Hall of India, 2012.

<b>MBA18R5106</b>	<b>STATISTICS FOR MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

The objective of the course is to impart the basic art and science of gathering, analysing and using data to identify and resolve managerial and decision making problems. To develop skills in structuring and analysing business, Problems using quantitative analysis. To develop aptitude and statistical thinking approach to business problems.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand concepts and approaches of formulating and solving business decision making problems by utilizing quantitative analysis and quantitative methods.

**CO2:** Identify and learn how to apply discrete and continuous probability distributions to various business problems.

**CO3:** Able to understand how to calculate and apply measures of location and measures of dispersion -- grouped and ungrouped data cases.

**CO4:** Able to learn the applications of statistics in business decision making and facilitate objective solutions in business decision making under subjective conditions.

**CO5:** Demonstrate and understand when to use various statistical applications those are commonly used in management areas accordingly.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S		S	M		S						
<b>CO2</b>	L		S	L								
<b>CO3</b>			M									
<b>CO4</b>			S			M				L		
<b>CO5</b>				M								

**Unit 1: Introduction to Data Analysis**

**12 Hours**

Statistics Definition – Types of variables, attributes, discrete and continuous data. Frequency distributions – continuous frequency distribution – graphic representation – Histogram – frequency polygon and their uses. Measures of central tendency - Measure of Dispersion – Expectations -.

**Unit II: Sampling Distribution**

**12 Hours**

Probability - basic definitions and rules for probability, conditional probability - probability distributions: Binomial, Poisson, Uniform and Normal distributions. Sampling Distribution and Estimation - introduction to sampling techniques, determining the sample size -

**Unit III: Statistical Analysis****12 Hours**

Testing of Hypothesis – One sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test). ANOVA – One Way and Two Way - F-test for Two Sample Standard Deviations - Chi-square Test for Single Sample Standard Deviation - Chi-square Tests for Independence of Attributes and Goodness of Fit.

**Unit IV: Non-Parametric Methods****12 Hours**

Sign Test for paired data - Rank Sum Test: Mann – Whitney U Test and Kruskal Wallis Test - One Sample Run Test, Rank Correlation - Lab –SPSS Package for initial data analysis, Univariate, and Multivariate Techniques.

**Unit V: Correlation, Regression and Time Series Analysis****12 Hours**

Correlation Analysis, Estimation of Regression Line - Time Series Analysis - Variations in Time Series, Trend Analysis, Cyclical Variations, Seasonal Variations and Irregular Variations.

**Text Book(s):**

1. Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for Business and Economics, 13th edition, Cengage Learning, Delhi, 2016. ISBN-13: 978-1305585744
2. Hooda R.P., Statistics for Business and Economics, 5th edition, S.Chand (G/L) & Company Ltd, 2013

**Reference(s):**

1. Levine D.M., Krehbiel T.C. and Berenson M.L., Business Statistics: A First Course, 6th edition, Pearson Education Asia, New Delhi, 2012.
2. Kapoor V.K., Statistics for Business and Economics, 1st edition, Sultan Chand & Sons, New Delhi, 2010.
3. Levin R.I. and Rubin D.S., Statistics for Management, 7th edition, Prentice Hall of India Pvt.Ltd., New Delhi, 2008.

<b>MBA18R5107</b>	<b>TOTAL QUALITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

Management of quality is important both for manufacturing and service organizations. For most business organizations today, superior quality is at the core of their business strategy. The growing importance of quality management has emphasized the need for students to study the principles and techniques of total quality management.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** To know the historical backdrop and fundamentals of Total Quality Management.
- CO2:** To know the various the principles and philosophies of quality management and the Contributions of quality Various gurus.
- CO3:** Examine the reliability and improvement of business by using statistical process control.
- CO4:** Analyze and find the cause and root cause in the process by using tools and techniques..
- CO5:** Implement the Quality management system for continuous process improvement.

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>			S	L				M				L
<b>CO2</b>	M					S		S				
<b>CO3</b>		L						S				L
<b>CO4</b>			L			M						
<b>CO5</b>							M					L

**UNIT I INTRODUCTION**

**09Hours**

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**

**09Hours**

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, Continuous Process Improvement (CPI), Japanese 5S principles and 8D methodology, Concepts of Quality circle.

**UNIT III STATISTICAL PROCESS CONTROL**

**09 Hours**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and

measurement – Six sigma - 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** **09 Hours**

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** **09Hours**

Introduction to IS/ISO 9004:2000 – quality management systems – Guidelines for performance improvements. ISO 14000 Environmental management system-Concepts and Requirements Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward - TQM framework, benefits, awareness and obstacles.

**TEXT BOOKS**

1. Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2014
2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010.

**REFERENCES**

1. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
3. Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition , 2011
4. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi

<b>MBA18R5108</b>	<b>WRITTEN COMMUNICATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

- To familiarize learners with the mechanics of writing.
- To enable learners to write in English precisely and effectively.
- To enable learners to speak fluently and flawlessly in all kinds of communicative contexts with all nationalities.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Get into the habit of writing regularly

**CO2:** Express themselves in different genres of writing from creative to critical to factual writing

**CO3:** Take part in print and online media communication.

**CO4:** Read quite widely to acquire a style of writing.

**CO5:** Identify their areas of strengths and weaknesses in writing.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S	M						L		L	M
<b>CO2</b>			S	M				S				M
<b>CO3</b>	L				S		M	L				M
<b>CO4</b>	L				M		M					M
<b>CO5</b>		M				L	S					M

**UNIT I PERSONAL COMMUNICATION**

**09Hours**

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

**UNIT II SOCIAL COMMUNICATION**

**09Hours**

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

**UNIT III WORK PLACE COMMUNICATION**

**09Hours**

E-mails, 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****09Hours**

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****09Hours**

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

**TEXT BOOKS**

1. Raymond V Lesikar, John D Pettit, and Mary E Flatly. 2009. Lesikar's Basic BusinessCommunication. 11th ed. Tata McGraw-Hill, New Delhi.
2. Sharan J Gerson, and Steven M Gerson. 2008. Technical Writing: Process and Product. Pearson Education, New Delhi.

**REFERENCE:**

1. E. H. McGrath, S.J. 2012. Basic Managerial Skills for All. 9th ed. Prentice-Hall of India, New Delhi



## II SEMESTER

<b>MBA18R5109</b>	<b>APPLIED OPERATIONS RESEARCH</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

### Course Objective(s):

This course is designed for individuals with a strong analytical background who seek a professional business degree that utilizes their quantitative skills. Operational Research (OR) uses mathematical techniques to tackle real-life decision problems. This field of study can be applied to almost any business or scientific field. It utilizes observation, modeling and diagnosis.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Students will be able to gain basic knowledge in Operations and linear programming.

**CO2:** Students will be able to examine the issues in the scheduling problems and find the solution by using Optimization models.

**CO3:** The student would be able to examine the issues in the inventory planning and control using EOQ and EBQ models.

**CO4:** The student would be able to apply the Decision and Game Theory concepts for scientific study of strategic decision making.

**CO5:** The students will be able to gain the knowledge in Queuing theory and Reliability analysis

### Mapping of Course Outcome(s):

CO/ PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PEO 1	PEO 2	PEO 3
<b>CO1</b>	<b>S</b>	<b>M</b>	<b>L</b>					<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO2</b>	<b>S</b>	<b>M</b>	<b>L</b>		<b>L</b>	<b>L</b>		<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO3</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO4</b>	<b>S</b>	<b>M</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>
<b>CO5</b>	<b>S</b>	<b>M</b>	<b>L</b>			<b>L</b>	<b>M</b>	<b>L</b>	<b>M</b>	<b>M</b>		<b>L</b>	<b>M</b>	<b>M</b>	<b>M</b>

### UNIT I INTRODUCTION TO LINEAR PROGRAMMING (LP)

**12Hours**

Introduction to applications of operations research in functional areas of management. Linear Programming-formulation, solution by graphical and simplex methods (Primal - Penalty, Two Phase), Special cases. Dual simplex method. Principles of Duality. Sensitivity Analysis.

### UNIT II TRANSPORTATION MODELS

**12Hours**

Transportation Models (Minimising and Maximising Problems) – Balanced and unbalanced Problems – 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. Case of Degeneracy. Transshipment Models. Assignment Models (Minimising and

Maximising Problems) – Balanced and Unbalanced Problems. Solution by Hungarian and Branch and Bound Algorithms. Travelling Salesman problem. Crew Assignment Models.

### **UNIT III INTEGER PROGRAMMING AND INVENTORY MODELS**

**12Hours**

Solution to pure and mixed integer programming problem by Branch and Bound and cutting plane algorithms. Inventory Models – EOQ and EBQ Models (With and without shortages), Quantity Discount Models.

### **UNIT IV GAME THEORY AND DECISION THEORY**

**12Hours**

Game Theory-Two person Zero sum games-Saddle point, Dominance Rule, Convex Linear Combination (Averages), methods of matrices, graphical and LP solutions. Decision making under risk – Decision trees – Decision making under uncertainty.

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

**12Hours**

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.

### **TEXT BOOKS**

1. Hamdy A Taha, Introduction to Operations Research, 5th edition, Prentice Hall India, New Delhi, 2014.
2. Paneerselvam R., Operations Research, Prentice Hall of India, Fourth Print, 2010.
3. N. D Vohra, Quantitative Techniques in Management, Tata Mcgraw Hill, 2010.
4. Pradeep Prabakar Pai, Operations Research - Principles and Practice, Oxford Higher Education.

### **REFERENCES**

1. G. Srinivasan, Operations Research – Principles and Applications, PHI, 2007.
3. Gupta P.K, Hira D.S, Problem in Operations Research, S.Chand and Co, 2007.
4. Kalavathy S, Operations Research, Second Edition, Vikas Publishing House, 2004.
5. Frederick & Mark Hillier, Introduction to Management Science – A Modeling and case studies approach with spreadsheets, Tata Mcgraw Hill, 2005.

<b>MBA18R5110</b>	<b>BUSINESS RESEARCH METHODS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Comprehend the objectives of research and the steps involved in research process in a practical manner.

**CO2:** Use different data collection methods and sampling design techniques for most competent research work.

**CO3:** Analyze the collected and processed data with the help of statistical tools.

**CO4:** Applicability of suitable research methods and research tools would enable us to get optimum solutions to the problem.

**CO5:** Generalize and interpret the data and prepare a research report.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		M	L								S	
<b>CO2</b>		S									L	
<b>CO3</b>			S					S				
<b>CO4</b>			M	M				L				
<b>CO5</b>					M							

**Unit 1:Introduction to Research**

**09 Hours**

Research: Meaning- Significance of Business Research –Research Process – Essentials of A Good Research - Types of Research- Problem Selection And Definition - The Need For Theoretical Frame Work— Ethics In Research -Problems Encountered By Researchers In India

**Unit 2:Research Design, Measurement and Scaling**

**09 Hours**

Research Design - Exploratory, Descriptive, causal research design. Fundamentals of Measurement and Scaling: Measurement of Variables – Types of Scales - Development of Scales – Reliability testing – Validity testing

**Unit 3:Data Collection Methods and Sample Design****09 Hours**

Data Collection Method: Primary Data Collection Methods - Guidelines For Questionnaire Design – Secondary Sources of Data Collection - Special Data collection Methods. Sampling Techniques: Probability and Non-Probability Sampling Methods, Determination of Sample Size, Development of Hypothesis and Testing- Data preparation

**Unit 4: Data Analysis****09 Hours**

Measures of Central Tendency – Measures of Dispersion - Parametric and Non parametric Techniques. Hypothesis Testing - Chi-Square – Correlation – Regression - Multiple Regression– Discriminate Analysis - Factor Analysis – Cluster Analysis And Conjoint Analysis- Application Of SPSS Package.

**Unit 5:Report Writing****09 Hours**

The Purpose Of Written Report – Basics Of Written Reports - The Integral Parts Of A Report – The Title Of A Report - Table Of Content, The Synopsis, The Introductory Section, Method Of Sections Of A Report, Result Section – Discussion Section – Recommendation And Implementation Section- Oral Presentation -Writing A Research Proposal And Research Articles.

**Text Book(s):**

1. Kothari C.R., Research Methodology, 3rd edition, New Age International Private, Ltd, New Delhi, 2017
2. Donald Cooper, Boca Rator and Pamela Schindler, Business Research Methods, 12<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2015.

**Reference(s):**

1. William G Zikmund, Business Research Methods, 8th Edition, Cengage Learning, Delhi, 2015.
2. Naresh K.Malhotra Marketing Research: An Applied Orientation, 7<sup>th</sup> edition, Prentice Hall, 2015.
3. Rajendra Nargundkar, “Marketing Research, Text and Cases”, 3<sup>rd</sup> edition New Delhi: Tata McGraw Hill Publishing Company Limited, 2015.

<b>MBA18R5111</b>	<b>FINANCIAL MANAGEMENT</b>	<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:</b> Basic knowledge in Accounting					
<b>Course Category :</b> Program Core			<b>Course Type</b> : Theory		

### Course Objective(s):

To familiarize students to understand the operational nuances of a Finance Manager and comprehend the technique of making decisions related to finance function

### Course Outcome

Upon completion of the course students are able to

CO1	Demonstrate the different financing decision and Estimate the value of different financial instruments
CO2	Formulate the optimum Capital Structure by choosing appropriate source of finance
CO3	Estimate cash flows and make capital budgeting decisions under both certainty and uncertainty
CO4	Construct dividend policy of a firm by analyzing the factors influencing the dividend decision
CO5	Assess working capital needs of the firm and arrange short-term financing

### CO and PO MAPPING

.S. No.	CO/PO	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12
1.	CO1	H	M										
2.	CO2	H	H								M		M
3.	CO3	H	H		M	H		H			M		
4.	CO4	M	H				H	H					
5.	CO5	H						H					M

H - Strong Correlation, M - Moderate Correlation, L - Low Correlation

### UNIT 1: FOUNDATIONS OF FINANCE

**09 Hours**

Nature of financial management – scope of finance function, objectives of firm and goals of finance function - concepts of value of return, valuation of bonds and shares

### UNIT II: FINANCING DECISION

**09 Hours**

Sources of finance – short-term and long term - Cost of capital - Financial and Operating leverage, capital structure theories and policy

### UNIT III : INVESTMENT DECISION

**09 Hours**

Capital budgeting - Process, methods - Cash flow determination - Risk analysis in capital budgeting

**UNIT 1V :DIVIDEND DECISION****09 Hours**

Dividend Decision - dividend theories, dividend policies, and practices - financial planning and strategy .Financial Distress prediction model

**UNIT V:LIQUIDITY DECISION****09 Hours**

Working capital management – Concepts, Determinants Accounts receivables management; - Inventory management - Cash management - Working capital finance: trade credit, bank finance, commercial papers

**TEXT BOOKS**

1. Pandey, I.M., Financial Management, 11<sup>th</sup> edition, Vikas Publishing House Pvt. Ltd., New Delhi , 2015.
2. Khan M.Y. and Jain P.K, Financial Management, Text, Problems and Cases, 7<sup>th</sup> edition, Tata McGraw Hill publishing company Ltd., New Delhi, 2017.

**REFERENCES**

1. AswathDamodaran, Applied Corporate Finance: A User's Manual. John Wiley and Sons, Inc., 2005.
2. James C. Vanhorne, Financial Management and Policy, 12<sup>th</sup> edition, Pearson Education Asia (low priced edition), 2012.
3. Brearly and Myers, Principles of Corporate Finance, 7th Edition, McGraw Hill, 2002.
4. William Megginson, Principles of Corporate Finance, 2nd Edition, Cengage Learning, Delhi, 2008.

<b>MBA18R5112</b>	<b>HUMAN RESOURCE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

To acquaint students with different subsystems of Human Resource Management and their importance. The students would also be able to appreciate the importance and applications of industrial relations and different legislations related the same.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with human resource requirements.

**CO2:** Designing the appreciate role of HR specialist for implementing HRM policies.

**CO3:** Managing the manpower to motivate and attract them to retain in the organization.

**CO4:** Develop the responsibility of employer and legal system to manage the employment relation.

**CO5:** Develop the Employment Relations and Knowledge to resolve the issues.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S				M							
<b>CO2</b>				L			S					
<b>CO3</b>			M		S							
<b>CO4</b>		M					S					
<b>CO5</b>			S					M				

**Unit 1: Perspectives in Human Resource Management**

**09 Hours**

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 2: The Concept of Best Fit Employee**

**09 Hours**

Importance Of Human Resource Planning – Forecasting Human Resource Requirement – Matching Supply And Demand - Internal And External Sources. Recruitment - Selection – Induction – Socialization Benefits.

**Unit 3: Training and Executive Development**

**09 Hours**

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

**Unit 4: Sustaining Employee Interest****09 Hours**

Compensation Plan – Reward – Motivation – Application of Theories of Motivation – Career Management – Counseling and Mentoring

**Unit 5: Performance Evaluation and Control Process****09 Hours**

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.

**Text Book(s):**

1. Dessler Human Resource Management, Pearson Education Limited, 15<sup>th</sup> Edition 2017
2. Decenzo and Robbins, Human Resource Management, Wiley, 12<sup>th</sup> Edition, 2016.

**Reference(s):**

1. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource, PHI Learning. 2012
2. Bernadin , Human Resource Management, Tata McGraw Hill, 8th edition 2012.
3. Ivancevich, Human Resource Management, McGraw Hill 2012.



<b>MBA18R5113</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type</b> : Theory		

**Course Objective(s):**

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Information, strategy and customer-facing (user-centered) design theories which are relevant to the adoption and use of management information systems for competitive advantage.
- CO2:** The impact of different types of information technologies and systems on the enterprise and the competitive environment Information systems as a basis for sustainable competitive advantage.
- CO3:** Critically contrast different life cycle methodologies and methods for developing and managing strategic information systems.
- CO4:** Personal Effectiveness to balance time/resources to deliver a range of formally and informally assessed outcomes, such as case analyses and presentations, class and tutorial discussions and overall attendance and note-taking.
- CO5:** Demonstrate a conceptual grasp of information, strategy and user-centered (customer-facing) design theories which are relevant to the adoption and use of strategic, management information systems for competitive advantage.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		M	S	S								
<b>CO2</b>				M								
<b>CO3</b>			L	S								
<b>CO4</b>		L			M							
<b>CO5</b>				S								

**Unit 1: Introduction to Information System**

**09 Hours**

Data, Information, Intelligence, Information Technology, Information System, evolution, types based on functions and hierarchy, System development methodologies, Functional Information Systems, DSS, EIS, KMS, GIS, International Information System.

**Unit 2: System Analysis and Design****09 Hours**

Case Tools - Decision Table, Data Flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML Diagram.

**Unit 3: Database Management Systems****09 Hours**

DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Concurrency Management, Data Warehousing and Data Mart.

**Unit 4: Security, Control and Reporting****09 Hours**

Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.

**Unit 5: New IT Initiatives****09 Hours**

Role of information management in ERP- Approaches in ERP (Big Bang), Augmented Retailing, E-business- E-governance- Data mining – Business Intelligence – Cloud Computing

**TEXTBOOKS**

1. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing the digital firm, 15<sup>th</sup> edition, PHI Learning / Pearson Education, PHI, Asia, 2018.
2. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2011.

**REFERENCES**

1. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, 2<sup>nd</sup> edition, Tata McGraw Hill, Reprint 2017.
2. Haag, Cummings and Mc Cubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9<sup>th</sup> edition, 2013.
3. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012

<b>MBA18R5114</b>	<b>Marketing Management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

### Course Objective(s):

The objective of this course is to familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the aforesaid field. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real life situations. This course is intended to be a foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

### Course Outcome(s):

After completing this course, the student will be able to:

- CO1:** Develop understanding of marketing concepts, philosophies and historical background.
- CO2:** Develop a platform to understand the various operations of marketing and their complexities for the students in order to apply in practical business situations.
- CO3:** Understand concepts related to STP, product attributes, and pricing strategies prevalent in domestic and international scenario.
- CO4:** Study Various Tools And Techniques of Promoting the Products in an Ethical Manner.
- CO5:** Understand Emerging Concepts of Marketing in the Emerging Global Markets.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	S	S				M						
CO2		M	S		L							
CO3			M					L				
CO4			S				M					
CO5						S						

### Unit 1: Fundamentals of Marketing

**09 Hours**

Importance Of Marketing - Basic Functions; Core Concepts, Frame Work, Tasks Of Marketing - Marketing Environment, Types of Market , Characteristics of Business Market - Marketing Interface With Other Functional Areas - Recent Trends Like Multi Level Marketing, Social Marketing And Others - Challenges In Marketing, Rural Marketing, , Ethics in marketing.

### Unit II: Marketing Strategies

**09 Hours**

Market Segmentation - Target Marketing, Relationship Marketing, Positioning Strategies - Marketing Research-, Marketing Mix - Consumer Behaviour Analysis, Consumer Behaviour decision - Competitive Strategies - Marketing Communication.

**Unit III:Product Strategies****09 Hours**

New Product Development – **Classification of products**, Product Life Cycle - Product Mix, Branding, Packaging Labeling, Warranties – Guarantees, .

**Unit IV: Pricing and Distribution Strategies****09 Hours**

Types of Pricing And Pricing Issues - Pricing Process - Role Of Marketing Channels - Types Of Distribution Channels, Choice Of Channels And Logistics In Marketing

**Unit V:Promotional Mix Strategies****09 Hours**

Advertising - Sales Promotion - Public Relations - Personal Selling - Direct Marketing, Online marketing trends, **Brand Development, CRM**

**Text Book(s):**

1. Philip Kotler, Kevin Lane Keller and Abraham Koshy, Marketing Management, 12th edition, Prentice Hall of India, New Delhi, 2016.
2. KS Chandrasekar, “Marketing management-Text and Cases”, Tata McGraw Hill, First edition, 2010.

**Reference(s):**

1. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching south Asian perspective, Cengage Learning, 2012
2. Ramaswamy V.S., Namakumary S., Marketing Management, 3rd edition, Macmillan India Limited, New Delhi, 2002.
3. Rajan Saxena, Dorector, Jain S.P., Marketing Management, 1st edition, Tata McGraw Hill, New Delhi, 2006.

<b>MBA18R5115</b>	<b>OPERATIONS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

**Course Objective(s):**

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. Identify the customer needs and convert that into a specific product or service (numbers of products required for specific period of time). Based on product requirement the organizations will do back-ward working to identify raw material requirements.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand and appreciate the concept of Production and Operations Management.
- CO2:** Recognize the scope of Production and Operations Management and its role in creating competitive advantage for business organizations.
- CO3:** Understand the concept and contribution of various constituents of production operations (both manufacturing and service) viz. Product design, Process design, Location planning, Layout planning, Capacity planning, Work study, Quality management, Purchasing management and Inventory management towards effective production and operations management.
- CO4:** Acquaint with Tools viz. TQM, JIT Six Sigma, Value analysis and their contribution towards production and operations management.
- CO5:** Develop an understanding of the strategic importance of manufacturing supply chains and how operations can provide a competitive advantage in the marketplace.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	S										
<b>CO2</b>				M			S					
<b>CO3</b>		S			M							
<b>CO4</b>			S					M				
<b>CO5</b>						M	S					

**Unit 1:Introduction to Operations Management**

**09 Hours**

Operations Management–Nature, Importance, historical development, transformation processes, differences between service sand goods, a system perspective, functions, challenges, current priorities,recent trends;Operations Strategy–Strategic fit,framework;Supply Chain Management

**Unit II:FORECASTING,CAPACITYANDFACILITY DESIGN**

**09 Hours**

Demand Forecasting–Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Capacity Planning –Long range, Types, Developing capacity alternatives. Overview of sales and operations planning. Overview of MRP, MRPII and

ERP. Facility Location– Theories, Steps in Selection, Location Models. Facility Layout– Principles, Types, Planning tools and techniques. (CRAFT, CORELAP, ALDEP).

**Unit III:DESIGNOFPRODUCT,PROCESSANDWORKSYSTEMS**

**09 Hours**

Product Design–Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process–Planning, Selection, Strategy, Major Decisions. Work Study–Objectives, Procedure. MethodStudyandMotionStudy.WorkMeasurementandProductivity– MeasuringProductivity and Methods to improve productivity.

**Unit IVMATERIALSMANAGEMENT**

**09Hours**

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

**Unit V:PROJECT MANAGEMENT**

**09 Hours**

Project Management –Scheduling Techniques, PERT, CPM; Scheduling-work centers– nature, importance; Priority rules and techniques, shop floor control; Flow shop scheduling– Johnson’s Algorithm –Gantt charts; personnel scheduling in services.

**Text Book(s):**

1. Aswathappa K and Shridhara Bhat K, Production and Operations Management, Himalaya Publishing House, Revised Second Edition, 2015
2. Chary S.N, Production and Operations Management, 5<sup>th</sup> edition, Tata Mc Graw Hill, New Delhi, 2012.

**Reference(s):**

1. Thomas Vollmann, David Clay Whybark, Manufacturing Planning and Control Systems, 5th edition, Tata Mc Graw Hill, New Delhi, 2004.
2. Norman Gaither, Operations Management, 9th Edition, CENGAGE Learning, Delhi, 2002.

<b>MAS18R5104</b>	<b>PRINCIPLES OF BANKING AND INSURANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>course type: Theory</b>		

**Course Objective(s):**

This course is designed to impart knowledge of the concepts and principles of banking and insurance. It further aims at enhancing the understanding capabilities of students about Acturail profession and banking systems

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1 To know the basics of insurance mechanism.
- CO2 The student will identify key elements of financial principles.
- CO3 To introduce to the learner the basic elements that are involved in actuarial profession.
- CO4 The student will discuss the concepts of banking systems.
- CO5 To develop information in mobile banking and electronic fund transfer system.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO6</b>	M	S										
<b>CO7</b>				M			S					
<b>CO8</b>		S			M							
<b>CO9</b>			S					M				
<b>CO10</b>						M	S					

**UNIT I Introduction to Insurance**

**09 Hours**

Definitions of insurance –Origin and History-Significance of insurance –Tax benefits – Factors influencing on insurance products –Features of insurance company –Nature of insurance –Reforms in insurance sector –Recent developments–Fundamental principles of insurance –Comparison of reinsurance and double insurance –Classification of insurance – Coinsurance –Types of life insurance policies–Policy conditions-Difference between nomination and assignment –Policy conditions and Privileges –valuation –Life fund – Method of distributing surplus .

**UNIT II Financial principles**

**09 Hours**

premium income and outgo investments - reserves - Surplus - profit - valuation of surplus. Theory of rating - physical and Moral hazard – meaning of risk-types of risk-objective of – risk management-risk - under writing – reinsurance-- concepts and methods. –IRDA regulation

### **Unit III Actuarial profession-Overview**

**09 Hours**

Introduction to profession and professionalism –Evolution of Actuarial profession – Characteristics of the ideal profession -Characteristics of the Actuarial profession-Actuary in Financial Services Industry: -Role of Actuaries:-Insurance Business-valuation of liabilities-profit distribution-product design and product pricing-profit testing-Assessment of solvency –General Insurance:-Premium rating –Reinsurance requirements –Health insurance -Role of an appointed Actuary –Role of an Actuary-other areas -skills required for the Actuary –Acquiring Knowledge about the Aspects of the Company where Actuary is employed

### **UNIT IV Banking**

**09Hours**

Definition –Banking System –Role of Banks in Economic Development –Central Bank – Functions –Credit Control Measures –Role of RBI in Regulatory and Controlling Banks. E-Banking –meaning –E-Banking and Financial Services –Risk Management for E-Banking.

### **UNIT V Mobile Banking**

**09Hours**

meaning –Services –Security Issues –Telephone Banking –Mechanism –Telephone Banking System –Call Centers .ATM –Features –Mechanism –Benefits –Shared ATM Network in India –Digital Money –Mode of Issue and Implications –E-Money and Monetary Policy – Policy issues of RBI –Electronic Funds Transfer System

### **TEXTBOOKS**

Life Insurance Textbook Part A Learning material on Life insurance for the Institute of Actuaries of Australia Part III Course 2A Life Insurance. Edition v1, June 2016© Institute of Actuaries of Australia 2016.

1. Group Insurance, Skwire, Seventh Edition, 2016, ACTEX, (Group & Health Extension ONLY)
2. Value at Risk: The New Benchmark for Managing Financial Risk, Jorion, P., Third Edition, 2007, McGraw Hill
3. Financial Enterprise Risk Management, Sweeting, P., 2011, Cambridge Univ Press

### **REFERENCES**

1. Principles of ManagementK. Anbuvelan 2016
2. Principles and Practice of ManagementT. N. Chhabra 2016
3. S. Nataraj and R. Parameswaran, “Indian Banking”, S.Chand & Sons Publisher, New Delhi.
4. Principles of ManagementB. S. Moshal 1st edition 2009,reprint 2015
5. Risk Management - Principles and Techniquesby Uma Narang 1st Edition 2015



MBA18R5181	DATA ANALYSIS AND BUSINESS MODELING LAB	L	T	P	Credit
		0	0	4	2
Pre-requisite: Nil					
Course Category: Program Core			Course Type: Practical		

**Course Objective(s):**

The course aims at providing fundamental knowledge and exposure of the concepts, theories and hands-on experience on decision modelling.

**Course Outcome(s):**

Knowledge of spreadsheets and data analysis software for business modeling

Experiment No	Name of the experiments	Duration
1	Descriptive Statistics	3
2	Hypothesis – Parametric & Non parametric	4
3	Correlation & Regression	3
4	Portfolio Selection	3
5	Risk Analysis & Sensitivity Analysis	4
6	Revenue Management	3
7	Assignment and Transportation	4
8	Inventory Model	3
9	Network Model	3

\*Business models studied in theory to be practiced using Spreadsheet / Analysis Software

**TEXTBOOKS & REFERENCE BOOKS**

1. Robert H Carver, Doing Data Analysis with SPSS: Version 18.0, 5th Ed, Cengage Learning, Delhi, 2016.
2. David M. Levine et al, Statistics for Managers using MS Excel, 8th Edition, Pearson Publications, 2016
3. David R. Anderson, et al, An Introduction to Management Sciences: Quantitative approaches to Decision Making, 15th edition, Cengage Learning Inc, 2016.
4. Paneerselvam R., Operations Research, 2th edition, Prentice Hall of India, New Delhi, 2009.
5. Hamdy A Taha, Introduction to Operations Research, 9th edition, Prentice Hall India, New Delhi, 2014.

## III SEMESTER

<b>MBA18R5201</b>	<b>BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite : Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Theory		

### Course Objective(s):

Students will explore the challenges inherent in creating and leading organizations that perform well financially as well as environmentally and socially. The course will cover contemporary challenges in ethics, corporate social responsibility (CSR) and sustainability through the use of some or all of the following: case studies, readings, debates, guest speakers, multimedia, peer-to-peer learning, discussions, small group activities, games and on-line activities.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** To understand the Characteristics, Ethical theories and Causes of unethical behavior;

**CO2:** Student will aware of the ethical theory.

**CO3:** Analyze major characteristics and their implications for business.

**CO4:** To know the Industrial policy and framework of government contract over Business

**CO5:** Student will understand the Governance practices and regulation, Structure and development of boards.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	M	S	M						L		L	L
CO2			L	M				S				
CO3	L				M		M	L				
CO4	L				M		M					
CO5		M				L	M					

### UNIT I INTRODUCTION

**09Hours**

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

**09Hours**

Ethical dilemma; Ethics in practice - ethics for managers; Role and function of ethical managers- Comparative ethical behaviour of managers- Gilligan's theory and Kohlberg's theory- moral autonomy.

### UNIT III LEGAL ASPECTS OF ETHICS

**09 Hours**

Political – legal environment; Provisions of the Indian constitution pertaining to Business; Political setup – major characteristics and their implications for business; prominent features of Competition Act & FEMA. Social – cultural environment and their impact on business operations, Salient features of Indian culture and values.

**UNIT IV ENVIRONMENTAL ETHICS****09Hours**

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

**UNIT V CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE****09Hours**

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.

**Text Book(s):**

1. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2015
2. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2014.

**Reference(s):**

1. Satheesh kumar, Corporate governance, Oxford University, Press, 2014. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press,

<b>MBA18R5202</b>	<b>STRATEGIC MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Practical		

**Course Objective(s):**

This Lecture provides an overview of strategic management. It introduces a practical, integrative model of the strategic-management process and defines basic activities and terms in strategic management and discusses the importance of business ethics. After reading this lecture you will be able to know that: What Is Strategic Management? Discuss the nature of strategy formulation, implementation, and evaluation activities

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1 To provide the better and up-to-date information about the organization's current position and to predict where can be the organization stand in future.
- CO2 To make managers and organizational members more alert about the opportunities and threatening development in their corresponding field.
- CO3 To analyze and choose the various strategies for develop the business
- CO4 To analyze the opted strategy for evaluation and make corrective action.
- CO5 To identify the various strategic issues in the business.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO11</b>	M	S										M
<b>CO12</b>				M			S					
<b>CO13</b>		S			M							M
<b>CO14</b>			S					M				
<b>CO15</b>						M	S					M

**UNIT I STRATEGY AND PROCESS**

**09hours**

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**

**09hours**

External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution-Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and 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**

**09hours**

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**

**09Hours**

The implementation process, Resource allocation, Designing organizational 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 STRATEGIC ISSUES**

**09hours**

Managing Technology and Innovation-Strategic issues for Non-Profit organizations, New Business Models and strategies for Internet Economy-case study

### **TEXTBOOKS**

1. Charles W Hill & Jones, An Integrated Approach to Strategic Management, 12<sup>th</sup> Indian edition, Cengage Learning, Delhi, 2017.
2. Gregory Dess, Strategic Management Text and Cases, 3rd edition, Tata McGraw Hill, New Delhi, 2015.
3. John A.Parnell. Strategic Management, Theory and practice Biztantra (2012).
4. Azhar Kazmi, Strategic Management and Business Policy, 3<sup>rd</sup> Edition, Tata McGraw Hill, 08

### **REFERENCES**

1. Adriaux H Aberberg and Alison Rieple, Strategic Management Theory & Application, Oxford University Press, 2008.
2. Lawrence G. Hrebiniak, Making strategy work, Pearson, 2005.
3. Gupta, Gollakota and Srinivasan, Business Policy and Strategic Management – Concepts and Application, Prentice Hall of India, 2005.
4. Dr.Dharma Bir Singh, Strategic Management & Business Policy, KoGent Learning Solutions Inc., Wiley, 2012.
5. John Pearce, Richard Robinson and Amitha Mittal, Strategic Management, McGraw Hill, 12<sup>th</sup> Edition, 2012

<b>MBA18R5282</b>	<b>PROFESSIONAL SKILL DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>4</b>	<b>2</b>
<b>Pre-requisite : Nil</b>					
<b>Course Category:</b> Program Core			<b>Course Type:</b> Practical		

### Course Description

This personal development course is designed to help you to discover and achieve your goals through a focus on organizing and encouraging action to make a better world. You will learn techniques that will increase your abilities in key areas; including setting and achieving goals, communication skills, self-motivation and positive mental attitude. This course will help you to develop your skills so that, every day, you will be able to get the best performance from yourself and others

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** understand the basics of Personal Communication

**CO2:** Intends to know the social communication

**CO3:** Intends to the Group and Mass communication

**CO4:** Integrate the speaking and presentations skills

**CO5:** Identify and analyze the skills required for fulfill the corporate demands

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	S	L							L			
CO2	M	S		L					M			M
CO3		L				S					S	
CO4							M					
CO5		L					M					

### Unit 1: Personal Communication

**09Hours**

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 2: Social Communication

**09Hours**

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 3: Group/Mass Communication

**09Hours**

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 4: Integrated Speaking and Presentation Skills****09Hours**

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 5: Employability and Corporate Skills****09Hours**

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. Stress management –causes and effect, coping strategies simple physical exercises, simple Yoga and Meditation techniques, Relaxation techniques, stress and faith healing, positive forces of nature, relaxation by silence and music. Decision making and Negotiation skills, People skills, Team work, development of leadership qualities

**Text Book**

1. Richard Denny, “Communication to Win; Kogan Page India Pvt. Ltd., New Delhi, **2015**.
2. “Value Education”, VISION for Wisdom, Vetha thiri Publications, Erode, **2016**

**Reference Books**

1. Shalini Varma, “Development of Life skills and Professional Practice”, Vikas Publishing, **2014**

<b>MBA18R5298</b>	<b>INDUSTRIAL TRAINING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>0</b>	<b>0</b>	<b>12</b>	<b>6</b>
<b>Pre-requisite: Nil</b>					
<b>Course Category:</b> In Plant Training			<b>Course Type:</b> In Plant Training		

**Course Objective(s):**

This course is designed in such a way Participants will be introduced to the principles of effective assessment of student learning both from a formative (i.e., assessment for learning) and summative (i.e., assessment of learning) perspectives. Participants will also be offered an opportunity to explore different ways of providing feedback throughout the learning process and think about possible uses of an ePortfolio to help students document their learning.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Able to provide high quality, comprehensive, effective professional developmental opportunities that meet the ever-increasing demands of professional.

**CO2:** Provide planned instructional activities and learning experiences that are likely to ensure the achievement of your identified learning outcomes.

**CO3:** Apply academic knowledge in practical and creative ways and Utilize critical thinking, reflective listening and effective reasoning skills.

**CO4:** Advance the students' intellectual curiosity, competency and skills and Develop critical thinking, creativity and effective communication.

**CO5:** It Allows every individuals to discover their own strengths and weaknesses as emerging professionals.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	S			M							L
<b>CO2</b>		M										
<b>CO3</b>				S				S				
<b>CO4</b>				M	L			S				
<b>CO5</b>		M			S							

Students should undergo Inplant Training for successful completion of the MBA programme. It aims at developing insight and capabilities in the students for in depth study, research, interpretation, and analysis on a particular chosen topic in any reputed institution or organization. In plant Training has to be selected with respect to the programme of study and area elected by the student. The report will contain the objectives and scope of the study. Research methodology, use, importance of the study, analysis of data collected, conclusions and recommendations. It should contain relevant charts, diagrams and bibliography. A certificate of the Supervisor and the Head of the MBA program certifying the authenticity of the report shall be attached therewith. The student will submit three copies of the report to the Project Coordinator. The Research Work is evaluated for 100 marks. Grade will be given accordingly. Two Inplant Training reviews will be conducted during this period of time frame and final evaluation is done with Viva Voce by the External Examiner.



## IV SEMESTER

<b>Subject Code</b>	<b>Subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5299	Project Work	0	0	20	10
	<b>Total Credit</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>10</b>

## **MARKETING - ELECTIVES**

<b>Course Code</b>	<b>Subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5203	Brand Management	4	0	0	4
MBA18R5204	Consumer Behavior	4	0	0	4
MBA18R5205	Customer Relationship Management	4	0	0	4
MBA18R5206	Digital Marketing	4	0	0	4
MBA18R5207	Integrated Marketing Communication	4	0	0	4
MBA18R5208	Industrial Marketing	4	0	0	4
MBA18R5209	Marketing Metrics	4	0	0	4
MBA18R5210	Rural Marketing	4	0	0	4
MBA18R5211	Services Marketing	4	0	0	4

<b>MBA18R5203</b>	<b>BRAND MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course builds on existing communications and consumer behaviour models in order to explore many of the issues facing a modern day brand manager. Topics: evaluation of brands, brands and their relationships with consumers, how to create brand equity and the tools required to manage equity over time.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Develop the knowledge about the brands prevalent at local and global level.

**CO2:** Understand, evaluate and compare the utility of brands for products and services.

**CO3:** Create ideas based on branding strategy enabling effectiveness in marketing.

**CO4:** Develop decision making based on brands and enable others to understand.

**CO5:** Develop Marketing decisions to implement branding strategies.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>												<b>PEO</b>		
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>CO1</b>		S											L		
<b>CO2</b>			S	M		S							M		
<b>CO3</b>						M	S							L	
<b>CO4</b>			L			S								L	
<b>CO5</b>			M				M							M	

**Unit 1:Introduction to Brands**

**09 Hours**

Basic Understanding Of Brands – Concepts And Process – Significance Of A Brand – Brand Mark And Trade Mark – Different Types Of Brands – Family Brand, Individual Brand, Private Brand – Selecting A Brand Name – Functions Of A Brand – Branding Decisions – Influencing Factors.

**Unit 2:Brand Extension and Positioning**

**09 Hours**

Introducing & Naming New Products And Brand Extensions-Advantages Of Extension-Disadvantages Of Extension-Types Of Extensions-Importance Of Brand Extension-Understanding How Consumer Evaluate Brand Extensions-Evaluating Brand Extension Opportunities-Identifying & Establishing Brand Positioning, Positioning Strategies.

**Unit 3:Brand Association and Equity**

**09 Hours**

Choosing Brand Elements To Build Brand Equity-Designing Marketing Programs To Build Brand Equity-Integrating Marketing Communication To Build Brand Equity-Leveraging Secondary Brand Association To Build Brand Equity.

**Unit 4: Marketing Brand Overtime****09 Hours**

Reinforcing Brands-Revitalizing Brands-Adjustment To Brand Portfolio-Managing Brand Over Geographic Boundaries & Market Segment-Regional Market Segment-Advantages And Disadvantages Of Global Marketing Program Global Brand Strategy.

**Unit 5:Marketing Strategy****09 Hours**

Designing and Implementing Branding Strategies – Case Studies.

**Text Book(s):**

1. Kevin Lane Keller, Strategic Brand Management, 4<sup>th</sup> Edition, Pearson Education Publishers, New Delhi, 2013.
2. Lan Batey, Asian Branding: A great way to fly, Prentice Hall of India, Publishers Singapore 2012.

**Reference(s):**

1. Ramesh Kumar S., Managing Indian Brands, Vikas publishing House (P) Ltd., New Delhi, 2011.
2. Uncles, M., Perspectives on Brand Management. Tilde University Press, Melbourne. (ISBN 9 780734 610652), 2011.
3. Harsh.V.Verma, Brand Management Text & Cases, 2nd edition, Excel publication,.2011

<b>MBA18R5204</b>	<b>CONSUMER BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The course deals with the behavioral aspects of marketing management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behavior. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

### Course Outcome(s):

After completing this course, the student will be able to:

- CO1:** To understand the fundamentals of consumer behavior, with emphasis on the consumer in the marketplace, consumers as individuals, consumers as decision makers, and consumers as influenced by culture and subcultures.
- CO2:** To develop your understanding of the consumer as an individual with emphasis on various psychological theories of motivation, learning, personality, and perception. To understand, discuss, and apply these theories to advertising design.
- CO3:** To expand your understanding of market segmentation strategy, focusing on sociological segmentation variables including social class; cultural, sub-cultural, and cross cultural influences, changing values and demographics; and traditional vs. modern family influences.
- CO4:** To understand the application of consumer behavior concepts in a competitive, dynamic, and global business environment.
- CO5:** To understand how consumer behavior highlights concerns about ethics and social responsibility in the marketplace.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S					M		M			
CO2	L	M				M						
CO3		L				M			L			
CO4							S					
CO5							S		M			

### Unit 1: Introduction to Consumer Behaviour

**09 Hours**

Consumer Behaviour – Introduction, Importance, Determinants Of Consumer Behaviour, Factors Affecting Consumer Behaviour – Consumer Behaviour – Concepts – Dimensions Of Consumer Behaviors – Application Of Consumer Behaviour Knowledge In Marketing Decisions – Approaches To The Study Of Consumer Behaviour.

**Unit 2: Perception and Motivation****09 Hours**

Motivation, Ability and Opportunity, Exposure, Attention and Perception Categorizing and Comprehending Information - Attitude Formation and Change – Consumer Learning- Personality Influence in Consumer Behaviour.

**Unit 3: Socio Cultural Impact****09 Hours**

Group Dynamics And Consumer Reference Groups – Family, Lifestyle – Social Class Cultural And Sub-Cultural Aspects, Characteristics Of Social Class, Social Influence On Consumer Behaviour – Cross Cultural Consumer Behaviour- Problems In Cross Cultural Marketing.

**Unit 4: Consumer Behaviour Models****09 Hours**

Personal Influence And Opinion Leadership – Diffusion Of Innovations, Adoption Process – Consumer Decision Making Process – Models Of Consumer Decision Process – Nicosia - Howard Sheth And Engel - Kollat Model - Post Purchase Behaviour– Market Segmentation Consumer Behaviour – Consumer Behaviour In Indian Context – Emerging Issues.

**Unit 5: Consumerism****09 Hours**

Consumerism In India & Industrial Buying – Consumer Protection Act 1986, MKTP Act 1969 – Industrial Buying & Service Marketing.

**Text Book(s):**

1. Leon G. Schiffman, Joseph Wisenblit Consumer Behaviour, 11th edition, Pearson Education, 2015.
2. Amit Mookerjee , David L Mothersbaugh , Del I Hawkins, Consumer Behaviour, Building Marketing Strategy , 11th edition, Tata McGraw Hill Education Private Limited, 2010.

**Reference(s):**

1. Suja.R.Nair, Consumer behaviour in Indian Perspective, Himalaya publications, 2nd Edition, 2015.
2. Paul Peter, Madison, Jerry C Olson, Consumer Behaviour & Marketing Strategy, 9th edition, Tata McGraw Hill, New Delhi, 2010.
3. Loudon, Consumer Behaviour: Concepts and Application, 7th edition, Tata McGraw Hill, New Delhi, 2005.

<b>MBA18R5205</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course deals with need and importance of maintaining a good customer relationship and use strategic customer acquisition and retention techniques in CRM

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To understand the fundamentals and Context of relationship Management.

**CO2:** To understand the profile of customer and value for relationship management

**CO3:** To understand the process and structure of CRM.

**CO4:** To examine the need of customer by using CRM tools and implementation.

**CO5:** To Explore the new trends in CRM practices and software packages.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	L					M		M			L
<b>CO2</b>	M	L				M						
<b>CO3</b>	M	L				M			L			L
<b>CO4</b>	M	L					S					
<b>CO5</b>	M	L			M		S		M			L

**UNIT I INTRODUCTION**

**09 Hours**

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**

**09 Hours**

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**

**09 Hours**

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**

**09 Hours**

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

**UNIT V TRENDS IN CRM****09 Hours**

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

**TEXT BOOKS :**

1. G.Shainesh, Jagdish, N.Sheth, Customer Relationship Management A Strategic Perspective, Macmillan 2010
2. Alok Kumar et al, Customer Relationship Management : Concepts and applications, Biztantra, 2008
3. Zikmund. Customer Relationship Management, Wiley 2012 ..

**REFERENCES**

1. H.Peeru Mohamed and A.Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Cathcart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management : Concepts & Tools, Elsevier, 2004.



<b>MBA18R5206</b>	<b>DIGITAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course deals with need and importance of design and implementation of the marketing plan, in the context of digital marketing.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** To understand the concepts of digital marketing
- CO2:** To explicate the technology catalysis in delivering value
- CO3:** To understand online consumer behavior and concept of cyber branding
- CO4:** To distinguish the components of a web traffic plan and SEO
- CO5:** To develop Insights on how organizations can leverage the benefits of socialmedia

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO6</b>	M	L					M		M			L
<b>CO7</b>	M	L				M						
<b>CO8</b>	M	L				M			L			L
<b>CO9</b>	M	L					S					
<b>CO10</b>	M	L			M		S		M			L

**UNIT I - MARKETING IN THE DIGITAL ERA**

**09 Hours**

E-marketing: The virtual world-Changing Marketing Landscape - the internet and business - online Marketing Domains - The behavioral Internet - E-Marketing and CRM - Online advertising - Internet and Integrated Marketing communication - sales and Trade Promotion - Digital Marketing Optimization - The need for digital engagement - Generation Y - Expectations and Influence -Implications of Digital Change - Online Marketing Mix - Online consumer - Case studies.

**UNIT II - CUSTOMER RELATIONSHIP MANAGEMENT IN A WEB WORLD**

**09 Hours**

CRM – Needs – Goals - Benefits – Process - CRM and the customer Life cycle - electronic customer relationship management - Key CRM Applications – Next generation CRM - A mobile App and a community - The New Age E-enterprise - Collaborative web and the E-enterprise - Case studies.

**UNIT III - BUSINESS DRIVERS IN THE VIRTUAL WORLD**

**09 Hours**

Social Media-Social media model by Mc Kinsey - Marketing with Networks – Social world - Social Media Analytics - Social Media Tools - The social web – Viral Marketing - Social

Duration and Brands - Inbound Marketing and Co-Creation - Social Media - The Road ahead - Case study

**UNIT IV - ONLINE BRANDING, TRAFFIC BUILDING AND INTERNET MARKETING METRICS** **09 Hours**

Cyber Branding - The digital brand ecosystem - Brand, experience – Customer engagement - Brand customer Centricity - Traffic Building: Internet traffic plan - Search Marketing methods for Traffic building - Traffic volume and quality – Search engine Marketing - Site optimization - Key word advertising - Key word value – Key word portfolio evaluation - Internet Marketing Metrics - websites and Internet Marketing - web business Models - E-commerce - Case Study.

**UNIT V - ONLINE TOOLS FOR MARKETING** **09 Hours**

Engagement marketing through Content Management - Online campaign management using Facebook, Twitter, Corporate Blogs - Sentiment Mining - Measuring Campaign effectiveness - Consumer segmentation, Targeting and Positioning using Online tools - Market influence Analytics in a Digital ecosystem - The contemporary digital Revolution- Online communities and co-creation –The future of Marketing - Gamification and Apps - Case studies

**TEXTBOOK**

1. Vandana Ahuja, 'Digital Marketing' Oxford University Press, 2016 edition

**REFERENCES**

1. Damian Ryan, Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation Paperback – Import, Kogan Page 2014
2. Vandana Ahuja, Digital Marketing Paperback Oxford University Press 2015
3. Hanlon Annmarie, Akins Joanna, Quickwin Digital Marketing: Answers to Your Top 100 Digital Marketing Questions Paperback PHI 2012.

<b>MBA18R5207</b>	<b>INTEGRATED COMMUNICATION</b>	<b>MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
			<b>4</b>	<b>0</b>	<b>0</b>	
<b>Pre-requisite:</b> MBA18R5114-Marketing Management						
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory			

**Course Objective(s):**

This course emancipates the context of Integrated Marketing Communication for students, to publicize and popularize the desired messages by making appropriate media planning with the suitable budget and confirming its effectiveness through measuring its reliability and validity that facilitates Marketing goals of an enterprise.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the context of Integrated Marketing Communication, advertising management and its scope with due relevance to advertisers and other perspectives of advertising.
- CO2:** Identify and learn the objectives and process of advertising, communications and markets.
- CO3:** Able to develop advertising Budget and plan the media choice with appropriate market research.
- CO4:** Learn to measure the advertisement effectiveness with appropriate tools.
- CO5:** Understand the application of other communication techniques like Direct Marketing, Corporate advertising, etc.

**MAPPING of CO to PO and PEO:**

CO / PO	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PO 9	PO 10	PO 11	PO 12	PEO 1	PEO 2	PEO 3
CO1	M		S		L							M	S	S	
CO2		M	S								M	M		S	
CO3			S	M				L			S			S	
CO4			S			M			M		S			S	
CO5			S				M					L	M	S	L

S - Strong Correlation, M – Moderate Correlation, L - Low Correlation

**UNIT-I INTRODUCTION**

**09 Hours**

Integrated Marketing Communication – Scope - Advertising management – Advertiser, facilitating institutions and perspectives on advertising.

**UNIT-II ADVERTISING PROCESS****09 Hours**

Advertising planning and decision-making – situation analysis – marketing program – segmentation strategies, social and legal factors - Advertising objectives – image and competitive position – Attitude and market structure, behavioral objectives Communications – persuasion and market processes.

**UNIT-III BUDGET AND MEDIA PLANNING****09 Hours**

Budget decision - creative strategy and creative process and copy decisions – Copy testing Media decisions – types of Media, Media planning, economic, social and legal constraints - Media Research.

**UNIT-IV MEASURING EFFECTIVENESS****09 Hours**

Ad Testing Validity And Reliability Of Ads – Types Of Tests, Measuring Impact Of Advertisements.

**UNIT-V OTHER COMMUNICATION TECHNIQUES****09 Hours**

Relationship Building – Direct marketing, personal selling, sales promotion, public relations, sponsorship and corporate advertising.

**TEXT BOOKS**

1. George E Belch, Michel A Belch, Advertising and Promotion, Tata McGraw Hill, 6<sup>th</sup> edition, New Delhi, 2015.
2. Terrence Shimp, Advertising and Communication: An IMC Approach, 7<sup>th</sup> Edition, Cengage Learning, Delhi, 2012.

**REFERENCES**

1. Jefkins, Advertising, 4th edition, Pearson Education, New Delhi, 2016.
2. Wells, Advertising: Principles and Practice, Revised edition, Pearson Education, New Delhi, 2015.
3. Roger A. Kerin, Steven W. Hartley, William Rudelius, Marketing, 7<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2017.
4. William F. Arens, Contemporary Advertising, 15<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2016.

<b>MBA18R5208</b>	<b>INDUSRTIAL MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course gives an account on Industrial marketing, business buyer behavior. It also discloses the marketing strategies that can be applied in Industrial marketing. It even discusses vendors evaluation and distribution channels involved in Industrial marketing.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Develop the knowledge basics and environment of Industrial Marketing.

**CO2:** Identify the strategic variables in Buyer behaviour.

**CO3:** Evolve marketing strategies for Industrial Products.

**CO4:** Develop metrics to evaluate Vendors.

**CO5:** Develop Distribution channels for Industrial products.

**Mapping of Course Outcome(s):**

CO / PO	PO												PEO		
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3
CO1		S											M		
CO2			S	M		S								L	
CO3						M	S							M	
CO4			L			S								M	
CO5			M				M							M	

**UNIT-I INDUSTRIAL MARKETING**

**09 Hours**

Basics, Environment for industrial marketing, trends in marketing, recent market practices - Distinctive characteristics of industrial marketing – Understanding industrial marketing environment - Inter relationship with other functions.

**UNIT-II BUYER BEHAVIOUR**

**09 Hours**

Strategic variables - Market selection and product planning, pricing strategy, distribution strategy – Buyer seller relations, organisational buyer behaviour models - Organizational procedures and polity aspects in industrial buying decisions, industrial buying practices.

**UNIT-III MARKETING STRATEGIES**

**09 Hours**

Industrial Products - Development – Product life cycle – Segmentation – Experience curve - Positioning strategy - Personal selling – Industrial sales force management, sales force selection, training and control, evaluation.

**UNIT-IV VENDORS EVALUATION****09 Hours**

Selection of vendors – Evaluation, industrial product and service pricing methods, competitive bidding, negotiation skills.

**UNIT-V DISTRIBUTION CHANNELS****09 Hours**

Industrial products distribution channels, physical distribution, logistics – Communicating with industrial customers.

**TEXT BOOKS**

1. Francis Cherunilam, Industrial Marketing: Text and Cases 4<sup>th</sup> edition, Himalaya Publishing House, New Delhi, 2015.
2. Hutt, Business Marketing Management: B2B, 12<sup>th</sup> edition, Cengage Learning, Delhi, 2017.

**REFERENCES**

1. Raymond Corey E., Industrial Marketing: Cases and Concepts, 5<sup>th</sup> edition, Prentice-Hall of India, New Delhi.
2. Frederick E., Jr. Webster, Industrial Marketing Strategy, 3<sup>rd</sup> edition, John Wiley & Sons, New Delhi, 1995.
3. Industrial Marketing Text Book, ICFACI Press.
4. Havaldar, Krishna, Industrial Marketing: Text and Cases, 3<sup>rd</sup> edition, Tata McGraw Hill, 2010.

<b>MBA18R5209</b>	<b>MARKETING METRICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course discusses the Marketing skills for event marketers, culture and trends requirement analysis. It facilitates the student design event and pricing them. Through this course the students can promote and deliver the events to the customers.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Remembers the basics of marketing metrics and linking marketing to financial performance.
- CO2:** Demonstrates the customer and Brand metrics.
- CO3:** Decides absolute communication and pricing metrics.
- CO4:** Apply appropriate channel metrics to measure return on marketing investment.
- CO5:** Identifies additional metrics to measure financial perspectives of channel participants.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		M										
<b>CO2</b>			S	L		L		M				
<b>CO3</b>						M					M	
<b>CO4</b>		M	M									
<b>CO5</b>			L			L						

**UNIT-I INTRODUCTION**

**09 Hours**

Introduction to Marketing metrics – Linking Marketing to financial performance of a firm – Financial implications of marketing Strategic decisions.

**UNIT-II CUSTOMER AND BRAND METRICS**

**09 Hours**

Cost of customer acquisition – Retention – Life time value of customers – Balanced Score Card Approach to measure customers’ satisfaction - Brand metrics – Brand equity – Brand portfolio management - Brand financial performance.

**UNIT-III COMMUNICATION AND PRICING METRICS**

**09 Hours**

Communication metrics – Profit impact on sales promotion – Advertisement cost benefit analysis - Measuring financial effectiveness of e-mail campaign - Pricing metric - Pricing simulation and its impact on profitability.

**UNIT-IV CHANNEL METRICS**

**09 Hours**

Financial Perspectives of Channel Participants - Marketing budget and resource allocation. Return on marketing investment (ROMI) - Marketing audit.

**UNIT-V ADDITIONAL METRICS****09 Hours**

Financial implications on Research and development – Training of sales force.  
Determination of financial incentives across Product / Service delivery system – Global Marketing Metrics.

**REFERENCES**

1. Paul W. Farris, Neil T. Bendle, Puillip E. Pfeifer and David J. Reibstein, Marketing Metrics : Measuring Salesforce Effectiveness and Channel Management, Wharton School of Publishing.
2. John Davis, Measuring Marketing: 103 Key Metrics, Every Marketer Needs, Wiley Publisher.
3. Ned L. Roberto and John Davis, Metrics Driven Marketing,
4. Paul W. Farris, Marketing Metrics: 50 + Metrics Every Executive should Master, Wharton School Publishing.
5. David J. Reibstein, Marketing Metrics, Pearson Education (USA).
6. Kavin Kale, Strategic Brand Management, Building Measuring & Managing Brand Keller, PHI, 3rd edition, 2008.
7. Lilien, Kotter &Morthy, Marketing Models, PHI, 2008.
8. Dhvur Grewal and Micheal Levy, Marketing Value Based, Tata Mc Graw Hill, 2008.



<b>MBA18R5210</b>	<b>RURAL MARKETING</b>												<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
													<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management																
<b>Course Category:</b> Major Elective												<b>Course Type:</b> Theory				

**Course Objective(s):**

The course discusses the Marketing skills for event marketers, culture and trends requirement analysis. It facilitates the student design event and pricing them. Through this course the students can promote and deliver the events to the customers.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Students will be able to know the characteristics of rural marketing

**CO2:** Be aware of the rural buyer behavior and their shopping habits

**CO3:** Able segment the rural markets

**CO4:** Decide and utilize marketing mix decision and Product distribution system.

**CO5:** Apply Communication strategies and research in rural environment.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>												<b>PEO</b>		
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>CO1</b>	M	S											M		
<b>CO2</b>	L		M	S				M						L	
<b>CO3</b>						M	L	S							
<b>CO4</b>							S							M	
<b>CO5</b>					S										M

**UNIT-I RURAL MARKETING CHARACTERISTICS, CONCEPTS SCOPE, NATURE**

**09 Hours**

Rural & Urban market a comparative analysis-Indian rural market environment – Demographic details – Characteristic features specific to rural markets – Marketing opportunities and challenges under rural setting.

**UNIT-II RURAL BUYERS**

**09 Hours**

Understanding rural buyer behaviour, model of consumer behaviour, stinoller-Internal & External buyer characteristics - Purchase Decision making process – Influencing factors – Buying behaviour pattern-Buying evaluation procedure-Brand loyalty-Innovation adoption.

**UNIT-III SEGMENTATION**

**09 Hours**

Rural market segmentation, degree of segmentation-Guidelines for effective segmentation-Baser for segmentation – Targeting – Positioning products in rural market-Rural marketing research-Distribution strategy: New product development in Rural market, product strategy, product lifecycle, rural market.

**UNIT-IV MARKETING MIX****09 Hours**

Products and services – Designing innovative products and services to rural market – Pricing methods – Methods of distribution – Role of cooperative sectors – Public distribution system.

**UNIT-V COMMUNICATION AND RESEARCH****09 Hours**

Designing advertisement campaigns for rural markets – Media choice – Sales promotion techniques – Personal selling and publicity – Impact of information technology on rural communication Advertising and sales promotion under rural settings – Conduct of marketing research in rural markets.

**TEXT BOOKS**

1. Krishnamacharyulu C.S.G. and Lalitha Ramakrishnan, Rural Marketing, 2<sup>nd</sup> edition, Pearson Education, New Delhi, 2011.
2. Balram Dogra, Rural Marketing, Tata Mc-Graw Hill, New Delhi, 2010.

**REFERENCES**

1. Varshney R.L., and Gupta S.L., Marketing Management, 3<sup>rd</sup> edition (Revised), An Indian Perspective, Sultan Chand, New Delhi, 2010.
2. Sanal Kumar Velayudhan, Rural Marketing Targeting the Non-Urban Consumer, 3<sup>rd</sup> edition (Revised), Sage Publication, New Delhi, 2007.
3. Ram Kishen, New Perspectives in Rural and Agricultural Marketing, 2<sup>nd</sup> edition, Jaico Publishing House, Mumbai, 2005.
4. Gopalaswamy T.P., Rural Marketing Environment: Problem and Strategies, 2<sup>nd</sup> edition, Wheeler Publications, New Delhi, 2005.

<b>MBA18R5211</b>	<b>SERVICES MARKETING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course focuses on the key elements (culture, communications, strategy, operations, people and technology) that marketers must integrate to establish and sustain service excellence and provide customer value. While the course examines broad issues in managing service businesses and the service component of manufacturing firms, a core theme is a how customer value is created.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Develop in-depth understanding of key concept of customer expectation, perception, Consumer behaviour and service quality dimensions in services marketing.
- CO2:** Demonstrate an understanding of each part of the extended mix and be able to present solutions to particular case study scenarios.
- CO3:** Demonstrate an understanding of the drivers of growth in the service industry and how these can be managed in a particular industry.
- CO4:** Learn the strategies and tools to deal with Service marketing challenges.
- CO5:** To understand how consumer expects services in the marketplace and serves the customers accordingly to gain service satisfaction.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>												<b>PEO</b>		
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>2</b>	<b>3</b>
<b>CO1</b>	M	S											S		
<b>CO2</b>	L		M	S				M					M		
<b>CO3</b>						M	L	S						S	
<b>CO4</b>							S							S	
<b>CO5</b>					S										

**UNIT 1:Introduction to Services Marketing**

**09 Hours**

Foundations of Services Marketing - Concepts - Scope and Dimensions - Services Marketing Environment – Global and National Perspectives-Consumer Behaviour in Services-Customer Expectations of Services-Customer Perception of Services, Understanding Customer Expectation Perception through Marketing Research.

**UNIT II:Features of Services**

**09 Hours**

Classification of Services - Distinctive Features of Services - Service Market Potential - Factors Contributing to the Growth of Service Marketing in the Indian Context- Service Design.

**UNIT III:Product Strategies****09 Hours**

Assessing Service Marketing Opportunities Service Location – Service Market Segmentation - Targeting Service Users - Positioning Strategies - Developing Brand New Services - Pricing Of Service - Issues Relating To Distribution- Delivering Services through Interim.

**UNIT IV: Communication Mix****09 Hours**

Designing Communication Mix for Promoting Services - Advertising and Publicity for Services - Personal Selling In Relation To Services - Information Technology Impact on Service Marketing-Service Quality Measurement, Integrated Gaps Model of Service Quality.

**UNIT V:Marketing Strategy****09 Hours**

Building Marketing Strategy for Hospitality, Tourism, Travel, Insurance, Medical, Information Technology, Educational, Financial and Entertainment Services – Event Management.

**Text Book(s):**

1. K. Hoffman, Marketing of Services, Concept, Strategies and Cases, 5<sup>th</sup> Edition, CENGAGE Learning, Delhi, 2016
2. Christian Gronroos, Service Management and Marketing, Illustrated & Revised Edition, John Wiley and Sons Ltd, New Delhi, 2016.

**Reference(s):**

1. Christopher Love Lock, Service Marketing, 6<sup>th</sup> edition, Pearson Education Asia, New Delhi, 2015.
2. Adrian Palmer, Principles of Services Marketing, 4th edition, Tata McGraw Hill, New Delhi, 2012.
3. Rajendra Nargundkar, Service Marketing: Text and Cases, 3<sup>rd</sup> edition, Tata McGraw Hill, New Delhi, 2010.

## **FINANCE - ELECTIVES**

<b>Course Code</b>	<b>Subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5212	Behavioral Finance	4	0	0	4
MBA18R5213	Computational Finance	4	0	0	4
MBA18R5214	Financial Derivatives	4	0	0	4
MBA18R5215	Financial Institution and Services	4	0	0	4
MBA18R5216	International Finance	4	0	0	4
MBA18R5217	Mergers and Acquisitions	4	0	0	4
MBA18R5218	Micro Finance	4	0	0	4
MBA18R5219	Principles of Actuaries	4	0	0	4
MBA18R5220	Security Analysis and Portfolio Management	4	0	0	4

<b>MBA18R5212</b>	<b>BEHAVIOURAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> Basic knowledge in Financial Market <b>Course Category:</b> Major Elective					
<b>Course Type:</b> Theory					

**Course Objective(s):**

The objective and purpose of this course is to provide an in-depth discussion of the modern development in behavioral finance. Both theory and empirical evidence will be discussed. They will study the formation and burst process of speculative bubbles, and Behavioral Portfolio Theory (BPT).

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1** Identify the common errors in information processing;
- CO2** Identify the main behavioral biases and heuristics and take them into account when advising a client;
- CO3** Allocate assets in a portfolio according to Behavioral Portfolio Theory.
- CO4** understand the limits to arbitrage
- CO5** understand the formation and burst process of speculative bubbles;

**Mapping of Course Outcome(s):**

CO/ PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H									
<b>CO4</b>		H	M									
<b>CO5</b>		H	M									

**UNIT 1: DECISION THEORY PARADOXES**

**09 Hours**

Cognitive information perception. Weber law. Subjective probability. Representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects. Decision-making under risk and uncertainty. Expected utility as a basis for decision-making. The evolution of theories based on expected utility concept. Decision-making in historical prospective, Allais and Elsborg's paradoxes. Rationality from an economics and evolutionary prospective. Different ways to define rationality why humans often act outside of the economic

**UNIT 2: BEHAVIORAL FACTORS AND FINANCIAL MARKETS**

**09 Hours**

Empirical data that challenge the Efficient Markets Hypothesis. Fundamental information and financial markets. Information available for market participants and market efficiency.

Market predictability. The concept of limits of arbitrage and model by Shleifer and Vishny. Asset management and behavioral factors. Active portfolio management: return statistics and sources of systematic underperformance. Fundamental information, technical analysis, and behavioral factors.

**UNIT 3: EXTERNAL FACTORS AND INVESTOR BEHAVIOR**

**09 Hours**

Weather, emotions, and financial markets: sunshine, geomagnetic activity. Mechanisms of the external factor influence on risk perception and attitudes. Connection to human psychophysiology and emotional regulation. Misattribution as a mechanism for external factors influence. Emotional content of news articles and their correlation with market dynamics. Social trends and market dynamics: music, fashion, demographics.

**UNIT 4: BEHAVIORAL CORPORATE FINANCE**

**09 Hours**

18 Hours Behavioral factors and corporate decisions on capital structure and dividend policy. Timing of good and bad corporate news announcement. Mergers and acquisitions and the Winner's Curse. IPO under pricing. Systematic excessive optimism and overconfidence in managers' decisions. Sunk costs and mental accounting. Evolutionary explanations for behavioral effects. Evidence from behavioral game theory. Systematic approach to using behavioral factors in corporate decision-making.

**UNIT 5: EMOTIONS AND DECISION-MAKING**

**09 Hours**

Experimental measurement of risk-related preferences: measuring risk through probabilistic set of gambles, through questionnaire. Emotional mechanisms in modulating risk-taking attitude. Neurophysiology of risk-taking. Personality traits and risk attitudes in different domains. Neurophysiology of decision-making, the role of hormones and neurotransmitters. How tools from cognitive neuroscience can aid in understanding the basics of the economic behavior. Introduction to the science of neuro economics. Neuro marketing.

**TEXT BOOK(S):**

1. Pompian, Michael M. Behavioral Finance and Wealth Management. Wiley: New Jersey.
2. Hersh Shefrin, Behavioural Corporate Finance, Tata Mc Graw Hill Irwin Publishers

**REFERENCE(S):**

1. John R. Nofsinger, The Psychology of Investing (4th Edition), Pearson Prentice Hall,
2. Meir Statman, What Investors Really Want, Learn the lessons of behavioral Finance, McGraw Hill
3. Shleifer, Andrei (2000) Inefficient Marktes - An Introduction to Behavioral Finance, ClarendonLectures in Economics.
4. Ackert, Lucy F., and Richard Deaves (2009) Behavioral Finance Psychology, Decision-Making, and Markets, South Western.
5. Nofsinger, John (2013) The Psychology of Investing, 5th ed., Pearson

<b>MBA18R5213</b>	<b>COMPUTATIONAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The objective of this course is

To prepare students for basic empirical work in economics. In particular, topics will include basic data analysis, regression analysis, testing, and forecasting. Students will be provided with the opportunity to use actual economic data to test economic theories.

To develop the critical insight to appraise econometric results obtained by other researchers

**Course Outcome(s):**

Upon completion of the course students are able to

- CO1 Explain basic assumptions of the OLS, test their validity in practical situations, and deal with their violations.
- CO2 Apply basic simple and multiple linear regressions, and Ordinary Least Squares (OLS) estimation procedure to real world problems.
- CO3 Generate and test hypotheses using simultaneous equation and know the consequences of multicollinearity and possible solutions
- CO4 Use several statistical and econometric analyzing models and techniques
- CO5 Apply volatility models to estimate the return and market movement.

**Mapping of Course Outcome(s):**

CO/ PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		H		M			H			H		M
CO2				M			H			H		M
CO3							H			H		M
CO4	H						H			H		H
CO5	H						H			H		H

**Unit 1:INTRODUCTION**

**09 Hours**

Computational finance – Scope, applications, overview of tools and techniques event study methods - Single equation regression model - CNLRM - Hypothesis Testing

**Unit 2:TECHNIQUES**

**09 Hours**

Multiple Regression Models – Heteroscedascity – testing for Heteroscedascity - Multicollinearity Autocorrelation, Cross Correlation,

**Unit 3:TIME SERIES AND FORECASTING METHODS**

**09 Hours**

Stochastic process – unit root, test of stationarity, transforming non-stationary time series, Cointegration augmented DickyFuller Test - Forecasting - Application, methods modeling



and forecasting trend, seasonality and cycle – MA, AR and ARMA Models - VAR and Causality

**Unit 4:SIMULTANEOUS EQUATION MODELS**

**09 Hours**

Nature - Identification of problem, test of simultaneity, methods - indirect least square, two stage least square. Modeling Non-linear Time Series- Simple nonlinear models • Threshold Autoregressive Model (TAR), The Smooth Transition Autoregressive (STAR) model etc. • Nonlinearity Tests etc.

**Unit 5:VOLATILITY MODELS**

**09 Hours**

Basic ARCH process and GARCH process – Extension of ARCH and GARCH model estimation - Conversion methods - VECM - Application of neural network, genetic Algorithm, expert system to finance - financial modeling through use of GRETL, JMULTI and SPSS.

**TEXT BOOKS**

1. Christian Gourieroux, Joann Jasia, Financial Econometrics: Problems, Models, and Methods, Princeton University Press, 2001.
2. Damodar.N.Gujarti , Basic Econometrics, 5<sup>th</sup> edition, Tata McGraw-Hill, New Delhi,

**REFERENCES**

1. Mark A White, Financial Analysis with an Electronic Calculator, 5<sup>th</sup> edition, Tata McGraw-Hill, New Delhi, 2004.
2. Russell lundholm and Richard Sloan, Equity Valuation and Analysis with Eval 2004 CD-ROM, 2<sup>nd</sup> edition, Tata McGraw-Hill, New Delhi, 2004.
3. Peijie Wang, Financial Econometrics: Methods and Models, 1<sup>st</sup> edition, Routledge, 2002.
4. Walter Enders, Applied Econometric time series, John Wiley & Sons, New Delhi

<b>MBA18R5214</b>	<b>FINANCIAL DERIVATIVES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course aims to providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.

**Course Outcome(s):**

Upon completion of the course students are able to

- CO1** Explain the financial derivatives and the institutional structure of the markets
- CO2** Demonstrate the various theories of derivatives .
- CO3** Develop the analytical tools necessary to price instruments.
- CO4** Assess the risk level of Identify the right time for buying and selling securities by performing technical analysis.
- CO5** Analyze, select, and monitor clients and their own portfolio by evaluation, construction and revision.

**Mapping of Course Outcome(s):**

CO/ PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	H	M										
<b>CO2</b>	H	H								M		M
<b>CO3</b>	H	H		M	H		H			M		
<b>CO4</b>	M	H				H	H					
<b>CO5</b>	H						H					M

**Unit 1:INTRODUCTION**

**09 Hours**

Brief History of Derivatives, Evolution of Commodity, Currency, Stocks and Interest Rate Derivatives- Structure of Derivative Markets - Differences between Cash and Future Markets - Types of Traders - OTC and Exchange Traded Securities - forward contracts, futures contracts - Options - Swaps - Types of Settlement - Uses and Advantages of Derivatives - Risks in Derivatives - Cases (Barings Bank, MG refining Marketing Inc (MGRM)).

**Unit 2:THEORY OF DERIVATIVES**

**09 Hours**

Random behaviour of assets - Black, scholes model, binomial model - Interest rate derivatives - Internal rate modeling - Futures - stock index, currency, forwarding futures, swaps.

**Unit 3:OPTIONS****09 Hours**

Types: barrier options – path-dependent options, Asian options, look back options - Defects in Black – Scholes model, discrete hedging, transaction costs, stochastic volatility, speculating with options hedging.

**Unit 4:PORTFOLIO MANAGEMENT****09 Hours**

Value at risk – Credit risk, credit derivatives, risk metrics, credit metrics and crash metrics - Pricing derivative securities.

**Unit 5:DERIVATIVES IN INDIA****09 Hours**

Evolution of Derivatives Market in India – regulations, framework, exchange trading in derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

**TEXT BOOKS**

1. John. C. Hull, Options, Futures and other Derivative Securities, 1<sup>st</sup> edition, Prentice Hall India Pvt., Ltd., 2005.
2. Gupta S. L. (2010). Financial Derivatives. New Delhi: Prentice Hall of India Limited

**REFERENCES**

1. Keith Redhead, Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs, 1<sup>st</sup> edition, Prentice Hall India Pvt. Ltd., 2004.
2. Vohra N.D. and Bagri. P.R., Futures and Options, 2<sup>nd</sup> edition, Tata McGraw Hill, New Delhi, 2003.
3. Hall, Global Derivatives: A Strategic Risk Management Perspective Andersen, 2<sup>nd</sup> edition, Prentice Hall India Pvt., Ltd., 2006.
4. Hull, Fundamentals of Futures and Options Markets, 5<sup>th</sup> edition, Prentice Hall of India Pvt. Ltd., New Delhi, 2006.

<b>MBA18R5215</b>	<b>FINANCIAL INSTITUTION AND SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The core objectives of this course are to understand the theories of financial intermediaries and the importance role of financial institutions in the global economy and evaluate the performance of different types of financial institution. And also identify the main types of risk financial institutions are exposed to and apply different methods to measure those risks to suit different contexts.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Describe the dimensions of performance and risk relevant to financial firms. And Calculate contemporary measures of financial measures of performance and risk.

**CO2:** Describe contemporary managerial risk management oversight processes and explain how the financial services component industries (insurance, banking, securities, real estate and financial planning) interact among themselves.

**CO3:** Design hedging strategies to manage market risks (e.g., currency, commodity, economic and political).

**CO4:** Evaluate the economic environment and the impact of governmental economic policies on consumers and financial institutions.

**CO5:** Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	S	S	S	M								
CO2						S		M				
CO3						L	M	S				
CO4			S				M	M				
CO5				S								

### Unit 1:Introduction to Banking

**09 Hours**

Indian Financial System - Liberalization in Banking Sector - Banking Services - Risk Management - Bank Norms, Banking Regulation Act, ATM – online banking.

### Unit 2:Commercial Bank

**09 Hours**

Size, Structure, and Composition of Industry, Wholesale and Retail Banking Services, Regulators and Types of Regulation, Global Issues.

### Unit 3:Investment Bank

**09 Hours**

Securities Firm and Investment Bank, Services and Trading of Securities firm and Investment Bank, Cash management, Mergers and acquisitions, Regulation.

**Unit 4: Lending Institutions and Insurance Companies****09 Hours**

Savings Associations, Savings Banks, Credit unions, Finance companies - Size, structure, and composition of Industry, Regulators and Types of Regulation. Life Insurance Companies and Casualty Insurance Companies, Recent trends and Regulation, Global Issues.

**Unit 5: Fund Based Services****09 Hours**

Bills discounting – Debt Securitization – Housing finance – Insurance Services, venture Capital Financing – Stock Broking – Credit Rating – Real Estate Financing

**Text Book(s):**

1. Peter S. Rose, Sylvia C. Hudgins, (2014). Bank Management and Financial Services, 8/e; New Delhi: Tata McGraw-Hill.
2. Khan, M.Y. (2015). Financial Services, 8/e; New Delhi: McGraw Hill Education.

**Reference(s):**

1. Shanmugam, R. (2014). Financial Services, New Delhi: Wiley India
2. Gurusamy, Financial Services and Markets, 1<sup>st</sup> edition, Thomson Learning, New Delhi, 2007.
3. Zvi Bodie, Alex Kane, Alan J Marcus and Pitabas Mohanty, Investments, 6th edition, Tata Mc-Graw Hill, New Delhi, 2006.
4. Jeff Madura, Financial Markets & Institutions, 7th Edition, CENGAGE Learning, Delhi, 2006.
5. Agarwal, OP, Banking & Insurance, Himalaya Publishing House, Mumbai
6. George E Rejda, Principles of Risk Management & Insurance, Pearson Education, New Delhi
7. Joshi and Joshi (2009). Managing Indian Banks: The Challenges Ahead, 3/e; New Delhi: Sage Publications

<b>MBA18R5216</b>	<b>INTERNATIONAL FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

1. To familiarize the student with the various international funding agencies and its contribution to world economy
2. To impart the knowledge in foreign exchange market and operations
3. To equip the student to understand the factors influencing the exchange rate and its impact on MNC.
4. To provide insight to the various analytical techniques used in managing foreign exchange exposure
5. To develop knowledge in euro currency market, instruments and market operations

**Course Outcome(s):**

Upon completion of the course students are able to

<b>CO1</b>	Know about the various international funding agencies, its functions, financial product and services
<b>CO2</b>	Describe the foreign exchange market functioning and identify the various determinants of foreign exchange rate.
<b>CO3</b>	Formulate the strategies for managing foreign exchange exposure
<b>CO4</b>	Understand and incorporate exchange risk into capital budgeting, capital structure and cash management decisions
<b>CO5</b>	Demonstrate the operation of euro currency market and procedure followed for euro issue.

**Mapping of Course Outcome(s):**

<b>CO/ PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	H	M										
<b>CO2</b>	H	H								M		M
<b>CO3</b>	H	H		M	H		H			M		
<b>CO4</b>	M	H				H	H					
<b>CO5</b>	H						H					M

**Unit 1: INTERNATIONAL SOURCE OF FINANCE: INSTITUTION AND SERVICES**

**09 Hours**

International Finance overview - International Financial Institutions/Development Banks – World Bank – IBRD – IDA – IFC – MIGA – International Monetary Fund – Special Drawing

Rights – Asian Development Bank – Internationalization process.

**Unit 2:THE FOREIGN EXCHANGE MARKET**

**09 Hours**

Swift – Arbitrage – Spot Market – Forward market – Cross rates of exchange, Bid, Ask spreads – Balance of payments – Foreign exchange rates – Theories of Foreign Exchange Rate.

**Unit 3:FOREIGN EXCHANGE EXPOSURE AND MANAGEMENT**

**09 Hours**

Management of translation exposure – Methods – Management of transaction exposure – Management of economic exposure - Methods, strategies.

**Unit 4:FINANCIAL MANAGEMENT OF THE MULTINATIONAL FIRM**

**09 Hours**

Foreign direct investment – Cost of capital and capital structure of the multinational firm – Multinational capital budgeting – Multinational cash management – Country Risk Analysis – International Taxation.

**Unit 5:FINANCING FOREIGN OPERATIONS**

**09 Hours**

Eurocurrency markets – Instruments, interest rate swaps, currency swaps and its pricing – Depository receipts – GDR and ADR, Euro and its implications for India.

**TEXT BOOKS**

1. Adrian Buckley, Multinational Finance, 5<sup>th</sup>edition, Prentice Hall of India, New Delhi, 2003
2. Clark, International Finance Management, 2<sup>nd</sup> Edition, Cengage Learning, Delhi, 2007.

**REFERENCES**

1. Shapiro, Multinational Financial Management, 4<sup>th</sup> edition, Prentice Hall of India, New Delhi, 2001.
2. Sharan, Vyuptakesh, International Financial Management, 4th revised edition, Prentice-Hall Of India Pvt. Limited.
3. C. Jeevanandam, Foreign Exchange - Practice, Concepts & Control,15th edition, Sultan Chand and Sons, New Delhi, 2012
4. Madura, International Financial Management12th edition, South Western, New Delhi, 2016.

<b>MBA18R5217</b>	<b>MERGERS AND ACQUISITIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

To acquire knowledge of the legal, procedural and practical aspects of Corporate Restructuring, Valuation and Insolvency This course aims to develop proficiency in Business Valuation and Corporate Restructuring techniques and methods by undergoing a learning process with appropriate conceptual and practical blend.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Identify the key issues and concepts of mergers and acquisitions.

**CO2:** Understand the major strategies that underlie most M&A transactions

**CO3:** Examine the necessary conditions for value to be created.

**CO4:** Assess various case studies to analyze valuation strategies, pre and post-merger issues and challenges.

**CO5:** Analyse the impact of taxation on corporate restructuring

**Mapping of Course Outcome(s):**

CO/ PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>		H	H									
<b>CO2</b>		H	H									
<b>CO3</b>		H	H				M					
<b>CO4</b>		H	M									
<b>CO5</b>		H	M									

**Unit 1:INTRODUCTION TOMERGERS AND ACQUISITIONS**

**09 Hours**

Merger and Acquisition – Divestitures, reorganization, joint ventures, leveraged buyouts - Corporate restructuring - Economic, legal and corporate finance considerations of Mergers and Acquisitions.

**Unit 2:LEGAL FRAMEWORK**

**09 Hours**

Laws Governing Mergers, Acquisitions, and Tender Offers - Securities Laws - Measuring Concentration and Defining Market Share - European Competition Policy - Regulation of Insider Trading - Company’s Obligation to Disclose - Merger Negotiations, - Merger Strategy.

**Unit 3:VALUATION FOR MERGERS AND ACQUISITIONS**

**09 Hours**

Financial Analysis - Hostile versus Friendly Deals – Free cash flow approach – APV method – Comparable approach, Valuation Vs Pricing, Exchange Ratio.

**Unit 4:INTERNATIONAL NORMS**

**09 Hours**

International takeovers, guidelines, case studies.

**Unit 5:ACCOUNTING FOR MERGERS AND ACQUISITIONS**

**09 Hours**

Accounting for Merger and acquisition - Tax issues – Post Merger Integration Issue.



**TEXT BOOKS**

1. Borgese, Mergers and Acquisition, 1<sup>st</sup> edition, Tata Mc Graw Hill, New Delhi, 2004.
2. Narayankar, Ravi, Merger and Acquisitions Corporate Restructuring, Strategy and Practices- 2nd Ed. International Book House Pvt. Ltd- 2013

**REFERENCES**

1. Deans, Winning the Merger Endgame, 3<sup>rd</sup> edition, Tata Mc Graw Hill, New Delhi, 2004.
2. Patrick A. Gaughan, Mergers, Acquisitions and Corporate Restructurings, Wiley Publications, 3<sup>rd</sup> Edition, 2007.
3. Weston, Mitchell and Mulherin, Takeovers, Restructuring, and Corporate Governance, 4<sup>th</sup> edition, Prentice Hall, New Delhi, 2004.
4. Aswath Damodaran, Damodaran on Valuation: Security Analysis for Investment and Corporate Finance, 2<sup>nd</sup> edition, Wiley, 2006.

<b>MBA18R5218</b>	<b>MICRO FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course introduces microfinance as a tool for social and rural development. On completion of this course the students will be able to, recognise various credit lending models, identify role of microfinance institutions and assess the risk associated with microfinance

**Course Outcome(s):**

Upon completion of the course students are able to

- CO1** Elaborate the manner in which microfinance may be utilized to accelerate the expansion of local micro businesses
- CO2** Be familiar with the process of finding loan recipients and delivering a microfinance pitch
- CO3** Be knowledgeable about the benefits and controversies of microfinance in modern economies
- CO4** Measure the effects and value of individual microloans to businesses
- CO5** Demonstrate the process of microloans and its corresponding application process, with emphasis in public profile creativity

**Mapping of Course Outcome(s):**

CO/ PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	S				M							
<b>CO2</b>				L			S					
<b>CO3</b>			M		S							
<b>CO4</b>		M					S					
<b>CO5</b>			S					M				

**Unit 1: INTRODUCTION TO MICROFINANCE**

**09 Hours**

Fundamentals of Microfinance – Evolution of Microfinance – Need and Objectives of the Microfinance Institution - Supply, Intermediation and Regulations of Microfinance - Government Mandates for Sectoral Credit Allocations - Strategic Issues in Microfinance. Micro finance models - Generic models viz. SHG, Grameen, and Co-operative, variants SHG NABARD model, SIDBI model, SGSY model, Grameen Bangladesh model, NMDFC model, credit unions etc. unbranded primitive models - Emerging practices of Microfinance in India state wise cases, Emerging Global Microfinance practices.

**Unit 2: PRODUCTS AND SERVICES**

**09 Hour**

Financial Intermediation – Credit - Savings – Insurance – Credit Cards and Smart Cards – Payment Services – Social Services.

### **Unit 3: DESIGNING AND MONITORING FINANCIAL PRODUCTS AND SERVICES**

**09 Hours**

Cash Patterns, Loan Terms, and Payment Frequency – Client Cash Patterns and Loan Amounts – Loan Collateral – Loan Pricing – Calculating Effective Rates – Demand for Savings Services – Legal Requirements for Offering Voluntary Savings Services – Types of savings Product for Micro entrepreneurs – Liquid Accounts – Semi liquid Accounts – Fixed - Term Deposits.

### **Unit 4: MEASURING PERFORMANCE**

**09 Hours**

Accounting Adjustments – Adjusting for Subsidies and Inflation – Portfolio Quality – Productivity and Efficiency Ratios, financial viability, profitability ratios – Leverage and Capital Adequacy – Performance Management, delinquency management, productivity and efficiency management – Risk Management

### **Unit 5: MICROFINANCE IN INDIA**

**09 Hours**

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.

### **TEXT BOOKS**

1. Seethapathi K., Sivaram Y.G. and Rama Krishna Rao, Financial Intermediation: Innovations and Practices, 2<sup>nd</sup> edition, Icfai University Press, Hyderabad, 2004.
2. Nageswara Rao Katuri, Rural Credit and Micro Finance, 1<sup>st</sup> edition, Icfai University Press, Hyderabad, 2006.

### **REFERENCES**

1. SN Ghosal, Some Radical Thoughts on Microfinance, 5<sup>th</sup> edition, Icfai University Press, Hyderabad, 2005.
2. Y Chandra Sekhar, Urban Infrastructure: An Introduction, 2<sup>nd</sup> edition, Icfai University Press, Hyderabad, 2005.
3. Hawawini, Finance for Executives: Managing for Value Creation, 2<sup>nd</sup> edition, Thomson Learning, New Delhi, 2007.
4. Armendáriz, Beatriz, and Marc Labie (eds.). 2011. The Handbook of Microfinance. Singapore: World Scientific.
5. Armendáriz de Aghion, Beatriz, and Jonathan Morduch. 2005. The Economics of Microfinance. Cambridge, MA and London: The MIT Press.
6. Joanna Ledgerwood. 2013. The New Microfinance Handbook. A Financial Market System Perspective. Washington, D.C: The World Bank
7. Labie, Marc, and Roy Mersland. 2011. “Corporate Governance Challenges in Microfinance”. In The Handbook of Microfinance edited by Beatriz Armendáriz and Marc Labie, 283-298. Singapore: World Scientific
8. Ledgerwood, Joanna et al. 2013. “Chapter 14. Monitoring and Managing Financial and Social Performance”. In The New Microfinance Handbook. A Financial Market System Perspective, edited by Joanna Ledgerwood et al., 341-349. Washington, D.C: The World Bank.
9. Beatriz Armendariz and Jonathan Morduch, “The Economics of Microfinance”, Prentice-Hall of India Pvt. Ltd. Delhi, 2005.

<b>MBA18R5319</b>	<b>PRINCIPLES OF ACTUARIES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MAS18R5104-Principles of Banking and Insurance					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course introduces the basic concepts of Insurance and its premium.. On completion of this course the students will be able to know about various insurance schemes and policies for savings

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1** To introduce to the learner the basic elements that are involved in actuarial profession.
- CO2** The student will identify key elements of financial underwriting
- CO3** To know the basics of insurance mechanism.
- CO4** The student will discuss and enrich the knowledge in classifications of insurance.
- CO5** To develop information in financial underwriting.

**Mapping of Course Outcome(s):**

CO/ PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	S				M							
<b>CO2</b>				L			S					
<b>CO3</b>			M		S							
<b>CO4</b>		M					S					
<b>CO5</b>			S					M				

**UNIT I Introduction to Actuaries**

**09 Hours**

Actuarial profession-Overview: Introduction to profession and professionalism –Evolution of Actuarial profession –Characteristics of the ideal profession –Characteristics of the Actuarial profession-Actuary in Financial Services Industry: -Role of Actuaries:-Insurance Business-valuation of liabilities-profit distribution-product design and product pricing-profit testing-Assessment of solvency.

**UNITII Introduction to Insurance**

**09 Hours**

Introduction to Insurance: Definitions of insurance –Origin and History-Significance of insurance –Tax benefits –Factors influencing on insurance products –Features of insurance company –Nature of insurance –Reforms in insurance sector –Recent developments–Fundamental principles of insurance –Comparison of reinsurance and double insurance

**UNIT III General Insurance and Premium**

**09 Hours**

General Insurance:-Premium rating –Reinsurance requirements –Health insurance -Role of

an appointed Actuary –Role of an Actuary-other areas -skills required for the Actuary – Acquiring Knowledge about the Aspects of the Company where Actuary is employed

**Unit IV Insurance Policies**

**09 Hours**

Classification of insurance: Coinsurance –Types of life insurance policies--Policy conditions-Difference between nomination and assignment –Policy conditions and Privileges –valuation –Life fund –Method of distributing surplus.

**UNIT V Financial Underwriting**

**09 Hours**

Financial Underwriting: Purpose of financial underwriting -Objectives of financial underwriting -Concept of Insurable interest & Insurable value -Personal Insurance Cover-Human Life Value

**TEXT BOOKS**

1. Life Insurance Textbook Part A Learning material on Life insurance for the Institute of Actuaries of Australia Part III Course 2A Life Insurance. Edition v1, June 2016© Institute of Actuaries of Australia 2016.
2. Value at Risk: The New Benchmark for Managing Financial Risk, Jorion, P., Third Edition, 2007, McGraw Hill

**REFERENCES**

1. C11- Principles and practice of insurance for the insurance institute of india(III).

<b>MBA18R5220</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5111-Financial Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

1. To familiarize the student with the various types of securities and functioning of stock markets.
2. To impart the knowledge in government regulations and legal issues related securities.
3. To equip the student to understand the economic, industry and company related factors on the price behaviour of securities.
4. To provide insight to the various analytical techniques used in evaluation and valuation of the securities.
5. To provide skills needed to create and maintain an appropriate portfolio for a client and for themselves

**Course Outcome(s):**

Upon completion of the course students are able to

- CO1** Identify the various investment alternatives and construct investment planning.
- CO2** Know about Capital Market, participants and its procedure for trading and fund raising.
- CO3** Analyse the economic, industry and company factors and predict the company performance and determine the intrinsic value of an asset.
- CO4** Identify the right time for buying and selling securities by performing technical analysis.
- CO5** Analyze, select, and monitor clients and their own portfolio by evaluation, construction and revision.

**Mapping of Course Outcome(s):**

<b>CO/ PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	H	M										
<b>CO2</b>	H	H								M		M
<b>CO3</b>	H	H		M	H		H			M		
<b>CO4</b>	M	H				H	H					
<b>CO5</b>	H						H					M

**Unit 1: INVESTMENT SETTING**

**09 Hours**

Investment setting – Securities – Sources of investment information – Security market indications – Security Contract regulation Act. Investor Protection.

**Unit 2:CAPITAL MARKETS****09 Hours**

Over view of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market, Stock Exchanges –NSE, BSE and MCA.

**Unit 3:FUNDAMENTAL ANALYSIS****09 Hours**

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

**Unit 4:TECHNICAL ANALYSIS****09 Hours**

Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators.Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – ROC Momentum – MACD – RSI – Stoastics.

**Unit 5:PORTFOLIO MANAGEMENT****09 Hours**

Portfolio Theory – Portfolio Construction – Diagnostics Management – Performance Evaluation – Portfolio revision- Mutual Funds

**TEXT BOOKS**

1. Reilly K. and Keith C. Brown, Investment Analysis and Portfolio Management, 7<sup>th</sup> edition, CENGAGE Learning, Delhi, 2007.
2. Fischer, E. Donald and Ronald, J. Jordan (2011). Security Analysis and Portfolio Management, 6/e; New Delhi: Pearson Education.

**REFERENCES**

1. Punithavathy Pandian, Security Analysis and Portfolio Management, 2<sup>nd</sup> edition, Vikas Publishing House Pvt., Ltd., 2001.
2. Chandra, Prasanna (2012). Investment Analysis and Portfolio Management, 4/e:New Delhi: McGraw Hill Education
3. Ranganathan, M and Madhmathi, R (2012). Security Analysis and Portfolio Management, 2/e; New Delhi: Pearson Education

## **HUMAN RESOURCE MANAGEMENT--ELECTIVES**

<b>Course Code</b>	<b>Subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5221	Entrepreneurship Development	4	0	0	4
MBA18R5222	Human Resources Development	4	0	0	4
MBA18R5223	Industrial Relations & Labour Welfare	4	0	0	4
MBA18R5224	Industrial Organizational Psychology	4	0	0	4
MBA18R5225	Labour Legislations	4	0	0	4
MBA18R5226	Managerial Behavior and Effectiveness	4	0	0	4
MBA18R5227	Organizational theory Design and Development	4	0	0	4
MBA18R5228	Stress Management	4	0	0	4
MBA18R5229	Strategic Human Resource Management & Development	4	0	0	4



<b>MBA18R5321</b>	<b>ENTREPRENEURSHIP DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

Entrepreneurs are the innovators that stimulate job growth, economic growth and development that allows any country to compete with and in the global economy. India, being far more developed and forward looking country than some of the third world countries, can provide lead to entrepreneurial development activities. The purpose of exposing the students to entrepreneurship is to motivate them to look at entrepreneurship as a viable, lucrative and preferred career. Entrepreneurs require a foundation in several key areas in order to be successful. This course will focus on multiple topics including: opportunities and challenges for new ventures, benefits/drawbacks of entrepreneurship, strategic management and forms of business ownership, marketing strategies, venture finance and human resource management.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	Have the ability to discern distinct entrepreneurial traits
<b>CO2</b>	:	Know the parameters to assess opportunities and constraints for new business ideas
<b>CO3</b>	:	Understand the systematic process to select and screen a business idea
<b>CO4</b>	:	Design strategies for successful implementation of ideas
<b>CO5</b>	:	Analyze the way for write a business plan

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S	M									
<b>CO2</b>			M									
<b>CO3</b>		M					L					
<b>CO4</b>		S	L									
<b>CO5</b>				L								

**INTRODUCTION TO ENTREPRENEURSHIP**

**09 Hours**

Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, problems of Entrepreneurship.

**ENTREPRENEURIAL COMPETENCY****09 Hours**

Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs.

**GOVERNMENT INITIATIVES****09 Hours**

Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, Development Financial Institutions.

**WOMEN ENTREPRENEURSHIP****09 Hours**

Women Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Reasons of Entrepreneurial Failure, Entrepreneurial resurgence, Essentials to Avoid Unsuccessful Entrepreneurship.

**FORMS OF BUSINESS OWNERSHIP****09 Hours**

Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, **Project Management:** Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report

**Text Books**

1. Kakkar D N - Entrepreneurship Development, Wiley Dreamtech, 2<sup>nd</sup> edition 2015
2. R.V. Badi & N.V. Badi – Entrepreneurship, Vrinda Publications, 2<sup>nd</sup> Edition, 2014

**Reference Books**

1. Entrepreneurship: Strategies and Resources, 3/E -: Marc Dollinger; Prentice Hall, 2015
2. Bringing New Technology to Market- Kathleen R. Allen, Prentice Hall, 2014
3. Entrepreneurship in Action, 2/E - Mary Coulter; Prentice Hall, 2014

<b>MBA18R5222</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The aim of this course is to facilitate the learning of concepts and practices related to human resource development (HRD). The courses will emphasis the role of HRD in operationalizing corporate strategy and in the creation and management of organizational knowledge. Students will learn about contemporary adult learning and HRD theories. Students will learn how to integrate this knowledge when undertaking the analysis, design and development of effective HRD interventions in organizations.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the basic concepts and the importance of human resource development and their effective management in organizations.
- CO2:** Be aware of the strengths and weaknesses of traditional HR methods with those of technology-based methods.
- CO3:** Understand and Recognize, outline, and illustrate the enduring global contexts of International HRM.
- CO4:** Understand the best practices and legal implications of core HR practices relating to recruitment and selection, induction, career development and know how to apply training and development concepts to their career.
- CO5:** Demonstrate the ability to use different performance management techniques, for coaching, mentoring, career development of human resources.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S			M			L				
<b>CO2</b>		M		S			L					
<b>CO3</b>		M						S				
<b>CO4</b>		M				S						
<b>CO5</b>			S	L				M				

**Unit 1:Introduction to Human Resource Development**

**09 Hours**

Human Resource Development, meaning – Strategic framework for HRM and HRD – vision, mission and values, importance, challenges to organizations, 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 2:E- Human Resource Management****09 Hours**

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.

**Unit 3:Cross Cultural HRM****09 Hours**

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 M and A - Repatriation etc. - Building Multicultural Organizations - International Compensation.

**Unit 4: Career and Competency Development****09 Hours**

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 5:Employee Coaching and Counseling****09 Hours**

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.

**Text Book(s):**

1. Jon M Werner, Human Resource Development, 4th Edition, CENGAGE Learning, Delhi, 2016.
2. Srinivas Kandula, HRD in Competitive Business Environment – Realities, 3rd edition, ICFAI University press, Hyderabad, 2015.

**Reference(s):**

1. Anukool M Hyde and Sanjyot Pethe, Impact of HRD Climate on Empowerment and Organization Citizenship Behavior, 2nd edition, ICFAI University press, Hyderabad, 2015.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson Southwestern, Singapore, 2013.
3. Udai, Pareek, Instruments for Human Resource Development, 1st edition, Tata McGraw Hill, New Delhi, 2013.

<b>MBA18R5223</b>	<b>INDUSTRIAL RELATIONS AND LABOUR WELFARE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management, MBA18R5103-Legal Aspects for business					
<b>Course Category:</b> Major Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to enable the students to understand and acquaint with legislations related to Industrial disputes and labor welfare.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To study constitutional provisions regarding Industrial laws .

**CO2:** To assess and understand the functioning of Trade Unions and their social responsibility.

**CO3:** Analyze the methods of setting Industrial dispute in India.

**CO4:** Explore the concept of Collective bargaining in International context.

**CO5:** Intends the understanding of labor administration

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M			M								
<b>CO2</b>				M				L		M	L	
<b>CO3</b>	S	L					S			L		
<b>CO4</b>												
<b>CO5</b>		L		M							L	

**UNIT I**

**09 Hours**

Introduction to industrial relations-Industrial Relations Systems (IRS)-Values in IR-Role of State in Industrial Relations in India.

**UNIT II**

**09 Hours**

Trade Unions- Purpose, Functions and Structure of Trade Unions-Trade Union Legislation-Multiplicity of Trade Unions-Social Responsibility of Trade Unions-IR Management and management of Trade unions.

**UNIT III**

**09 Hours**

Industrial Dispute: Causes, types, methods of settlement of dispute in India -Code of Discipline-Discipline and Grievance Redressal machinery- Purposes and Procedures of Disciplinary Action-Employee Counseling-Types, Methods, Content, Problems.

**UNIT IV**

**09 Hours**

Workers Participation in Management: Concepts, Scope, Levels and functions, Forms of Workers' Participation, Workers Participation in other countries- Collective Bargaining (Perspective, Bargaining Structure, Procedure and Machinery for Collective Bargaining)- The bargaining process-Strengths and skills.

#### **UNITV**

**09 Hours**

Labor Administration- ILO, ILC - Indian Constitutional provisions in Relation to labor Administration-General machinery of Labor Administration - Labor Administration at the State, District and local levels - Contemporary Trends and Future of Industrial Relations in India.

#### **TEXT BOOKS**

1. Arun Monappa, Industrial Relations, Tata Mc-Graw Hill Publishing Company Ltd, 2017
2. Pramod Verma, Management of Industrial Relations- Reading and Cases, Oxford and IBH Publication, **2015**

#### **REFERENCES**

1. T.N.Bhagoliwala, Economic of Labor and Social Welfare, **2016**
2. Relevant Reports of Government of India such as Report of National Commission Labor- Five year plans.
3. B.O.Sharma, Art of Conciliation and Industrial Unrest, Labour Consultancy, Bureau, Bombay, **2015.**

<b>MBA18R5224</b>	<b>INDUSTRIAL ORGANISATIONAL PSYCHOLOGY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite : MBA18R5104-Organizational Behavior</b>					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to impart knowledge of the concepts related to Industrial organisational Psychology.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To examine and understand the fundamental concepts related to psychology.

**CO2:** To assess psychology and select Individual suitable for jobs

**CO3:** Analyze the individual and offer specific training based on the need.

**CO4:** Asses employees and appraise them using different techniques.

**CO5:** Intends the understanding of different styles of Leadership.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	L											
<b>CO2</b>				L				S		M	S	
<b>CO3</b>	L	S				S	M					
<b>CO4</b>												
<b>CO5</b>		L		M							S	

**UNIT I INTRODUCTION**

**09 Hours**

Definition, Goals, Forces and Fundamental Concepts – Nature of People and Nature and Organizations – Historical Development of Industrial Organizational Psychology Job Analysis and Selection - Job Analysis –Questionnaire Method, Checklist method, Individual Interview Method, Observation Interview method, Group interview method, Technical Conference Method, Diary Method, Work Participation Method and Critical Incident Method.

**UNIT II EMPLOYEE SELECTION**

**09 Hours**

Application Blank –Psychological Tests uses in Selection – Intelligence Tests – Personality Tests, Interest Tests and Aptitude Tests, (Mention two tests in each area) Interview –Guided Interview, unguided Interview, Stress Interview and Group interview.

**UNIT III EMPLOYEE TRAINING**

**09 Hours**

Definition, Training needs, Training program Training Methods for – On the Job Methods –Apprenticeship Programmes, Job Instruction Training –Off the Job Methods Classroom Lectures or Conferences, Films, Simulation Exercises – Case presentation, Experiential Exercises, Computer Modeling.

#### **UNIT IV PERFORMANCE APPRAISAL**

**09 Hours**

Definition, Appraisal Process, Appraisal Methods –Absolute Standards –Essay Method – Critical Incident Method –Check List Method – Graphic Rating Scale - Forced Choice Method –Behaviour Anchored Rating Scale (BARS) –Relative Standards – Group Order Ranking – Individual ranking – Paired comparison – Management by Objectives (MBO) - 360\* appraisal – Errors in appraising.

#### **UNIT V LEADERSHIP AND MOTIVATION**

**09 Hours**

A Leadership –Definition, Styles of Leadership– Motivation –Model of Motivation, motivational drives – Theories

#### **TEXTBOOKS**

1. Michael G. Aamodt, Industrial/Organizational Psychology, Cengage Publishers, New Delhi,

**2016.**

2. Blum M.L., Naylor J.C., Industrial Psychology, CBS Publishers and Distributors, New Delhi,

**2017.**

#### **REFERENCES**

1. Newstorm J.W., Davis K., Organizational Behaviour Human at work, Tata McGraw Hill, New Delhi, **2017..**



<b>MBA18R5225</b>	<b>LABOUR LEGISLATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management, MBA18R5103-Legal Aspects for business					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

In this course, the students are to be acquainted with the Industrial relations framework in our country. Further, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasised. The main theme underlying the Programme is to critically examine the provisions in the Trade Unions Act, 1926; the machineries contemplated under the provisions of the Industrial Disputes Act for the prevention and settlement of Industrial Disputes. Further, the objectives underlying the Industrial Employment (Standing Orders) Act, 1946 and Disciplinary Enquiry for Misconduct are to be studied with a view to acquaint misconduct and the procedure to be followed before imposing punishment for misconduct alleged and established.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Examine the need of Industrial labour force and the Factories Act

**CO2:** Explore the understanding of Industrial Disputes Act 1947 and laws related to Industrial employment.

**CO3:** Analyze the need for Employee State Insurance Act and its provisions

**CO4:** Intends the understanding of Payment of Wages Act .

**CO5:** Know the various benefits offered to the employee by the employer and laws associated with it.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	L			S						S		S
<b>CO2</b>			L			S			M			
<b>CO3</b>	L											
<b>CO4</b>			M						M			
<b>CO5</b>		L			M							

**Unit-1**

**09 Hours**

Growth of Industrial labour force -Characteristics of industrial labour -Factories Act, 1948 - Trade Union Act, 1926.

**UNITII**

**09 Hours**

Industrial Dispute Act,1947 - Industrial employment - Standing orders Act, 1946 - Workmen Compensation Act, 1923.

**UNIT III****09 Hours**

Employees State Insurance Act, 1948 - Employees provident Fund and Miscellaneous - Provision Act, 1952 - Payment of Gratuity Act, 1972.

**UNIT IV****09 Hours**

Payment of Wages Act, 1936 - minimum Wages Act, 1948 - Equal remuneration Act - 1976  
Payment of Bonus Act, 1965.

**UNIT V****09 Hours**

The apprentices act, 1961 - The Maternity Benefit Act, 1961 - The Contract labour (Regulation and Abolition) Act, 1970 - The shops and Establishment act.

**TEXT BOOKS**

1. Kapoor N.D., Elements of Mercantile Law, 1<sup>st</sup> edition, Sultan Chand and company, New Delhi, **2016**.
2. Sumati Reddy, Employee Health and Wellness: Perspectives and Cases, 3<sup>rd</sup> edition, Icfai niversity Press, Hyderabad, **2015**.

**REFERENCES**

1. Dwivedi D.N., Macroeconomics: Theory and Practice: Theory & Practice, 4th edition, Tata McGraw-Hill publishing company Ltd., New Delhi, **2015**.
2. Gaurav Datt, Ashwani Mahajan, Indian Economy, 70th Edition, S Chand Publishers, **2013**.

<b>MBA18R5226</b>	<b>MANAGERIAL BEHAVIOR AND EFFECTIVENESS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to impart knowledge of the concepts and principles of Managerial Behavior and its effectiveness.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** To examine managerial styles in terms of concern for production and concern for people.
- CO2:** To assess different systems of management and relate these systems to organizational Characteristics.
- CO3:** Analyze the interrelationships between economic variables and evaluate the major economic aggregates and how they are measured
- CO4:** Design competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the markets.
- CO5:** Intends the understanding of various economics, social, legal and other factors that influence business in India.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	L											
<b>CO2</b>				L				S		M	S	
<b>CO3</b>	L	S				S	M					
<b>CO4</b>												
<b>CO5</b>		L		M							S	

**UNIT I DEFINING THE MANAGERIAL JOB**

**09 Hours**

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

**UNIT II DESIGNING THE MANAGERIAL JOB**

**09 Hours**

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**

**09 Hours**

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**

**09 Hours**

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

**UNIT V DEVELOPING THE WINNING EDGE**

**09 Hours**

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

**TEXT BOOKS**

1. Peter Drucker, Management, Harper Row, **2015**.
2. Milkovich and Newman, Compensation, McGraw-Hill International, **2015**.
3. Blanchard and Thacker, Effective Training Systems, Strategies and Practices Pearson **2016**.

**REFERENCES**

1. Dubrin, Leadership, Research Findings, Practices & Skills, Biztantra, **2015**.
2. Joe Tidd , John Bessant, Keith Pavitt , Managing Innovation ,Wiley 3rd edition,**2016**.

<b>MBA18R5227</b>	<b>ORGANISATIONAL THEORY DESIGN AND DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organisation under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Understand the organizational effectiveness.
- CO2:** Explore the organizational design and developmental process underlying
- CO3:** Analyze the organizational culture existing and the implications
- CO4:** Identify and explore the factors influencing organizational change.
- CO5:** Intends the understanding of Organizational evolution.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S	M						L		L	L
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	L				M		M					
<b>CO5</b>		M				L	S					

**UNIT I ORGANISATION & ITS ENVIRONMENT**

**09 Hours**

Meaning of Organization – Need for existence - Organizational effectiveness - Creation of value - Measuring Organizational Effectiveness - External Resources Approach, internal systems approach and technical approach - HR implications.

**UNIT II ORGANIZATIONAL DESIGN**

**09 Hours**

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**

**09 Hours**

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****09 Hours**

Meaning – Forces for change - Resistance to Change – Types and forms of change – Evolutionary and revolutionary change – Change process - Organization Development – HR functions and strategic change management - Implications for practicing managers.

**UNIT V ORGANISATION EVOLUTION AND SUSTENANCE****09 Hours**

Organizational life cycle –Models of transformation – Models of organizational decision making – Organizational Learning – Innovation, intrapreneurship and creativity - HR implications.

**TEXT BOOKS**

1. Gareth R. Jones, Organizational Theory, Design and Change, Pearson Education, **2017**
2. Thomas Cummings, Organization Development & Change, 8<sup>th</sup> Edition, CENGAGE Learning, Delhi, **2016**.

**REFERENCES**

1. Adrian Thorn Hill, Phil Lewis, Mike Millmore and Mark Saunders, Managing Change: A Human Resource Strategy Approach, Wiley, **2015**.
2. Robbins, Organization Theory: Structure Design & Applications, Prentice Hall of India, **2015**.

<b>MBA18R5228</b>	<b>STRESS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite:</b> MBA18R5112- Human Resource Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

A course designed to make the student aware of stress and how it can impact his/her quality of life. It will provide methods for identifying stressors and strategies to effectively manage them. Students will be able to construct a personalized life style management program.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** 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..

**CO2:** Able to know how to overcome from pressure & stress and provides more strategies for handling stress

**CO3:** Students will be able to Learn environmental & physical relaxation techniques

**CO4:** Student will be able to create a daily stress-reduction plan using self-care techniques

**CO5:** Intends the understanding of factors influencing personal lifestyle incorporating coping strategies and relaxation techniques to decrease the impact of stress on one's body, mind, spirit and emotions

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	L			M								
<b>CO2</b>						M		S			S	
<b>CO3</b>		S							M			
<b>CO4</b>	S		L		M				L			
<b>CO5</b>												

**UNIT I: UNDERSTANDING STRESS**

**09 Hours**

Meaning - Symptoms: Biological and Behavioural - Work Related Stress - Individual Stress - Reducing Stress - Burnout.

**UNIT II: COMMON STRESS FACTORS TIME**

**09Hours**

Common Sources of Stress Biological, Personality and Environmental - Time Management - Techniques - Importance of planning the day - Time management schedule - Developing concentration - Organizing the Work Area - Prioritizing - Beginning at the start - Techniques for conquering procrastination - Sensible delegation - Taking the right breaks - Learning to say 'No'.

### **UNIT III: CRISIS MANAGEMENT**

**09Hours**

Implications – People issues – Structure 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**

**09 Hours**

Developing a sense of Humour – Learning to laugh, role of group cohesion and team spirit, using humour at work, reducing conflicts with humor. Coping Styles Defensive Behaviours and Problem-Solving.

### **UNIT V : SELF DEVELOPMENT**

**09Hours**

Improving Personality – Leading with Integrity, enhancing creativity – Effective Decision Making – Sensible Communication – The Listening Game – Managing Self - Meditation for Peace – Yoga for Life.

### **TEXT BOOKS**

1. D. Girdano and G. Everly., "Controlling Stress and Tension", 9 th Edition, Prentice-Hall, **2015**.
2. Greenberg Jerrold S., "Comprehensive Stress Management", 14th Edition, McGraw Hill Education, **2017**.

### **REFERENCES**

1. Dr. P.K.Dutta, "Stress Management" Himalaya Publishing House, First Edition **2015**.
2. Schafer, "Stress Management", 4th Edition, Cengage Learning, Delhi, **2017**
3. Wolfgang Linden, "Stress Management, Sage Publication, 4<sup>th</sup> Edition **2015**.



<b>MBA18R5229</b>	<b>STRATEGIC HUMAN RESOURCE MANAGEMENT &amp; DEVELOPMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5112- Human Resource Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The aim of this course is to facilitate the learning of concepts and practices related to human resource management and development. The courses will emphasis the role of HRD in operationalizing corporate strategy and in the creation and management of organizational knowledge. Students will learn about contemporary adult learning and HRD theories. Students will learn how to integrate this knowledge when undertaking the analysis, design and development of effective HRD interventions in organizations.

### Course Outcome(s):

After completing this course, the student will be able to:

- CO1:** Understand the basic concepts and the importance of human resource development and their effective management in organizations.
- CO2:** Be aware of the strengths and weaknesses of traditional HR methods with those of technology-based methods.
- CO3:** Understand and Recognize, outline, and illustrate the enduring global contexts of International HRM.
- CO4:** Understand the best practices and legal implications of core HR practices relating to recruitment and selection, induction, career development and know how to apply training and development concepts to their career.
- CO5:** Demonstrate the ability to use different performance management techniques, for coaching, mentoring, career development of human resources.

### Mapping of Course Outcome(s):

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S			M			L				
<b>CO2</b>		M		S			L					
<b>CO3</b>		M						S				
<b>CO4</b>		M				S						
<b>CO5</b>			S	L				M				

### UNIT I: Introduction to Human Resource Development

**09 Hours**

Human Resource Development, meaning – Strategic framework for HRM and HRD – vision, mission and values, importance, challenges to organizations, 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- Human Resource Management****09 Hours**

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.

**UNIT III:Cross Cultural HRM****09 Hours**

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 M and A - Repatriation etc. - Building Multicultural Organizations - International Compensation.

**UNIT IV: Career and Competency Development****09 Hours**

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 and Counseling****09 Hours**

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.

**Text Book(s):**

1. Jon M Werner, Human Resource Development, 4th Edition, CENGAGE Learning, Delhi, **2017**.
2. Srinivas Kandula, HRD in Competitive Business Environment – Realities, 3rd edition, ICFAI University press, Hyderabad, **2015**.

**Reference(s):**

1. Anukool M Hyde and Sanjyot Pethe, Impact of HRD Climate on Empowerment and Organization Citizenship Behavior, 2nd edition, ICFAI University press, Hyderabad, **2015**.
2. Robert L. Mathis and John H. Jackson, Human Resource Management, Thomson Southwestern, Singapore, **2017**.
3. Udai, Pareek, Instruments for Human Resource Development, 1st edition, Tata McGraw Hill, New Delhi, **2016**.

## ELECTIVES-PRODUCTION

<b>Course Code</b>	<b>Subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5230	Computer Integrated Manufacturing (CIM)	4	0	0	4
MBA18R5231	Lean Six Sigma	4	0	0	4
MBA18R5232	Industrial Safety Management	4	0	0	4
MBA18R5233	Materials Management	4	0	0	4
MBA18R5234	Product Innovation and Design	4	0	0	4
MBA18R5235	Production Planning and Control	4	0	0	4
MBA18R5236	Services Operations Management	4	0	0	4
MBA18R5237	Quality Control and Reliability Engineering	4	0	0	4
MBA18R5238	Work System Engineering	4	0	0	4

<b>MBA18R5230</b>	<b>COMPUTER INTEGRATED MANUFACTURING (CIM)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

Computer Integrated Manufacturing (CIM) is the study of manufacturing planning, integration, and implementation of automation. This course explores manufacturing history, individual processes, systems, and careers. In addition to technical concepts, the course incorporates finance, ethics, and engineering design. This reflects an integrated approach that leading manufacturers have adopted to improve safety, quality, and efficiency

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To learn about the basics of Computer Integrated manufacturing system.

**CO2:** To learn the communication process in CIM systems and their network architecture .

**CO3:** To understand the modeling concepts and finite element analysis.

**CO4:** Learn the flexible manufacturing systems, components and applications in manufacturing systems

**CO5:** Explore the current trends in Robotics, Lean and Agile production systems.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S										
<b>CO2</b>	M						S					
<b>CO3</b>		M		M								
<b>CO4</b>	S						M					
<b>CO5</b>												

**INTRODUCTION**

**09Hours**

Computer Integrated Manufacturing - Definition, concept, evolution and benefits - Types of manufacturing systems and sub-systems - Automated Systems - Elements, functions and Levels.

**COMPUTERS AND COMMUNICATION IN CIM**

**09Hours**

Hardware, software and security requirements for implementing CIM systems - Communication systems for CIMS - Communications matrix, network architectures and techniques - Overview of creating and maintaining a manufacturing systems database.

**DESIGN AND PRODUCTION**

**09Hours**

Fundamentals of Design for Manufacturing (DFM), computer aided design (CAD), 3D modeling packages, finite element analysis packages and transportability - NC, CNC and DNC machines - Introduction to part-programming - Tool Management - Data Logging and acquisition - Automated data collection.

**MANUFACTURING SYSTEMS****09Hours**

Manufacturing Systems - Components, classifications and functions - Flexible Manufacturing Systems (FMS) - Components, applications and benefits, planning and implementation issues in FMS - Group Technology - Part-Families, classification and coding.

**CURRENT TRENDS****09Hours**

Concurrent Engineering - Role of Expert Systems in CIMS - Robotics-Overview, types in CIMS - Automated Guided Vehicles - Types and Technology, Control - Overview of Automated Assembly systems-Lean Production - Agile Manufacturing.

**TEXT BOOKS**

1. Vajpayee Kant S., Principles of Computer Integrated Manufacturing, 2<sup>nd</sup> edition, Prentice Hall India, New Delhi, 2005.
2. Mikell P. Groover and Emory W., CAD/CAM, Prentice Hall of India Pvt. Ltd., New Delhi, 1998.

**REFERENCES**

1. Mikell P. Groover, Automation, Production Systems and Computer Integrated Manufacturing, 4<sup>th</sup> edition, Prentice Hall India, New Delhi, 2001.
2. Ronald G. Askin, Modeling and Analysis of Manufacturing, 2<sup>nd</sup> edition, John Wiley & Sons, New Delhi, 1993.
3. Radha Krishnan, Computer Numerical Control Machines, New Central Book Agency, 1992.

<b>MBA18R5231</b>	<b>LEAN SIX SIGMA</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course Lean Six Sigma is a business improvement methodology that focuses an organization on: Understanding and managing customer requirements , Aligning key business processes to achieve those requirements ,Utilizing rigorous data analysis to minimize variation in those processes , Driving rapid and sustainable improvement to business processes .

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** To learn about the basics of Six Sigma and its fundamentals.
- CO2:** To learn the various tools for analyze the cause and root cause of the problem.
- CO3:** To Learn the methodologies of Six Sigma
- CO4:** To Explore the process of implementation and its Challenges
- CO5:** To Explore concept of the evaluation and continuous improvement methods.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S										
<b>CO2</b>	M						S					
<b>CO3</b>		M		M								
<b>CO4</b>	S						M					
<b>CO5</b>												

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

**09Hours**

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**

**09Hours**

Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter –Tools for measurement – Che3.ck 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****09Hours**

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****09Hours**

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****09Hours**

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

**Text Books**

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 Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004

**REFERENCES:**

1. 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
2. James P. Womack, Daniel T. Jones, Lean Thinking, Free Press Business, 2003

<b>MBA18R5232</b>	<b>INDUSTRIAL SAFETY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

This course in Industrial Safety management examines occupational safety and health practices needed to address occupational safety and health issues in the workplace. Students will utilize Regulatory standards as a guide to apply policies, procedures, standards and occupational Safety and health principles. Industry recognized best practices, origin of the standards, the process and rules of inspections, citations and penalties and polices are covered.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** To Understand the basics fundamental of management in industrial safety

**CO2:** To learn the operational safety in welding, boilers, Electroplating, metal cutting and shot blasting.

**CO3:** To learn the operational safety in Material handling, safety in electricity, Safety inspection and testing and Industrial pollution.

**CO4:** To understand the concepts of protecting devices and accident prevention.

**CO5:** To apply the laws related to safety & industrial hygiene

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		M		M		S						
CO2					S		L					
CO3		L		S								
CO4							M					
CO5												

### **BASICS OF MANAGEMENT IN INDUSTRIAL SAFETY**

**09Hours**

History - Development of safety - Safety and productivity - Safety organization - Committees - Role of government and management in safety audit, job safety analysis - Plant safety inspection - Safety sampling technique.

### **OPERATIONAL SAFETY - I**

**09Hours**

Hot metal operations - Safety in welding and cutting boilers-pressure vessels - Heat treatment shop - Gas furnace operation - Electroplating, hot bending process - Cold metal operations - Safety in machine shop - Cold bending and chamfering of pipers, metal cutting, shot blasting, grinding, painting - Safety in the use of hard and portable (power) tools-power press and other machines.

### **OPERATIONAL SAFETY - II**

**09Hours**

Safety in material handling - Machine guarding - Use of electricity, safety in generation, distribution and handling of industrial gases - Safety in chemical laboratories, ammonia



printing, industrial fires, safety in inspection and testing - Safety in sewage disposal and cleaning - Industrial pollution working at heights.

### **PROTECTING DEVICES AND ACCIDENT PREVENTION**

**09Hours**

Personal protective equipment - Survey the plant for locating the hazards, part of body to be protected - Basic philosophy of accident prevention causes and cost of accidents - House keeping - safety education and training-first aid-fire fighting devices, accident reporting - Investigations and statistics - Industrial psychology in accident prevention.

### **LAWS RELATED TO SAFETY & INDUSTRIAL HYGIENE**

**09Hours**

History of legislations related to safety – Advantages, safety provisions in the factory act-work men compensation act-ESI act-Boiler act-Explosives act etc - Industrial hygiene - occupational diseases prevention - Ergonomics and safety.

### **TEXT BOOKS**

1. Krishnan N.V., Safety in Industry, Jaico publisher House, 1996.
2. John V. Grimaldi and Rollin H. Simonds, Safety Management, All India Travelers book seller, New Delhi, 1989.

### **REFERENCES**

1. Kapoor N.D., Elements of Mercantile law, 1<sup>st</sup> edition, Sultan chand and company, New Delhi, 2006.
2. Sen and Mitra, Commercial and Industrial law, 5<sup>th</sup> edition, The world press, Pvt. Ltd., Calcutta, 1996.
3. Occupational Safety Manual, BHEL.
4. Industrial safety and the Law, P.M.C.Nair publishers, Trivandrum.

<b>MBA18R5233</b>	<b>MATERIALS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course in materials management Student gains knowledge on effective utilisation of materials in manufacturing and service. It gives the how effectively prepare the purchase order and effective utilization of warehouse.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To Understand the basics fundamental of Material management

**CO2:** To learn planning process of material requirement planning

**CO3:** To analyze the inventory for effective production process

**CO4:** To develop the effective purchase order for enhance the production

**CO5:** To Explore the functions of warehouse and utilization

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		M		M		S						
<b>CO2</b>					S		L					
<b>CO3</b>		L		S								
<b>CO4</b>							M					
<b>CO5</b>		L										

**UNIT I INTRODUCTION**

**09 Hours**

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan

**UNIT II MATERIALS PLANNING**

**09 Hours**

Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

**UNIT III INVENTORY MANAGEMENT**

**09 Hours**

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

**UNIT IV PURCHASING MANAGEMENT**

**09 Hours**

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing

## **UNIT V WAREHOUSE MANAGEMENT**

**09 Hours**

Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management - operational efficiency-productivity-cost effectiveness-performance measurement

### **TEXT BOOKS**

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012
3. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006

### **REFERENCES :**

1. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2<sup>nd</sup> Edition, 2006
2. Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012
3. Ronald H. Ballou and Samir K. Srivastava, Business Logistics and Supply Chain Management, Pearson education, Fifth Edition
4. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2012

<b>MBA18R5234</b>	<b>PRODUCT INNOVATION AND DESIGN</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

- To Understand the application of structured methods to develop a product.
- To create an appreciation on the models of Innovation
- To enhance the ability to plan and implement the technical aspects• of product development within a company.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Able to recognize creativity and design innovation
- CO2:** Know the product design and development process
- CO3:** Widen the understanding of design innovation
- CO4:** Apply creative thinking skills for idea generation
- CO5:** Able to use tools and methods for product design and development.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	M		M		S						
<b>CO2</b>	M	L			S		L					
<b>CO3</b>	M	L		S								
<b>CO4</b>	M	L					M					
<b>CO5</b>	M	L										

**UNIT I Introduction to Product Innovation and Design**

**09Hours**

Types of Innovations, Innovation Vs. Invention, Models of Innovation Serendipity - Linear models - Simultaneous coupling model – Interactive model, Product innovation - impact of product innovation - success factors for product innovation - developing a product innovation strategy. Introduction to product development, Characteristics of Successful product development – Product development Vs. Design, Redesign, Engineering design, Modern product development Process, Variants of product development

**UNIT II Scope of Product Developments:**

**09Hours**

Technical and Business concerns, Scurves and new product development, Mission statement and Technical questioning, Product evolution, economic analysis, Design drivers. Understanding Customer Needs, Customer needs – Types, Methods of gathering customer needs, Organizing and Prioritizing customer needs, and Customer satisfaction

**UNIT III Establishing product function:**

**09Hours**

Function Modeling process - Function trees, FAST method, Subtract and Operate procedure, Creating a function structure, Augmentation, Functional Model to Common

Basis, Product Teardown and Experimentation- Teardown Methods - Post teardown reporting - Applications of Product teardown Establishing Product Specification: Setting Target specifications and Final specifications 72 Product Architecture - Types, Product Modularity- Types, Modular design- clustering method and Advance functional method

**UNIT IV Process of Product Generation**

**09Hours**

Concept generation process, Basic methods and advanced methods, Morphological Analysis, Combining solution principles. Concept Selection process - Pugh Concept selection charts - Measurement Theory - Numerical Concept Scoring. Concept Embodiment: Overview, Methods - Refining Geometry and Layout and System Modeling

**UNIT V 9 Modeling Product Metrics:**

**09Hours**

Model preparation and Selection, Physical Prototyping vs Mathematical Modeling – methods of constructing physical models. Design for Manufacture and Assembly, Design for Environment, Design for Robustness, Patents and Intellectual property.

**TEXTBOOKS:**

1. Karl T. Ulrich and Steven D. Eppinger, “Product Design and Development”, (4th ed.), Tata McGraw Hill, 2013
2. Kevin Otto and Kristin Wood, “Product Design- Techniques in Reverse Engineering and New Product Development”, Pearson Education, 2006.

**REFERENCE BOOKS:**

1. John E. Ettl, “Managing Innovation”, (2nd ed.), Elsevier, 2009
2. K. Chitale and R.C. Gupta, “Product Design and Manufacturing”, PHI, 2008.
3. Deborah E. Bouchoux, “Intellectual Property Rights”, Delmar, Cengage Learning, 2005.
4. Kerber, Ronald L, Laseter, Timothy M., “Strategic Product Creation”, Tata- McGraw Hill, 2007.
5. Bruce T. Barkley, “Project Management in New Product Development”, Tata McGraw Hill, 2008.

**WEB REFERENCES:**

1. <http://ocw.mit.edu/courses/sloan-school-of-management/15-783jproduct-design-and-development-spring-2006/lecture-notes/>
2. <http://fortrosetechy.weebly.com/product-design-course-notes.html>

<b>MBA18R5235</b>	<b>PRODUCTION PLANNING AND CONTROL</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, Inventory Control and also to know the recent trends like manufacturing requirement Planning (MRP II) and Enterprise Resource Planning.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To Understand the objectives and functions of Production planning and control

**CO2:** To learn the process and product planning methodologies

**CO3:** To know the material planning and the need for optimum inventory for cost reduction.

**CO4:** Understand the concepts related to stores management

**CO5:** Know the basic concepts related to loading, unloading and scheduling work.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		L				L						
<b>CO2</b>		L		M			S					
<b>CO3</b>		M		S								
<b>CO4</b>		L					M					
<b>CO5</b>	M	L				M						

**PPC AND PRODUCTION SYSTEMS**

**09Hours**

Definition – Functions – Objectives - Organization and advantages of PPC - Life cycle of product and manufacturing strategy - Manufacturing systems, characteristics of production systems

**PROCESS PLANNING AND PRODUCT PLANNING**

**09Hours**

Manual process planning methodology and techniques, computer aided process planning methods. Master production schedule (MPS) – Bill of materials (BOM), material requirement planning (MRP) - Advantages and problems of MRP - Material selecting techniques and value analysis.

**MATERIAL MANAGEMENT**

**09Hours**

Programmed material planning – Inventories, types, cost and management inventory policy-ABC analysis - Inventory models - Economic order quantity (EOQ) - Reorder point, lead time, problems in EOQ, simulation application in inventory management.

**PURCHASING & STORES MANAGEMENT**

**09Hours**

Functions and organization of purchase department - Make or buy decisions, purchasing management – Stores management - Inspection and identifying bad storage - Classification and coding of purchased items.

**LOADING, SCHEDULING, DISPATCHING AND CONTROL****09Hours**

Developing a loading and scheduling system – Dispatching – Procedure - Progress reporting - Corrective action - Recording and reporting.

**TEXT BOOKS**

1. Dalela Mansoor Ali S., Industrial Engineering and Management System, Standard publishers, Nai sarak, Delhi.
2. Buffa E.S., Modern Production Management, Eastern private limited.

**REFERENCES**

1. Barnes R.M., Work Design and Measurement, Wiley & sons, 1997.
2. Bage T.R. & Sharma S.C., Production Planning and Control, Khanna Publishers.
3. James L. Riggs, Engineering Economics, Mc Graw Hill Book Company, 1982.
4. James L. Pappas and Brigham F., Managerial Economics, Holt. Richart and Winston Limited, 1983.

<b>MBA18R5236</b>	<b>SERVICE OPERATIONS MANAGEMNT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

To understand the various components and functions of service operation management and such as Service design , Service quality, facility, demand and also to know the recent trends in service operation management

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To Understand the objectives and functions of Service Operations

**CO2:** To learn the concept of Service design

**CO3:** To Understand the objectives and functions of Service quality

**CO4:** To know the facilities of service operations

**CO5:** Know the basic concepts capacity and demand.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		L				L						
<b>CO2</b>				M			S					
<b>CO3</b>		M		S								
<b>CO4</b>		L					M					
<b>CO5</b>		M					M					

**UNIT I INTRODUCTION**

**09Hours**

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**

**09Hours**

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**

**09Hours**

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**

**09Hours**



Services capes – 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**

**09Hours**

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: 45 PERIODS**

#### **OUTCOME:**

□ To design and operate a service business using the concepts, tools and techniques of service operations management.

#### **REFERENCES :**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Robert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd 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, Cengage, 2nd Edition, 2004

<b>MBA18R5237</b>	<b>QUALITY CONTROL AND RELIABILITY ENGINEERING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to impart knowledge of the Quality control. The Students can get acquainted with different reliability calculation models. The course is also aimed at making students aware of latest quality improvement methodology like six sigma.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Understand the need for Quality and its framework with the cost associated in ensuring quality.

**CO2:** Analyze the contributions of quality gurus in ensuring quality.

**CO3:** Explore the usage of statistical process control and Re-engineering concepts for better quality

**CO4:** Understand the need for tools and techniques in reduction of defects so as to enhance quality.

**CO5:** Intends to understand the reliability and failure detection techniques.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>			S	L								
<b>CO2</b>					S		M					
<b>CO3</b>		S						S				
<b>CO4</b>			L				L					
<b>CO5</b>							M					

**INTRODUCTION TO QUALITY**

**09Hours**

Definitions – TOM framework, benefits, awareness and obstacles - 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.

**PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT**

**09Hours**

Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi, shingeo and Walter Shewhart - Concepts of Quality circle, Japanese 5S principles and 8D methodology.

**STATISTICAL PROCESS CONTROL AND PROCESS CAPABILITY**

**09Hours**

Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed - Process capability – meaning, significance and measurement – Six sigma concepts of process capability - Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve - Business process re-engineering (BPR) – principles, applications, reengineering process, benefits and limitations.

**TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT****09Hours**

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.

**RELIABILITY ENGINEERING****09Hour**

Definition of Reliability – basic elements of reliability- failure pattern for complex product – MTBF - Failure tests and problems-Design of reliability, redundancy, system reliability, series, parallel and mixed system, simple problems, maintainability - MRT –MTTR.

**TEXT BOOKS**

1. Sharma D.D., Total Quality Management Principles, Practice and Cases, 2<sup>nd</sup> edition, Sultan Chand, New Delhi, 2007.
2. Jain L.P., Quality Control and Total Quality Management, 5<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2001.

**REFERENCES**

1. Dale H. Besterfield et al, Total Quality Management, 3<sup>rd</sup> edition, Pearson Education, New Delhi, 2004.
2. Shridhara Bhat K., Total Quality Management: Text and Cases, 1<sup>st</sup> Edition, Himalaya Publishing House, New Delhi, 2002.
3. Eugene Grant, Richard Leavenworth, Statistical Quality Control, 7<sup>th</sup> edition, Tata McGraw Hill, New Delhi, 2000.

<b>MBA18R5238</b>	<b>WORK SYSTEM ENGINEERING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The primary objective of this course is to understand the need for work measurement and to enhance the productivity. The student will get to know the ways of measuring work and how work measurement will lead to better control.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** To understand the work measurement and ways of enhancing productivity.

**CO2:** Explore the operational functions and the various types of system deployed to study work.

**CO3:** Analyze the role of material handling equipments in saving time and increasing the movement in workplace.

**CO4:** Understand the need for sampling and difficulties encountered in work measurement.

**CO5:** Intends the understanding of Biomechanics of motion and exertion of human efforts.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S	S					M				
<b>CO2</b>						M						
<b>CO3</b>	M		L		L			S				
<b>CO4</b>				M			S					
<b>CO5</b>												

**INTRODUCTION**

**09Hours**

Definition and scope of work system engineering and work measurement - Productivity and work study – Productivity in the organization - Management techniques to reduce work content and ineffective time - Work study – The human factor in the application of work study.

**METHOD STUDY**

**09Hours**

Method study - Introduction to method study and the selection of jobs - Recording, examining, developing the improved method - Ergonomics – Nature of man – Machine systems – Characteristics – Purpose – Operational functions and components – Types of systems.

**MATERIAL HANDLING**

**09Hours**

The flow and handling of materials – Plant layout – The flow diagram - Developing the new layout – The use of templates and scale models – The handling of materials - Principles – Equipment - Method and movements at the work place - Defining, installing, maintaining new method.

**WORK MEASUREMENT****09Hours**

Work measurement - Time study equipments - Establishment and maintenance of time standards - Allowances and performance rating - Precision time measurement - Pre determined fundamental motion time standards - Standard data - Comparative analysis, different measurement techniques - Work sampling – Activity and performance - Sampling - Errors and sensitivity of techniques - Physiological methods of work measurement.

**APPLICATION OF WORK STUDY****09Hours**

Nature of human activity and their effects - Biomechanics of motion - Energy expenditure - Strength and endurance - Speed and accuracy of movements - Human control of systems - Input/Output channels – Compatibility - Nature of continuous control systems - Influence of display factors and control factors on system control.

**TEXT BOOKS**

1. Mecromick E.J., Human Factors in Engineering and Design, Tata Mcgraw Hill New Delhi, 1997.
2. Barnes R.M., Work Design and Measurement, Wiley & sons, New Delhi, 1997.

**REFERENCES**

1. Bage T.R. & Sharma S.C., Production Planning and Control, Khanna Publishers.
2. Safety in Industry, N.V.Krishnan Jaico publisher House, 1996.
3. Industrial safety and the law, P.M.C.Nair publishers, Trivandrum.

## **RETAIL MANAGEMENT -ELECTIVES**

<b>Course Code</b>	<b>Name of the Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5239	Fundamentals of Retailing	4	0	0	4
MBA18R5240	Franchising & Global Retailing	4	0	0	4
MBA18R5241	Retailing Buyer Behavior	4	0	0	4
MBA18R5242	Retail Store Operation Management	4	0	0	4
MBA18R5243	Retail Mall Management	4	0	0	4
MBA18R5244	Retail Accounting and Finance	4	0	0	4
MBA18R5245	Retail Information Management System (RIMS)	4	0	0	4
MBA18R5246	Store Designing and Visual Merchandising	4	0	0	4
MBA18R5247	Trends in Retailing	4	0	0	4

<b>MBA18R5239</b>	<b>FUNDAMENTALS OF RETAILING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

This course provides the student with a comprehensive view of retailing, an analysis of the retail environment and exposure to issues and developments in the industry. Retailing is changing today, and the successful business will know how to identify, adapt, and plan with these changes.

### Course Outcome(s):

After completing this course, the student will be able to:

<b>CO1</b>	:	Learn how retailing works and the factors that influence its success
<b>CO2</b>	:	Recognize different formats of retail in India
<b>CO3</b>	:	To identify the retail store location and site analysis methods
<b>CO4</b>	:	To know the comprehensive methods of pricing in retail world
<b>CO5</b>	:	To describe retail promotional strategies used in retail shops nowadays.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	M	S	M						L		L	M
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	M				M		M					
<b>CO5</b>		M				L	S					

### DOMAIN OF RETAILING

**09 Hours**

Retailing – Definition, Retailing and its development, Utilities of Retailing – History of Retailing – Theories of Retail Development – Retail Management Process – Functions Performed by Retailers – Retailing of Services. Ware Housing – Definition, Modern Trends, Advantages and Disadvantages.

### RETAIL FORMATS

**09 Hours**

Retail and Retailer Classification – Types of Retail Formats - Changing Face of Retail – Main Features of Modern Retailing and its Format – Structure of Indian Retail Industry - Growth Factors of Retailing in India - Role of Retailing in India – Retailing in Rural India – Current Indian Retail Scenario in Retail Formats.

### RETAIL STORE LOCATION AND SITE ANALYSIS

**09 Hours**

Importance and of location and Site to the retailers - Trends in the Development of Retail Store Location – Factors to be considered in selecting a Retail location – Importance of Store Layout and Design – Visual Merchandising

**RETAIL PRICING****09 Hours**

Retail Pricing – Importance, Factors Influencing - Different Approaches in Pricing of Retail Products - Different Types of Pricing Models - Advantages and Disadvantages different pricing methods - Challenges in retail pricing.

**PROMOTIONAL STRATEGIES****09 Hours**

Retail Promotional Mix – Introduction, Need and Objectives of Promotional Mix – Promotional Mix Strategies – Elements of Promotional or Communication Mix – Planning and Implementation of Promotional Mix.

**TEXT BOOKS**

1. K.V.S Madaan, “Fundamentals of Retailing”, Tata McGraw Hill Education Private Limited, New Delhi, 2015
2. Retailing Management, Levy & Weitz, 9th edition, McGraw-Hill, 2014

**REFERENCE BOOKS**

1. **Retailing Management** (8th ed.) by Michael Levy & Barton A. Weitz, 2015, McGraw-Hill Irwin. ISBN-13 9780073381046.
2. Manish V Sidhpuria, “Retail Franchising”, Tata McGraw Hill Education Private Limited, New Delhi, 2014



<b>MBA18R5240</b>	<b>FRANCHISING &amp; GLOBAL RETAILING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The course aims at imparting the basic knowledge on the concept and applications of franchising and Retailing. The contents cover a diverge spectrum of fundamentals of Franchising, legal aspects like patenting and copyrights, documentation, taxation. The course aims to prepare the students for taking up job assignments with the leading retailers, franchisors as well as franchisees. It also aims at developing the consulting and entrepreneurial skills among students.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Ability to identify the opportunities to local business expands through retail franchising;

**CO2:** Develop ability to manage relationships with major stake holders.

**CO3:** Establish and acquire new franchise networks.

**CO4:** To develop ability for handling franchising issues

**CO5:** Explore the possibility of a making franchising a full time business.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO6	M	S	S						L		L	L
CO7			M	L				S				
CO8	L				M		S	L				
CO9	M				M		L					
CO10		M				L	M					

### UNIT I: INTRODUCTION TO RETAILING

**09 Hours**

Definition – functions- evolution of retailing. Global retailing scenario-growth of retailing in India. Organized retailing in India: key drivers for growth and future prospects. Retail formats and the procedure to start the Retail venture. Opportunities in retail sector for Entrepreneurs.

### UNIT II: STORE LOCATION PLANNING

**09 Hours**

Levels of locations decisions, city selection, location options-High-street location, free standing location, Shopping center/mall location, site selection, factors affecting city, location and site location decisions. Store design and Layout. How the Indian Retail outlets are matching up with the International Retailing.

### UNIT III: RETAIL VENTURES CLASSIFICATION

**09 Hours**

Types of retail Ventures: Franchising or Company owned Retail outlets. Introduction to franchising, pro and cons of franchising system, present scenario of franchising in India, franchising as a strategy, Technology in Retail business, internationalization of franchise operations.

**UNIT IV: FRANCHISING CONCEPTS****09 Hours**

Major franchisors operating in India, basic types of franchising. Modes of franchising. the structure of franchising arrangements, franchise contract, financial arrangements, taxation. Evaluating the business for franchising. Franchisor feasibility study.

**UNIT V: DOCUMENTATION FOR FRANCHISING****09 Hours**

Documentation for franchising. Requirements for setting up franchising in India. Legal requirements in India. Factors for opting for franchise. franchise suitability. Franchise constraint. Cost of being a franchisee.. Managing the franchise - the franchise business plan. Channel performance and evaluation.

**Text & References:**

1. Bajaj, Tuli & Srivastava , Retail Management- Oxford University Publications,2015.
2. Ogden & Ogden , Integrated Retail Management- Biztantra Publications,2014.
3. Gibson G Vedamani, Retail Management: Functional principles & practices- Jaico Publishing House,2013
4. Swapna Pradhan ,Retailing Management ,Tata –Mcgraw hill Publication,2012.

<b>MBA18R5241</b>	<b>RETAILING BUYER BEHAVIOR</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The course deals with the behavioural aspects of retail management. It explains how the markets, consumers behave under circumstances and how the cultural, social, personal and psychological factors influence their behaviour. The course should enable students to develop marketing strategies that are consumer based and create and enhance customer value.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	Student will understand the buyer behavior of Indian consumers.
<b>CO2</b>	:	Student will be aware of the consumer involvement and to know the retailing strategies.
<b>CO3</b>	:	Be aware of the consumer cultural, attitudes and perception.
<b>CO4</b>	:	To understand the Group dynamics and consumer reference groups.
<b>CO5</b>	:	Know Different Types of Advertisement and their impact on consumer buying behavior

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	S	M						L		L	M
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	M				M		M					
<b>CO5</b>		M				L	S					

**UNIT I Indian Buyer Behavior**

**09 Hours**

Introduction – Key Features of Buying Behavior of Indian Consumers – Need of Studying Consumer Behavior – Types of Purchase Decision – Buying as a Need Fulfillment and Problem Solving.

**UNIT II Consumer Involvement and Decision Making**

**09 Hours**

Consumer Involvement - Basic Model of Consumer Decision Making – Factors affecting Consumer Buying Behaviour – Consumer Segmentation –Retailers Strategic Response – Strategic Retail Planning Process.

**UNIT III Cultural Aspects of Indian Consumers**

**09 Hours**

Consumer needs and Motives – Personality and Consumer Behaviour – Consumer Perception – Learning – Consumer Attitudes –Attitude formation And change – Communication and Persuasion – Self Image – Life Style Analysis.

**UNIT IV Group Dynamics****09 Hours**

Group dynamics and consumer reference groups – Family – Social class cultural and sub-cultural aspects – cross cultural consumer behavior. Basic Theories of Group Dynamics. Influence of Group Dynamics in behavior.

**UNIT V Role of Consumer Behaviour in Advertisement****09 Hours**

Market Research for Studying Consumer Behaviour to Decide the Advertisement Policy – Different Types of Advertisement and their impact on Consumer Buying Behaviour – Role of Advertisement in Different Types of Products – FMCG – Consumer Durables – Industrial raw Materials – Investment Goods

**TEXT BOOKS**

3. Pascale Quester, Simone Pettigrew, Sally Rao Hill, Foula Kopanidis, Del Hawkins (2014), Consumer Behaviour: Implications for Marketing Strategy, (7th Ed.), Australia: McGraw-Hill Irwin.
4. Evans et al (2014) Chapter 1: Consumer Motives and Values, 9th edition, McGraw-Hill,

**REFERENCE BOOKS**

3. Consumer Behaviour: David London & Albert Della Bitta – Mcgrawhill, 2016
4. Consumer Behaviour: Jay Lindquist & Joseph Sirgy – Biztantra, 2015
5. Gregan-Paxton, J and Roedder-John, D. (2017) “Consumer learning by analogy”

<b>MBA18R5242</b>	<b>RETAIL STORE OPERATION MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course will enable students to develop decision making skills related to retailing. Topics may include merchandise and expense planning, store layout, product line and resource determination, pricing, promotional strategies, customer service, financial planning and control.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	To understand physical Materials in Store design and the retail Image.
<b>CO2</b>	:	To know the merchandise management Planning in Various Retail Segments
<b>CO3</b>	:	Be aware of the Managing Human Resources Issues and Concerns in Retailing
<b>CO4</b>	:	To understand Accounting System, Coding System and Material Handling in Stores
<b>CO5</b>	:	To know the logistical and supply chain Management.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	S	M						L		L	M
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	M				M		M					
<b>CO5</b>		M				L	S					

**Atmospheric and Store Space Management**

**09 Hours**

Introduction to Store Planning Management– Location Planning – Physical Materials in Store design and the retail Image mix – The Space Mix – Effective Retail Space Management – Store Layout – The Circulation Plan – Floor Space Management – Colour Planning.

**Product and Merchandise Management**

**09 Hours**

Introduction to Production Management – Brand Management and Retailing – Merchandise Management – Model Stock Plan – Constraining Factors – Types of Suppliers – Criteria for the Selection of Suppliers – Merchandise Management Planning in Various Retail Segments.

**Retail Operations and Managing Retail Personnel**

**09 Hours**

Objectives – Store Operating Parameters – Using the Strategic Resource Model in Retailing – Designing a Performance Programme – Operating Challenges of a Departmental Store in

a Mall – Managing Human Resources Issues and Concerns in Retailing – Manpower Planning in a Departmental Store.

**Store Management**

**09 Hours**

Store Management, Responsibilities of Store Manager, Store Security, Parking Space Problem at Retail Centers, Store Record and Accounting System, Coding System, Material Handling in Stores.

**Supply Chain Management**

**09 Hours**

Retail Supply Chain Management – Introduction – Supply Chain Activities in Retail – Features of Supply Chain Management – Benefits of Supply Chain Management – Key Technologies Used in Supply Chain Management – Automation and supply chain management. Logistical and Supply Chain Management – Indian Scenario.

**Text Books**

1. Chetan Bajaj: Rajnistiuli: Nidhiv Srivatasava, “Retail Management”, Oxford University Press, New Delhi, 12<sup>th</sup> Impression, 2015.
2. Gibson G.Vedamani, “Retail Management Functional Principles and Practices”, Jaico Publishing House, New Delhi, 13th Impression, 2014.

**Reference Books**

1. Dunne Lusch, “Retail Management”, Cenamage Learning Indian edition, Reprint, 2016.
2. K.V.S Madaan, “Fundamentals of Retailing”, Tata McGraw Hill Education Private Limited, New Delhi, 2014.
3. Piyush Kumar Sinha: Dwarika Prasad Uniyal, “Managing Retailing”, Oxford University Press, New Delhi, fifth Impression, 2013.

<b>MBA18R5243</b>	<b>RETAIL MALL MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The programme aims at strengthening participants' skills and competencies of both professional and applicable tools in shopping mall management, accounting management knowledge and management of individual shopping malls. The programme provides seven subjects covering multidimensional areas and skills.

### Course Outcome(s):

After completing this course, the student will be able to:

<b>CO1</b>	:	Possess in-depth professional knowledge in specialist areas within property and shopping mall management and be able to apply their knowledge and contribute to professional leadership.
<b>CO2</b>	:	Evaluate the maintenance needs, develop and execute maintenance plan for individual shopping malls.
<b>CO3</b>	:	Apply valuation techniques to assist in making property management and investment decisions.
<b>CO4</b>	:	Develop knowledge and understanding of the strategic management of corporate real estate.
<b>CO5</b>	:	Apply the management accounting framework in business context.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>			S	L				M				
<b>CO2</b>	M					S		S				
<b>CO3</b>		L						S				
<b>CO4</b>			L			M						
<b>CO5</b>							M					

### EMERGING TRENDS IN RETAILING

**09 Hours**

Global Overview of Retailing – Key Drivers of Retailing in India – Projected Trends in Retailing – Growth of Organized Retailing in India – Role of Retailing in Indian Economy

### EMERGING MALL MANAGEMENT

**09 Hours**

Global Overview of Retail and Mall Management - Introduction to Malls – Emergence of Malls in India – New Mall Concepts Emerging in India - Marketing Planning and Branding of Malls – Facilities and Maintenance Management in Malls and Shopping Centers - Shopping Entertainment – Reasons for the failure of Malls in India.

**IN STORE RISK ASSESSMENT****09 Hours**

HRM planning and Organization Structure - Learn Risk assessment techniques and reduce personal/safety risks - Techniques of preventing violence against staff Improve Cash Security - Major causes of Retail Crime - Prevention and deterrence of Retail Crime - Security and Loss Control Techniques.

**RETAIL SELLING AND ITS COMPETITION****09 Hours**

Common Customer Selling – Determining Customer Service Levels – Retail Sales Management – The Retail Sales Process – The Customer Service and Sales Enhancement Audit – Different Models of Retail Competition – Evolution of Retail Competition – Future Changes in Retail Competition.

**RETAIL CRM****09 Hours**

Introduction to Customer Relationship Management (CRM) – An Enterprise-wide View - CRM Strategy, Planning, Process, and Structure - Customer Acquisition and Retention - Technology Challenges and Issues in CRM - CRM Implementation - CRM Measurements – Customer Life Time Value and Customer Equity - Current Trends, Issues, and Challenges in CRM.

**Text Books**

1. Chetan Bajaj: Rajnistiuli: Nidhiv Srivatasava, “Retail Management”, Oxford University Press, New Delhi, 12<sup>th</sup> Impression, 2015.
2. Gibson G.Vedamani, “Retail Management Functional Principles and Practices”, Jaico Publishing House, New Delhi, 13<sup>th</sup> Impression, 2014.

**Reference Books**

1. Dunne Lusch, “Retail Management”, Cenamage Learning Indian edition, Reprint, 2015.
2. K.V.S Madaan, “Fundamentals of Retailing”, Tata McGraw Hill Education Private Limited, New Delhi, 2014.
3. Piyush Kumar Sinha: Dwarika Prasad Uniyal, “Managing Retailing”, Oxford University Press, New Delhi, fifth Impression, 2014.



<b>MBA18R5244</b>	<b>RETAIL ACCOUNTING AND FINANCE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite</b> : MBA18R5114-Marketing Management, MBA18R5111-Financial Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

- Recognize four key financial statements and their importance – Profit and Loss Statement, balance sheet, cash flow and Open-to-Buy
- Understand the value of financial analysis to your retail business

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	Build awareness of the retail industry to foster career growth among people who work in retail
<b>CO2</b>	:	Assess their own strengths and weaknesses to devise sustainable strategies to survive and grow in competitive markets
<b>CO3</b>	:	Create and analyze retail metrics to monitor store performance and enhance retail staff productivity
<b>CO4</b>	:	Explain the retail sales management process and lead, coach, and motivate retail sales associates
<b>CO5</b>	:	Interpret customer behavior in a retail environment in order to produce a positive shopping experience

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S	M									
<b>CO2</b>			M									
<b>CO3</b>		M					L					
<b>CO4</b>		S	L									
<b>CO5</b>				L								

**IMPORTANCE OF ACCOUNTING AND FINANCE**

**09 Hours**

Role of finance managers in retail Environment – Sources of Finance – Short term Vs Long term finance – Working capital management – Capital investment decisions.

**RETAIL INVENTORY MANAGEMENT**

**09 Hours**

Inventory budget - Forecasting techniques – Inventory order management – Material Issue Management – Pricing of inventory – ABC and VED analysis.

**MERCHANDISE PERFORMANCE**

**09 Hours**

Analyzing merchandise performance – Weeks supply method – Stock to sales method – Preparation of comparative sales statements – Current Sales Analysis

**PROFIT MEASUREMENTS****09 Hours**

Financial performance measure – Sales per square metre – Sales per employee – Elements of cost and profitability – Components of retail cost – Margins and markups – Customer service cost and benefits.

**FINANCIAL STATEMENTS****09 Hours**

Financial accounting concepts and principles – Accounting records in retail shops - An overview of Branch and Joint venture accounting — Financial Statements – Value Added Tax – Types of audit and auditing procedure – An introduction to accounting software packages.

**Text Books**

1. Peter McGoldrick, “Retail Marketing”, Tata McGraw Hill Education Private Limited, New Delhi, Second Edition.
2. Robert M. Zimmerman, “Retail Accounting and Financial Control”, John Wiley & Sons.

**Reference Books**

1. Richard M.S. Wilson, “Accounting for Marketing”, International Thomson Business Press.
2. David Gilbert, “Retail Marketing Management”, Financial Times & Prentice Hall Publications

<b>MBA18R5245</b>	<b>RETAIL INFORMATION MANAGEMENT SYSTEM (RIMS)</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite</b> : MBA18R5114-Marketing Management, MBA18R5113-Management Information System					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

In order to provide the understanding of the integrated process and data perspective of the retail business as a basis for retail information systems, reference processes can be utilized. Reference processes for the retail business depict the basic processes which a retail company needs to execute its business. For gaining an overall view of a company and for understanding not only the single processes but also the links between the processes, a reference model should be used.

### Course Outcome(s):

After completing this course, the student will be able to:

<b>CO1</b>	:	Understand the importance of retail for the economy
<b>CO2</b>	:	Define retail from different point of views
<b>CO3</b>	:	To use different modeling languages for representing business processes
<b>CO4</b>	:	To depict data models by creating Entity Relationship Models
<b>CO5</b>	:	Know the guidelines of modeling and how they can be realized during modeling and possibly within a software tool

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	M	S	M						L		L	M
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	M				M		M					
<b>CO5</b>		M				L	S					

### Basics of RIM

**09 Hours**

Retail Information management – need and importance – evolving concepts – subsystems of retail information system – concepts of information - sources of retail information  
Humans as information processors – system concepts.

### Technology used for Retail Information System

**09 Hours**

Hardware, software and communication Technology - Types of information system – retail information system for logistics, supply chain, inventory, CRM, finance, category management, point of sales - information and databases – types of data bases –data warehouses – data mining – virtual reality.

**Retail System Development****09 Hours**

Planning for information system – analysis of information requirements – resource allocation –strategies for determining information requirements- strategic alignments – selecting system – user interface requirements. System development life cycle stages.

**Implementation and Control****09 Hours**

Mechanism for successful implementation – preparing for Organizational change - process-design, production, service, software specification, software metrics, software quality assurance -Testing – detection of error –validation – evaluation.

**Information System and Retail Outlets****09 Hours**

Expectation and satisfaction of stake holders – Impact of technology – obstacles – Ethical and legal issues –threats of accidents and malfunctions – computer crimes – methods for minimizing risk -education and training of retail employees.

**Text Books**

1. Kenneth C. Laudon and Jane Price Laudon, “Management Information systems:Managing the digital firm”, Pearson Education Asia.
2. Gordon B.Davis, “Management Information system: Conceptual Foundations, Structure and Development”, McGraw Hill, 2014

**Reference Books**

1. Joyce J. Elam, “Case series for Management Information System”, Silmon and Schuster Custom Publishing 2016.
2. Steven Alter, “Information system - A Management Perspective” Addison, Wesley, 1999.
3. James AN O’ Brein, “Management Information Systems”, Tata McGraw Hill, New Delhi, 2014
4. Turban Mc Lean, Wetherbe, “Information Technology Management making connection for Strategic advantage”, John Wiley, 2012.

<b>MBA18R5246</b>	<b>STORE DESIGNING AND VISUAL MERCHANDISING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The course aims at imparting the basic knowledge on the concept and applications of Franchising and Retailing. The contents cover a diverge spectrum of fundamentals of Franchising, legal aspects like patenting and copyrights, documentation, taxation. The course aims to prepare the students for taking up job assignments with the leading retailers, franchisors as well as franchisees. It also aims at developing the consulting and entrepreneurial skills among students.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Ability to identify the opportunities to local business expands through retail franchising;

**CO2:** Develop ability to manage relationships with major stake holders.

**CO3:** Establish and acquire new franchise networks.

**CO4:** To develop ability for handling franchising issues

**CO5:** Explore the possibility of a making franchising a full time business.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO11	M	S	S						L		M	L
CO12			M	L				M				
CO13	L				M		S	L				
CO14	M				M		L					
CO15		M				L	M					

### UNIT I: INTRODUCTION TO VISUAL MERCHANDISING (VM):

**09 Hours**

Introduction-objectives and concept of visual merchandising- objectives of visual merchandising-growth of visual merchandising-visual merchandising in India-scope of visual merchandising in India-challenges in visual merchandising.

### UNIT II: THE MERCHANDISE MIX:

**09 Hours**

Introduction-objectives- Concept of merchandise mix-merchandise line- assortment of Products and Assortment strategy-Merchandise Mix of Show off -Role of a merchandiser, Other Atmospheric in Merchandising, colour scheme and Lighting.

### UNIT III: STORE DESIGN AND DISPLAY:

**09 Hours**

Concept of Store Design and Display- Objectives of store design- Purpose and importance of display-Rules of display planning-Display Settings-Store Design-Exterior of a store-Interior of store-Physical materials used to support the display-Components of display.

**UNIT IV STORE IMAGE & SECURITY:****09 Hours**

Introduction- Objectives-Concept of Image Mix-Elements of Image Mix-Merchandise-Fixtures-Sound/Music, Odour, Visuals and Employees- Elements that Levy Negative Impact on Shoppers-Change of Image-Security Issues.

**UNIT V: THE PRESENT AND FUTURE OF VISUAL MERCHANDISING: 09 Hours**

Introduction- Objectives-Visual Merchandising at Different Stores-Apparel store-Furniture store and Gift store- Future Prospects of Visual Merchandising.

**Text books:**

1. [Claus Ebster](#), [Marion Garaus](#), Store Design and Visual Merchandising: Creating Store Space That Encourages Buying- Business Expert Press, 2011
2. Claus Ebster, Store Design and Visual Merchandising- Business Expert Press, 2011.
3. Visual Merchandising, Third edition: Windows and in-store displays for retail 3rd Edition(February, 16) 2016.

<b>MBA18R5247</b>	<b>TRENDS IN RETAILING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

Aims at providing students with an understanding of the principles and practices of retail management, that is appreciate the complexity of retail problems, raise awareness about the retail industry, retail strategies and tactical issues such as store location, merchandise management, price and promotions, etc. It also aims at sharing the excitement and challenges in the retail industry, in particular the new retail formats and channels such as the Internet.

### Course Outcome(s):

After completing this course, the student will be able to:

<b>CO1</b>	:	Understand the concepts of effective retailing
<b>CO2</b>	:	Know the recent trends in retailing in India
<b>CO3</b>	:	Possess the knowledge of various retail formats and will be understand the retail customer
<b>CO4</b>	:	Know the ethical issues related to retail business
<b>CO5</b>	:	Describe the future prospects for retailing industry.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO1</b>	S	S	M						L		L	L
<b>CO2</b>			S	M				S				
<b>CO3</b>	L				S		M	L				
<b>CO4</b>	L				M		M					
<b>CO5</b>		M				L	S					

### International Retailing

**09 Hours**

International retailing- a definition - The move to international retailing -The development of international retailing - International retail structures - Motives & reasons for internationalization - Identifying & evaluating opportunities - Capitalizing on selected opportunities - Direction of expansion - Market entry methods -Typologies of international expansion

### Online Retailing

**09 Hours**

Online retailing- e-tailing – internet retailing - Features of online retailing - Suitability of electronic channels - Online retailing & pricing - Comparison of conventional & online retailing.

**Managing Safety and Security at Retail Outlets****09 Hours**

Inventory shrinkages (through employee theft, shoplifting etc) at retail outlets - Use of technology in handling safety & security – Global strategies used throughout for safety and security of various retail outlet Formats.

**Ethical Issues in Retailing****09 Hours**

The different pressures for a company to be socially responsible - Criticism of marketing activities -Product misuse & safety issues - Green issues - The acceptability of a societal marketing approach - Corporate social responsibility

**Future of Retailing****09 Hours**

Improved consumer understanding - More emphasis placed upon brand, image and positioning -Emerging trends in IT - The physical aspects of retailing - Company learning curves - Possible areas of change. Legal aspect in retailing.

**Text Books**

1. Piyush Kumar Sinha: Dwarika Prasad Uniyal, “Managing Retailing”, Oxford University Press, New Delhi, fifth Impression, 2017.

**Reference Books**

1. Dunne, P.M., Lusch, R.F, and Carver, J.R. (2013). Retailing. 8th ed., Orlando, FL: Cengage Learning.
2. Levy, M., Weitz, B.A., Grewal, D. (2013). Retailing Management. 9th ed., Boston, MA: McGraw Hill Higher Education.
3. Berman, B., Evans, J. R. (2012), Retail Management. 12th ed., Upper Sadle River, NJ: Prentice Hall.



## **HEALTH CARE MANAGEMENT-ELECTIVES**

<b>Course Code</b>	<b>Name of the Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5248	E-Healthcare	4	0	0	4
MBA18R5249	Foundations of Health Care Management	4	0	0	4
MBA18R5250	Healthcare Planning	4	0	0	4
MBA18R5251	Healthcare Economics and Policy	4	0	0	4
MBA18R5252	Hospital Information System	4	0	0	4
MBA18R5253	Healthcare Marketing and Services	4	0	0	4
MBA18R5254	Health Related Laws and Ethics	4	0	0	4
MBA18R5255	Management of In-Out Patient Department	4	0	0	4
MBA18R5256	Patient Care Management	4	0	0	4

<b>MBA18R5248</b>	<b>E-HEALTHCARE</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> Nil					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The goal of this course is to provide students with methods and tools for participation as users in the HIT standardization activities for the design and evaluation of integrated health data systems at the local, state, regional, national or international levels.

<b>CO1</b>	To understand health information exchanges (hies) between clinical and public health/population health data systems
<b>CO2</b>	To know hit standardization entities.
<b>CO3</b>	To understand the main categories of hit standards.
<b>CO4</b>	Participate as users in the hit standardization activities.
<b>CO5</b>	Develop a functional requirements specification document (functional standards)for the information system for a specific public health problem/domain.

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1			M		S			L				
CO2	S			L		M						
CO3		M					L					
CO4			S						M			
CO5				M				L				

**INTRODUCTION OF E-HEALTH**

**09Hours**

History and Evolution of Health Care Information Systems-Health Care Data Quality-Health Care Information Regulations, Laws and Standards-Benefits and Problems-Future of Health Services Delivery-Facility Economic Feasibility Analysis-Competition versus Collaboration-Health Literacy Issues

**PHC vs MSHC**

**09Hours**

Interface between Public Health and Indian Health Care System-Organization and Systems Framework of Health Services-Types and Providers of Health Services-Health Services Workforce

**COMMUNITY HEALTH SYSTEM ANALYSIS**

**09Hours**

Overview and Community Profile- Services, Resources, Assets, Service Needs, Leadership and Readiness- Use of Data in Community Health System Analysis- Student Team Community Profile - Health Care Resources PresentationsCultural/Geographical Competencies and Provision of Health Services -to Special Populations

**HEALTHCARE INFORMATION SECURITY****09Hours**

Security of Health Care Information Systems- Management's Role in Major IT Initiatives- Gender Issues in Women's Health Care- Culturally Competent Health Promotion- Office of Minority Health.

**ELECTRONIC COMMUNICATIONS****09Hours**

A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies

**TEXT BOOKS**

1. HEALTH INFORMATION TECHNOLOGY STANDARDS AND SYSTEMS INTEROPERABILITY(Baltimore, MD2014)
2. The updated Federal Health IT Strategic Plan defines national goals for HIT adoption through 2015

**REFERENCE BOOKS**

1. Mel and Enid Zuckerman College of Public Health University of Arizona 2016
2. HHS Office of National Coordinator of Health Information Technology (ONC). Federal Health InformationTechnology Strategic 2015

<b>MBA18R5249</b>	<b>FOUNDATIONS OF HEALTH CARE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite : Nil</b>					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The core objective of this paper is to know the health care given to the all level of patients. To find out the symptoms and how to evaluate the stage the patient belong to and how to legally handle it.

<b>CO1</b>	To understand the basics introduction and psychological bases issues
<b>CO2</b>	To identify the policies and awareness of government schemes.
<b>CO3</b>	To analyze the role of culture and levels of managing the patient during change implementation.
<b>CO4</b>	To understand the need for hospital development and their approaches.
<b>CO5</b>	To identify and implement the legal issues and rectifying techniques

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>CO16</b>			S	L		M						
<b>CO17</b>		S			M			M				
<b>CO18</b>				L			M		S			
<b>CO19</b>			S			M	L					
<b>CO20</b>			M		S				L			

**INTRODUCATION OF HEALTH CARE**

**09 Hours**

Historical evolution of health services in India and abroad. Nature and scope of Healthcare Management, Overview of Health Services in India, The psychological bases of Health, Disease and Case Seeking, Significance of Hospital Management . Hospital Administration, Distinguish between a Hospital/clinic and an Industrial Organization, Challenges to Hospital and health care

**INTERFACE BETWEEN PUBLIC HEALTH AND INDIAN HEALTH CARE SYSTEM**

**09 Hours**

What is Public Health? Public Health and the Health- System Law, Government, and Public Health Public Health- Emergency Preparedness and Response, Medicine and Public Health- The Power of Collaboration, The Historical- Relationship Between Medicine and Public, A Joint Public Private.

**HEALTHCARE ORGANISATIONS**

**09 Hours**

Government Health Services: Background and Present status, Private Health services: Background and Present status, Types of healthcare centers. Functional Areas in Hospital Management, Management of Human Resources. The Managerial Role.

**HEALTH CARE EVALUATION****09 Hours**

Measuring Health Status & Health Related Quality of Life, Evaluating Effectiveness using randomized and non-randomized designs, evaluating cost – effectiveness and Evaluating Humanity.

**LEGAL ISSUES IN HEALTHCARE****09 Hours**

Legal requirements under Medical Council Act, Basic concepts of Labor Law, Essentials of Contract Act, Legal liabilities of Healthcare organisations and Medical ethics.

**TEXT BOOKS**

1. S.K.Jha, Hospital Management, Himalaya Publishing House, 2007.
2. R.C.Goyal, Hospital Administration and Human Resource Management, 4th edition, PHI, 2006.
3. Stephen.M.Shortell and Arnold.D.Kaluzny, Health Care Management, Thomson, 5<sup>th</sup> edition, 2005

**REFERENCES**

1. **Syed Amin Tabish**, HOSPITAL AND NURSING HOMES PLANNING, ORGANISATIONS & MANAGEMENT
2. **G.D.Kunders**, HOSPITALS, FACILITIES PLANNING AND MANAGEMENT

<b>MBA18R5250</b>	<b>HEALTHCARE PLANNING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> Nil					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

It helps the professionals to improve patience and and manage to have zero error in technical as well as medical field through manage mental pipeline.

<b>CO1</b>	Improve their patience in planning and allocation the team
<b>CO2</b>	Demonstration of accidental and op patient handling
<b>CO3</b>	Perusing knowledge of laboratory and mhc
<b>CO4</b>	Visualize the advancement in multi specialty hospitals
<b>CO5</b>	Developing the supporting service in ip,op ,mhc and emergency section

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S				M			L			
CO2			M		L		S					
CO3		L		M				S				
CO4	L		S						M			
CO5	M			L		S						

**BASICS OF HEALTHCARE PLANNING**

**09 Hours**

Conception of idea - formation of hospital planning team - market survey , feasibility study, selection of location - Financial planning of hospitals - Macro level planning - Conception to commissioning-site development - architects brief working drawings and specifications - engineering drawing - equipment planning, bed distribution, space allocation , interior designing and construction of building-commissioning - shake down period.

**HEALTHCARE PLANNING AND SERVICES**

**09 Hours**

National Health Policy & Inter-sect oral Co- ordination, National Population Policy, National Five year plans, National Health Programme: Background objectives, action plan, targets, operations, achievements and Constraints in various National Heath Programme. Types of Product, Life Cycle of Hospital Product, Managerial Proficiency for the key Hospital Service and New Product.

**PLANNING FOR LABORATORY SERVICE AND BLOOD BANKING**

**09 Hours**

Planning for imageological services-x-rays, ultra sonography, MRI, CT- scan PET scans and other advances in image logical services National Health Policy & Population policy

**PLANNING FOR ADVANCED****09 Hours**

Cardiac catheterization laboratory, various endoscopy units - extra corporeal shock wave lithotripsy - radiotherapy unit - IVF unit - Dialysis unit. Information System in Hospitals – HIS (Hospital Information System)- Evolution, significance, Objectives. Electronic Health Record, Telemedicine, Clinical Decision Support System, Voice Recognition System, Personal Digital Assistant.

**PLANNING FOR SUPPORTIVE SERVICES****09 Hours**

Supportive services: general medical services, hospital infection control, special medical services, technical medical services, patient care services-patient counseling for surgical procedures, reception, In patient care, Laboratory, Non technical services, admission and discharge, special procedures, Grief Counseling.

**TEXT BOOKS**

1. Shakti gupta sunil kant, chandra sekhar and sidharth satpathy, “Modern trends in planning and design of hospitals”, Jaypee brothers New delhi
2. Kunders G.D., Gopinath S., and Katakama a., “Hospital Planning, Design and Management”, Tata Mc.Graw Hill, New Delhi, 1999.

**REFERENCE**

1. **G.D.Kunders**, “DESIGNING FOR TOTAL QUALITY IN HEALTH CARE”
2. **Gupta S.K;SunilKant Chandra Shekhar; R Satpathy**, “Modern trends in planning and designing of hospitals”

<b>MBA18R5251</b>	<b>HEATH CARE ECONOMICS AND POLICY</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> Nil					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s);

This course will help student to understand the basic concept of economics, health economics, the relationship between health and economic development, demand and supply, concept of cost and financing system of health care services in India. This will enable them to appreciate financial aspects of health care services.

CO1	Analyse the relationship between health and economic development.
CO2	Explain the concept of demand and supply.
CO3	Describe the structure of health care industry and characteristics of market for Health care services
CO4	Analyse the concept of cost in health care.
CO5	Discuss financing system of health care services in india.

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S				M			L			
CO2			M		L		S					
CO3		L		M				S				
CO4	L		S						M			
CO5	M			L		S						

### INTRODUCTION TO ECONOMICS

**09 Hours**

Definition and meaning, dimensions of economics, positive and normative economics.- Areas of health economics.

### INTRODUCTION TO HEALTH ECONOMICS

**09 Hours**

Concept of Health Economics.-Focus of health economics.-The economics of health and health care service Health and economic development.-Causes of health problems in India.

### COSTS OF HEALTH CARE

**09 Hours**

Concept of cost, types of costs.-Opportunity cost, total fixed and variable cost, average marginal and sunk costs, cost benefit, cost effectiveness.

### DEMAND AND SUPPLY IN HEALTH CARE

**09 Hours**

Concept of demand, need, supply input, output, production function, industry and market.-Structure of health care industry.-Characteristics of health care services market.- Demand side and supply side.



**FINANCING OF HEALTH CARE IN INDIA****09 Hours**

Financing system and allocation -Sources of financing of health care services. -Health plans and outlays, the relative role of state and central government on financing of health care services.-Factors influencing the state's ability to finance health care services.

**TEXT BOOKS**

1. Shakti gupta sunil kant,chandra sekhar and sidharth satpathy, "Modern trends in planning and design of hospitals", Jaypee brothers New delhi
2. Kunders G.D., Gopinath S., and Katakama a., "Hospital Planning, Design and Management", Tata Mc.Graw Hill, New Delhi, 1999.

**REFERENCE BOOKS**

INDIAN NURSING COUNCIL GENERAL NURSING AND MIDWIFERY 2016

<b>MBA18R5252</b>	<b>HEALTHCARE INFORMATION SYSTEM</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5113-Management Information Sysyem					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The primary objective of this course is to capture, store, manage, or transmit information related to the health of individuals or the activities of an organization that work within the health sector. Clinical and administrative systems for managing patient details on an administrative level

<b>CO1</b>	Information, strategy and customer-facing (user-centered) design theories which are relevant to the adoption and use of management information systems for competitive advantage.
<b>CO2</b>	The impact of different types of information technologies and systems on the enterprise and the competitive environment information systems as a basis for sustainable competitive advantage.
<b>CO3</b>	Critically contrast different life cycle methodologies and methods for developing and managing strategic information systems.
<b>CO4</b>	Personal effectiveness to balance time/resources to deliver a range of formally and informally assessed outcomes, such as case analyses and presentations, class and tutorial discussions and overall attendance and note-taking.
<b>CO5</b>	Demonstrate a conceptual grasp of information, strategy and user-centered (customer-facing) design theories which are relevant to the adoption and use of strategic, management information systems for competitive advantage.

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S		M			L					
CO2			S		L				M			
CO3		M				M		S				
CO4	M			S			L					
CO5		S		L	M							

**BASICS OF HOSPITAL INFORMATION SYSTEM**

**09Hours**

Overview - structure of MIS specific to hospital - information and data - information for control – decision - statutory needs – feedback - hierarchy of management activity - decision making process - document preparation - data capture - POS method.

**PROJECT LIFE CYCLE DEVELOPMENT**

**09Hours**

Physical systems design - physical data base design - Programme development - procedure development - input-output design - online dialogue - design of files - data communication

- Project life cycle - installation and operation – conversion - operation, documentation, training, maintenance, post audit system evaluation

### **APPROACHES TO HIS**

**09Hours**

Patient based HIS - functional organization based HIS - user department based HIS - clinician based HIS - Medical records, nursing information system - appointments scheduling - dissemination of tests and diagnostic information - general administration - productivity.

### **DECISION SUPPORT SYSTEM**

**09Hours**

Concepts - DSS software - applications for hospital activities - Expert System Concepts - applications in healthcare management - dedicated SW packages.

### **INFORMATION TECHNOLOGY**

**09Hours**

Telemedicine – Importance. Need and Benefits, Knowledge management - Importance. Need and Benefits- IT integration – Benefits – Additional support services received through IT Integration.

### **TEXT BOOKS**

1. Davis, G.B. and M.H.Oslon, “Management Information Systems-Conceptual Foundations, Structure and Development”, TMH, 2010.

### **REFERENCE BOOKS**

“Health Care Information Systems” JohnPoikonen, Pharm.D(2015)

<b>MBA18R5253</b>	<b>HEALTH CARE MARKETING AND SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5114-Marketing Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course focuses on the paramount concern in healthcare marketing, particularly for marketers employed by a health care provider such as a hospital or clinic. It helps to understand and strictly adhere to privacy laws and how you can and cannot use patient health information to market goods and services.

<b>CO1</b>	Develop understanding of marketing concepts, and services
<b>CO2</b>	Develop a platform to understand patient’s situation and satisfy them.
<b>CO3</b>	Understand current scenario and developing the techniques and technologies with expertise’s.
<b>CO4</b>	Study various tools and techniques of promoting the hospital and sustaining the word of mouth
<b>CO5</b>	Emerging the durability of the patients needs and priority

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S		M	L							
CO2			S			M			L			
CO3		L		M				M				
CO4			S				L		M			
CO5				L		M				S		

**UNDERSTANDING SERVICES MARKETING**

**09Hours**

Introduction - services in modern economy - classification of services - differences in goods versus services - reasons for growth in services sector - services triangle – Growth of Medical Tourism, Role of government in development of Medical Tourism.

**CONSUMER BEHAVIOR IN SERVICES**

**09Hours**

Customers interact with service operations - purchase process - customers’ needs and expectations - difficulty in evaluation of services - service business system - the search for customer loyalty - understanding CRM - CRM systems.

**SERVICE PRODUCT AND REVENUE MANAGEMENT**

**09Hours**

Planning and creating services - identifying and classifying supplementary services - branding service products - new service development - objectives and foundations for setting prices - methods of service pricing - revenue management.

**COMMUNICATION-MIX AND DISTRIBUTION OF SERVICES****09Hours**

Challenges and opportunities in communicating services - objectives for marketing communications - branding and communications - Distribution in a service context - options for service delivery - decisions about place and time - service delivery in cyberspace

**MANAGING SERVICE DELIVERY PROCESS AND SERVICE QUALITY****09Hours**

Blue printing services - service process redesign - the customer as co-producer - fluctuations in demand for services - integrating service quality and productivity strategies - measuring and improving service quality

**TEXT BOOKS**

1. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee, "Services Marketing-People, technology and strategy", Pearson education 2006.
2. K.Rama Mohana Rao, "Services marketing", Pearson education 2005.

**REFERENCE BOOKS**

1. HEALTH CARE MANAGEMENT- Jody Daniels FALL 2014
2. **Goel S L & Kumar R.** HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., Deep Deep Publications Pvt Ltd: New Delhi
3. **Gupta S & Kant S.** Hospital & Health Care Administration: Appraisal and Referral Treatise

<b>MBA18R5254</b>	<b>HEALTH RELATED LAWS AND ETHICS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> Nil					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course focuses on the paramount concern in healthcare laws and ethics employed by a health care provider such as a hospital or clinic. It helps to understand and strictly adhere to privacy laws and how you can and cannot use patient health information to market goods and services

<b>CO1</b>	To get acquainted with the legal provision and issues related to health care
<b>CO2</b>	To familiarise with the medical terminologies
<b>CO3</b>	To understand the ethical issues in health care system
<b>CO4</b>	To understand the importance of patient care management
<b>CO5</b>	To be acquainted with the disaster and safety & security management in hospitals

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S		M	L							
CO2			S			M			L			
CO3		L		M				M				
CO4			S				L		M			
CO5				L		M				S		

**OVERVIEW OF HOSPITAL SERVICES**

**09 Hours**

Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

**LAWS RELATING PURCHASES AND FUNDING**

**09Hours**

Law of contracts-Law of Insurance-Export Import Policy-FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

**LAWS RELATING TO HOSPITAL FORMATION**

**09Hours**

Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics -Laws relating Purchases and funding-Central Births and Deaths Registration Act, 1969- Recent amendments – Medical

Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

### **LAWS PERTAINING TO HOSPITALS**

**09Hours**

Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules- Radiation Safety System.

### **TECHNICAL ANALYSIS**

**09Hours**

Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents-preparing project report.

### **TEXT BOOKS**

1. **Madhuri sharma**, essentials for hospital support services and physical infrastructure,
2. **Sakharkar bm**, principles of hospitals administration and planning,
3. Jaypee Quincy college “Healthcare administration”2017

<b>MBA18R5255</b>	<b>MANAGEMENT OF IN-OUT PATIENT DEPARTMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credi t</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> Nil					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This program prepares students with the foundational skills and knowledge necessary for entry-level management positions in healthcare. The program combines a foundation of technical coursework in a healthcare discipline with a management curriculum to be successful in managing in a healthcare environment. Many students enter into this bachelor’s degree program after having completed a certificate, diploma, or associate’s program in a healthcare discipline.

<b>CO1</b>	Articulate theories and principles of health care management.
<b>CO2</b>	Identify unique characteristics in health services.
<b>CO3</b>	Articulate management principles to functional areas of health care.
<b>CO4</b>	Apply management skills to leadership concepts.
<b>CO5</b>	Compare health services organizations and delivery structures, functions, and professionals.

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1		S		M	L							
CO2			S			M			L			
CO3		L		M				M				
CO4			S				L		M			
CO5				L		M				S		

**PLANNING FOR THE OUT- PATIENT SERVICES, ACCIDENT AND EMERGENCY SERVICES 09Hours**

Planning for patient care units – Inpatient services and intensive care units - Planning for surgical suites - Planning for labor and delivery suites-LDRP suites

**CURRENT ISSUES IN HEALTHCARE 09Hours**

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

**SUPPORTING SOFTWARE 09Hours**

Systems Implementation and Support- Technologies that Support HCIS- Implementation with Minimal Practice Disruption VOC-(VOICE OF CUSTOMERS)



**MANAGEMENT FUNCTION****09Hours**

Planning -Organizing -Staffing -Directing -Controlling-Clinical Information Systems-  
Federal Efforts to Enhance Quality of Patient Care

**OTHER SUPPORTIVE SERVICES****09Hours**

Ambulance services – Mortuary services – Hospital security services- Disaster management  
– Fire hazards – Engineering Hazards – Radiological hazards.-Outsourcing of Support  
services –Waste disposal and management - few case studies.

**TEXT BOOKS**

1. Stephen P. Robbins and Mary Coulter, **Management** (Prentice Hall of India Pvt. Ltd., New Delhi)
2. J.E. Park and K. Park, **Textbook of Preventive and Social Medicine** (M/S Banarsidas Bhanot Publishers, Jabalpur)
3. Elaine La Monica, **Management in Health Care** (Macmillan Press Ltd, London)

**REFERENCE**

1. “BACHELOR OF SCIENCE IN HEALTHCARE MANAGEMENT”Herzing University Undergraduate Catalog September 2016.
2. APOLLO REACH HOSPITAL pradeep reddy (2016)

<b>MBA18R5256</b>	<b>PATIENT CARE MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> Nil					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course makes graduates is a set of activities intended to improve patient care and reduce the need for medical services by enhancing coordination of care, eliminate duplication, and helping patients and caregivers more effectively manage health conditions.

<b>CO1</b>	To provide knowledge about management issues related to staffing, training, performance, compensation, human factors consideration and compliance with hospital requirements.
<b>CO2</b>	Designing the appreciate role for all specialist to maintain zero error.
<b>CO3</b>	Identifying the patient’s categories and satisfying them on time.
<b>CO4</b>	Develop the responsibility of the employer and legal system to manage the employment relation.
<b>CO5</b>	Gaining knowledge through act and categories the patients and applying them in schemes if necessary.

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1			M		S			L				
CO2	S			L		M						
CO3		M					L					
CO4			S						M			
CO5				M				L				

**PATIENT CENTRIC MANAGEMENT**

**09 Hours**

Concept of patient care - Patient-centric management, Organization of hospital departments - Roles of departments/managers in enhancing care - Patient counseling & Practical examples of patient centric management in hospitals - Patient safety and patient risk management.

**QUALITY IN PATIENT CARE MANAGEMENT**

**09 Hours**

Defining quality - Systems approach towards quality, towards a quality framework - Key theories and concepts - Models for quality improvement & Variations in practice

**PATIENT CLASSIFICATION SYSTEMS AND THE ROLE OF CASE MIX**

**09 Hours**

Why do we need to classify patients - Types of patient classification systems - Case mix classification systems - Case mix innovations and Patient empowering classification systems?

### **MEDICAL ETHICS & AUDITORY PROCEDURES**

**09 Hours**

Ethical principles, Civic rights - Consumer protection act - CPA, Guideline of the CPA - Patient complaints powers & procedures of the district forum - State and National commission - Role of supreme court, Patient appeals - Medical negligence - Central & state laws - Use of investigational drugs - Introduction/need & procedures for medical audit - Audit administration & Regulating committees - Disaster preparedness

### **PATIENT MEDIATION RECORDS**

**09 Hours**

Policies & procedures for maintaining medical records - e-records - legal aspects of medical records - its safety - preservation and storage.

### **TEXT BOOKS**

1. Goel S L & Kumar R. 2014, "Hospital Core Services: Hospital Administration of The 21st Century", Deep Publications Pvt Ltd: New Delhi
2. Gupta S & Kant S. 2012, "Hospital & Health Care Administration: Appraisal and Referral Treatise", Jaypee: New Delhi.

### **REFERENCE**

1. **BM Sakharkar**, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee brothers Publications.
2. **Francis CM, Mario C de Souza** ; HOSPITAL ADMINISTRATION – Jaypee brothers Medical Publishers

## **LOGISTICS AND SUPPLY CHAIN MANAGEMENT- ELECTIVES**

<b>Course Code</b>	<b>Subjects</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5257	Chartering and Ship Broking	4	0	0	4
MBA18R5258	Customs Procedures	4	0	0	4
MBA18R5259	Container Management	4	0	0	4
MBA18R5260	Foundations to Logistics Management	4	0	0	4
MBA18R5261	International Shipping Legislation	4	0	0	4
MBA18R5262	Port Management	4	0	0	4
MBA18R5263	Supply Chain Management	4	0	0	4
MBA18R5264	Transport Management	4	0	0	4
MBA18R5265	Warehousing and Inventory Management	4	0	0	4

<b>MBA18R5257</b>	<b>CHARTERING AND SHIP BROKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

This course is designed to understand the essential elements of shipbroking and chartering practices. This course provides a thorough understanding of ship chartering, sale and purchase of ships in theory and in practice. It places emphasis on the practical understanding of the components, the terminology and the dynamics of ship chartering and ship broking

### Course Outcome(s):

After completing this course, the student will be able to:

**CO6:** Analyze and understand the key concepts in Ship broking, Chartering practice and charter/agency contracts.

**CO7:** Understand the classification of charters and description of vessels.

**CO8:** Intends to understand the documental procedures related to purchase and registration of vessels.

**CO9:** Estimate the cargo capacity and understand the freight and hire calculations.

**CO10:** Evaluate and understand the chartering marketing practice in existence and ethical requirements.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO21	S		M									L
CO22			S								M	
CO23					S			L				
CO24	L						M					
CO25		M				L	S					

### Unit 1: Introduction to Chartering

**09 Hours**

Principles of Chartering-Introduction to Chartering-Chartering Terminology-Role of Broker-Types and Functions-form and activities-Charter parties.

### Unit 2: Classification and its markets

**09 Hours**

Types of Charter-Voyage Ships-Vessel Descriptions-Vessel requirements-tramp chartering services-Passenger Ship Chartering-Cargoes-Freight Markets-Liner Operations-Tanker Charter-tanker trades-International Tanker Chartering Market.

### Unit 3:Regulations

**09 Hours**

Purchase and Registration of Vessels- Exceptions and immunities-trading limits-dry docking-protective clauses-stevedore damage.

**Unit 4: Chartering Estimation****09 Hours**

Freight and hire calculations-Voyage Estimation-Checks-Cargo Capacity-Time estimation in Port-Lay time calculations-Vessel Negotiations-Statement of Facts-Time count-Demurrage and Despatches-Classification Societies-Spares and Black lists-Delivery Methods-Auctions

**Unit 5: Chartering Marketing Practice****09 Hours**

Contracts-Individual rights, responsibilities and liabilities-Clauses in time charters-Bill of lading-Chartering Market Practice-Ethical requirements-lien clause-Disputes-General Arbitrations.

**Text Book(s):**

1. ICS (2015) Dry Cargo Chartering
2. ICS (2015) Tanker Chartering

**Reference(s):**

1. Metaxas, B. N .The Economics of Tramp Shipping. Athlone Press,**2016**
2. Lars Gorton, Shipbroking and Chartering Practice. Seventh Edition, Lloyds.**2015**
3. Gorton, Ihre, Sander Varn & HILLENIOUS Shipbroking and Chartering Practice . 6th Edition,**2015**

<b>MBA18R5258</b>	<b>CUSTOMS PROCEDURES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

In the course of Foreign Trade or the role being played by Customs is vital under specialized & mandatory circumstances & within the legal framework to facilitate easy clearance of goods by following appropriate procedures and methods as per their recognized customs procedures.

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO1:** Provide the Exporting or Logistics Company with the latest information on International Trade documentation, Customs Procedures.

**CO2:** Be aware of the major changes concerning Export and Import Control legislation & reporting Systems (ECS/ICS).

**CO3:** To gain an in-depth knowledge about various customs procedures pertaining to imports and exports.

**CO4:** To understand the various legal proceedings in the Customs Process along with the Port Formalities.

**CO5:** Import / Export is totally under the roles of law and in the learning process students come to learn what, when, where, why, who and how to comply with EXIM trade and laws as followed by Indian Customs Act.

**CO6:**

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S		L			M		L				
<b>CO2</b>		M										
<b>CO3</b>	L					L						
<b>CO4</b>	L											
<b>CO5</b>		S						M				

**Unit 1:Introduction to Customs Department**

**09 Hours**

Preliminary-Definitions - Officers of Customs-Classes-Appointments-Powers of Officers-Entrustments of Functions of Board

**Unit 2:Customs Legislation**

**09 Hours**

Appointment of Customs Ports, Airports, Warehousing Stations-Power to declare places to be Warehousing Stations. Prohibitions on Importation and Exportation of Goods-Power to Prohibit - Power of Central Government to notify goods-Precautions to be taken by persons acquiring notified Goods. Prevention or Detection of Illegal Export of Goods-Power of

Central Government to specify goods-Persons possessing specified goods to maintain Accounts-Steps to be taken by persons transferring any Specified goods - Power to exempt

### **Unit 3: Customs Duties**

**09 Hours**

Levy of an Exemption From, Customs Duties-Dutiable goods-Duty on Pilfered goods-Assessment of Duty-Interest on delayed Funds-Claim for Refund of Duty-Provisional Attachment to protect revenue in certain cases. Indicating Amount of Duty in Price of Goods, For purpose of Refund-Price of goods to indicate amount of duty paid thereon. Advance Rulings-Authority for Advance Rulings-Application for Advance Ruling-Powers of Authority-Procedure of Authority. Provisions relating to Conveyances Carrying Imported or Exported Goods-Arrival of Vessels and Aircraft in India-Power to board Conveyances-Delivery of export manifest or export report-No Conveyance to leave without written order.

### **Unit 4: Legal Aspects**

**09 Hours**

Clearance of Imported goods and Exported Goods-Chapter not to apply to baggage and Postal articles- Clearance of goods for home consumption-Clearance of goods for exportation. Goods in Transit- Transit and Transshipment of certain goods without payment-Liability of duty on goods transited or transshipped. Foreign trade policy 2004-09: Regulation and development of foreign trade; foreign trade (Development and Regulation) Act; export promotion; EOUs, EPZs and SEZs; international trade financing; payment terms; institutional finance for exports; EXIM Bank; export credit risk insurance..

### **Unit 5: Warehouse Procedures**

**09 Hours**

Warehousing-Appointing of Public Warehouses-Licensing of Private Warehouses-Clearance of Warehoused goods for home consumption and Exportation-Cancellation and return of Warehousing bond. Drawback-Interest on drawback-Prohibition and regulation of drawback.

### **Text Book(s):**

1. Customs Law Practice and Procedures, V. S. Datey, Taxmann Allied Services Pvt. Ltd., 7th Edition, **2015**.
2. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Third Edition, **2017**.

### **Reference(s):**

1. Sople Vinod V., Logistics Management: The Supply Chain Imperative, 2nd edition, Pearson Education, New Delhi, **2015**.
2. Rajiv A Serker, Logistics in International Business, 1st edition, Shroff Publishers & Distributors Pvt. Ltd., Navi Mumbai, **2016**
3. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, **2015**.



<b>MBA18R5259</b>	<b>CONTAINER MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

In the course of Container Management of current developments in the liner shipping, and to enable them to understand the application of quantitative techniques in container transport management decision making.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Identify the principal container ship types, characteristics, layout, sizes and tonnages.
- CO2:** Understand the modes of handling containers in International transport operations.
- CO3:** To understand the nature of operating and voyage costs in scheduled liner shipping services.
- CO4:** Understand the structure of world containerized trade routes and the major container ports within it.
- CO5:** Analyze the business related problems in intermodal problems.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S		L			M		L				L
<b>CO2</b>		M								L		
<b>CO3</b>				S		L						
<b>CO4</b>	L											
<b>CO5</b>		S						M				

**Unit 1:Multimodal Transport**

**09 Hours**

Types of containers - Multimodal Transport -Advantages - Freight Rate Structure & Shipping Regulations, Principal factors impacting ocean freight rates - International Commercial Terms Multimodal Transport Network System - Advanced system in Container management - Sea Freight Container details - Customs connection & Multimodal Transport in International Trade - Maritime Frauds. Container crimes

**Unit 2:Containerisation**

**09 Hours**

Introduction to the Container Business and Role of Container Terminals. Containerisation-The beginning of the container revolution and changes in Liner trades in the modern supply chain - The growth of Containerisation in global trade. Types and functions of container terminals- Gateway, transshipment, transit, dedicated, common user. Terminal ownership - Global container terminal operators - Regional terminal operators

**Unit 3: Container Terminology****09 Hours**

Container characteristics - ISO standards - Types and purpose - Container terminology - Marks and numbers. Container integrity and security. Container packing. Container seals and securing techniques - Container ownership and management - Owning vs. Leasing - Storage, maintenance

and repair. Container ship types, sizes and characteristics - Layout and design of a modern containership - Lack of deck obstructions, speed. The economics of container ship operations - Owning vs. Chartering - Operating costs.

**Unit 4: Infrastructure and Layout of Container Terminals****09 Hours**

Infrastructure and layout of container terminals - Berth and quay characteristics - Apron width, quay crane rails - Container yard size, layout and markings - Container Freight Station (CFS) - Gates, offices, maintenance facilities, fencing and traffic control. Types and purpose of equipment used in container terminals - Ship to shore handling equipment - Yard equipment for transfer, storage and delivery - CFS and other terminal equipment - Terminal automation

**Unit 5: Ship and Quay operations****09 Hours**

Container Terminal Operations - Ship and quay operations - Discharge and load procedures Crane numbers and productivity. Yard operations - Performance and planning - Yard Management - Storage and delivery. Gate operations - Layout and traffic flows - Security and Inspections. CFS operations - Outturns and customs inspections - Repacking and value adding. Container terminal resourcing - Managing staff numbers - Managing equipment matrix. Use of IT in container terminal operations - Terminal Operating Systems (TOS) - Electronic Data Interchange (EDI). Key Performance Indicators (KPIs) for terminal operations - Management and environment metrics - Contractual KPIs. International Maritime Dangerous Goods (IMDG) Code, hazardous cargoes storage and contingency plans - Identifying and avoiding risks of injury and accidents in terminals. Security management in container terminals - The International Ship and Port Facility Security (ISPS) Code - Container scanning - Perimeter integrity - stowaways

**Text Book(s):**

1. Dr. Hariharan K. V, "Container & Multimodal Transport Management", Shroff Publishers and Distributors Pvt. Ltd, 3<sup>rd</sup> Edition, **2017**.
2. Kap Hwan Kim, Hans- Otto Günther, "Container Terminals and Cargo Systems: Design, Operations Management, and Logistics Control Issues", Springer; 2<sup>nd</sup> Edition, **2015**.
3. Evrim Ursavas Guldogan, "Port Operations and Container Terminal Management: with applications", Springer, 6th Edition, **2015**

**Reference(s):**

1. Wiley, "Port Operations and Container Terminal Management", Evrim Ursavas Guldogan, Springer, Latest Edition, **2017**.
2. Urogen Sorgen Frei, "Port Business", BoD Books, 3<sup>rd</sup> Edition, **2016**

<b>MBA18R5260</b>	<b>FOUNDATIONS TO LOGISTICS MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course majorly provides an overview of logistics management in organizations based on the concept of supply chain management (SCM). From the knowledge of the logistical implications in the functions of the organization we take an in-depth look at each of the traditional fields of logistics: sourcing and procurement, storage, distribution and reverse logistics.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** To create awareness on the emerging trends in Logistics and importance of Supply Chain Management.
- CO2:** To enable the students to focus on their ideas in framing various stages of Logistics and its related management process.
- CO3:** To explore the career opportunities in the present economy with the application of Logistics and Supply Chain Management positions in transportation and Insurance.
- CO4:** Recognize the Logistical Information system along with the different types of transportation, inventory carrying and warehousing.
- CO5:** Apply knowledge about Facility location and layout in addition to materials management and Total Quality Management.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S				L				M		
<b>CO2</b>	L		L									
<b>CO3</b>			L				L					
<b>CO4</b>				S			M					
<b>CO5</b>		M						M				

**Unit 1: Concepts of Logistics**

**09 Hours**

Evolution – Nature and Importance – Components of Logistics Management- Competitive Advantages of Logistics- functions of Logistics management- principles Logistics Network- Integrated Logistics system. Supply chain management- Nature and Concepts- Value chain- Functions – Supply chain effectiveness- Outsourcing - 3PLs and 4PLs – Supply chain relationships- Customer services.

**Unit 2: Elements of Logistics and SCM**

**09 Hours**

Inventory carrying – Ware housing – Material handling – Order Processing - Transportation

- Demand Forecasting - Impact of Forecasts on Logistics and Supply chain management – Performance measurements.

**Unit 3:Transportation**

**09 Hours**

Position of Transportation in Logistics and Supply chain management- Road, Rail, Ocean, Air, Transport Multi model transport- Containerization – CFS- ICDS –Selection of transportation mode – Transportation Network and Decision- Insurance Aspects of logistics.

**Unit 4: Logistics Information System**

**09 Hours**

Operations – Integrated IT solution for Logistics and Supply chain management – Emerging technologies in Logistics and Supply Chain management. Components of a logistic system – transportation – inventory carrying – warehousing - order processing – Ocean transport – ships – types - measurement of capacity of ships – shipping information.

**Unit 5:Plant Location**

**09 Hours**

Facility location and layout planning - Types of layouts - Material handling equipments - Productivity: Factors Affecting Productivity - Job Design – Process Flow charts - Material Management - Costs associated with inventory - Economic Order Quantity - ABC Analysis - Just in-time Production - Total Quality Management.

**Text Book(s):**

1. Sunil Chopra, Peter Meindl, Supply Chain Management, 3rd edition, Pearson Education, Delhi, **2015**.
2. Ailawadi C. Sathish and Rakesh Singh, Logistics Management, 1st edition, Prentice Hall India, New Delhi, **2015**.

**Reference(s):**

1. Coyle, The Management of Business Logistics, 7th Edition, Cengage Learning, New Delhi, **2015**.
2. Sople Vinod V., Logistics Management: The Supply Chain Imperative, 2nd edition, Pearson Education, New Delhi, **2015**.
3. Rajiv A Serker, Logistics in International Business, 1st edition, Shroff Publishers & Distributors Pvt. Ltd., Navi Mumbai, **2017**.

<b>MBA18R5261</b>	<b>INTERNATIONAL SHIPPING LEGISLATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course is designed to understand the basics of Shipping Legislation. And also to know the legal principles of maritime law and their application in a business setting from the perspectives of cargo interests and of ship owner

**Course Outcome(s):**

After completing this course, the student will be able to:

**CO11:** Analyze and understand the important concepts of Contracts.

**CO12:** Understand the Shipping laws and the remedies related to breach of Contract.

**CO13:** Intends to understand the International regulations of Vessels.

**CO14:** Understand the regulations related to Cargoes.

**CO15:** Analyse and understand the International laws and contracts of Transportation.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO26</b>	M		L				S			M		
<b>CO27</b>				L				L				
<b>CO28</b>	S				M					M		
<b>CO29</b>			M									
<b>CO30</b>												

**Unit 1: Introduction**

**09 Hours**

Indian Contract Act – Meaning and Definition of Contract – Essential Elements – Types of Contracts – Offer and Acceptance – Consideration – Capacity of Parties – Flaw in Consent.

**Unit 2: shipping Laws**

**09 Hours**

Void and Illegal Agreements – Performance and discharge of Contracts – Remedies for Breach of contract – Quasi contracts – Bailment and Pledge and Law of Agency- The Customs Act, Regional Laws-The Carriage of Goods by Sea Act (COGSA), and related laws rules and regulations. Marine Insurance related laws, Labour Laws

**Unit 3:International Regulations**

**09 Hours**

International Regulations for Vessels-International Agencies -regulations relating to ship construction - ship maintenance - ship navigation - ship breaking - pollution caused by ship's effluents.

**Unit 4: Cargo Administration****09 Hours**

Regulations relating to cargoes, dangerous and Hazardous cargoes, and packaging of cargoes, Live cargo - Hague - Visby Rules – Hamburg Rules – Hague protocol to Warsaw Convention 1955, International carriage of goods by Road (CMR), 1956 — Institute Cargo Clauses (A,B,C) – General Conditions of Marine Insurance on Goods (GCMIG 1988)

**Unit 5: International Laws****09 Hours**

Quotations – Orders – Regulations – Credits – Invoicing – Filing – Archiving – Understanding Terms in Logistics –Freight forwarding contracts – General conditions of freight forwarding – Conditions of Contract – Documents – (Air Way Bill (AWB), Bill of Lading (B/L)) – Contract of transportation – Contracts with customer

**Text Book(s):**

1. Baughen, Simon Shipping Law (6th Edition). New York, NY: Routledge (PolyU library call no: KD1819. B38, **2015**.
2. Hill, Christopher JS, Maritime Law (6<sup>th</sup> edition). London: Lloyd's of London Press, **2015**

**Reference(s):**

1. Robert Merkin, “Marine Insurance Legislation” Routledge, 5<sup>th</sup> Edition, **2015**
2. William Tetley, “Marine Cargo Claims (International Shipping Laws)”, International Shipping Publications, **2016**.

<b>MBA18R5262</b>	<b>PORT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Description

The objective of this course is to enable the students understand the types of ships and working of port. It seeks to achieve the objective by helping the participants to undergo meaningful discussions and deliberations relating to the processes involved in the port during the course of handling cargo and the transportation of the same for tackling them during their real assignment in logistics. This course is intended to be an equipping course for those who plan to do further career in Ports. It is also designed to serve as a terminal course for those not intending to specialize in Logistics

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Understanding the basics of variety of ships and controls in ports

**CO2:** Learn to do appropriate surveys related to ships and cargo through inspections and acquire required certificates.

**CO3:** Understand the role and responsibilities of the charter parties and crew in the ship

**CO4:** Learn to document the cargo inside and outside the ship on the course of its stay in the port.

**CO5:** Understanding the roles, responsibilities and legal framework relating to Port and Port Agent.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO6	S	S				M						
CO7		M	S		L							
CO8			M					L				
CO9			S				M					
CO10						S						

### Unit 1:Introduction

**09 Hours**

Ship-Ship Sizes-Bulk Carrier – Tween deckers-Tankers-Chemical & Parcel Tankers-Gas Carriers-Specialized Dry Cargo Ships. Registration & Classification. Flags of Convenience-Offshore Flags-Port State Control-Classification

### Unit 2 : Safety Aspects

**09 Hours**

Safety Certificates and Surveys, Safety Certificates-Load line Certificates-Cargo Gear Certificate- Maritime Declaration of Health Certificate-Surveys and Inspections. Charter parties. Time Charter- Delivery-Owner’s Agent-Agent’s Influence upon Charter-Port Agent’s Role in Charter party negotiations/Implementation

**Unit 3: Time Counting****09 Hours**

Importance of Time-Notice of Readiness-Demurrage and Despatch-Statements of Facts & Timesheets-Stoppages. Operations. Arrangement and Supplying of Services Upon Behalf of Principal-Cargo-Ship-Crew Repatriation-Desertion-Mail.

**Unit 4: Cargo Documentation****09 Hours**

Introduction-Letter of Indemnity-Collecting Freight-Discharging Port Agent and Bill of Lading-Functions of Bill of Lading-Mate's Receipt-Manifest. Geography of Trade - Political Factors – Labour – Port - Places of Source-Economic Factors-Environmental Issues

**Unit 5: Port Agents and Law****09 Hours**

Introduction-Practical Duties and Obligations-Noting Protest - P&I Associations- General Average - Sensible Precautions taken by Prudent Port Agent. Relationships with Principals, Disbursement Accounting-Division of Costs-Final Disbursement Invoice - Operational Accounting - Office Organization.

**Text Book**

1. Port Management and Operations, Patrick M. Alderton, Lloyd's List Publisher, Fifth Edition, **2015**.

**Reference Books**

1. Port Security Management , Kenneth Christopher, Auerbach Publications, Eighth Edition, **2016**.
2. Elements of Port Operation and Management, Branch, A. E., Chapman & Hall, Fourth Edition, **2015**.



<b>MBA18R5263</b>	<b>SUPPLY CHAIN MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This module provides an overview of logistics management in organizations based on the concept of supply chain management (SCM). From the knowledge of the logistical implications in the functions of the organization we take an in-depth look at each of the traditional fields of logistics: sourcing and procurement, storage, distribution and reverse logistics. Each one presents and analyses the different logistics strategies and basic tools commonly used for design and management. Finally, we present the technologies used to identify and monitor products in the supply chain.

**Course Outcome(s):**

After completing this course, the student will be able to:

- CO1:** Explain concept of Supply Chain Management and propose the main performance drivers of supply chain performance.
- CO2:** Express the major slacks in supply chains and formulate the approaches to manage them and construct a mode to generate forecasts for a company’s products.
- CO3:** Conceptualize the phenomenon of bull-whip effect in supply chains and propose the methods to mitigate its effect in supply chain.
- CO4:** Evaluate modes of transportation, assess the selection criteria and select transportation options and analysis the various factors to select an appropriate location for a facility.
- CO5:** Evaluate the sourcing decisions and prepare the supplier selection and interpret the strategic framework and synthesis for supply chain operational (SCOR) model.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	M				M		M				
<b>CO2</b>	L			M				M				
<b>CO3</b>				L								
<b>CO4</b>		M						M				
<b>CO5</b>	S											

**Unit 1:Introduction to Supply Chain Management**

**09 Hours**

Supply Chain – Objectives – Importance – Decision Phases – Process View – Competitive And Supply Chain Strategies – Achieving Strategic Fit – Supply Chain Drivers – Obstacles – Framework – Facilities – Inventory – Transportation – Information.

**Unit 2:Designing the Supply Chain Network**

**09 Hours**

Designing The Distribution Network – Role Of Distribution – Factors Influencing Distribution – Design Options – E-Business And Its Impact – Distribution Networks In Practice – Network Design In The Supply Chain – Role Of Network – Factors Affecting The Network Design Decisions – Modeling For Supply Chain.

**Unit 3: Designing and Planning Transportation Networks**

**09 Hours**

Overview of Demand Forecasting in the Supply Chain, Aggregate Planning in the Supply Chain, CPFRP, Managing Predictable Variability, Managing Supply Chain Cycle Inventory, and Role of transportation, modes and their performance, transportation infrastructure and policies, design options and their trade-offs, Tailored transportation, Outbound to customer logistics systems.

**Unit 4: Sourcing and Pricing**

**09 Hours**

Sourcing – In-house or Outsource – Types of Purchasing Strategies - 3rd and 4th PLs – supplier scoring and assessment, selection – design collaboration – procurement process – sourcing planning and analysis, World Wide Sourcing. Pricing and revenue management for multiple customers, perishable products, seasonal demand, bulk and spot contracts.

**Unit 5: Coordination in Supply Chain Activities**

**09 Hours**

Uncertainty in the Supply Chain – Safety Inventory. Determination of Optimal Level of Product Availability, Lack of supply chain coordination and the Bullwhip effect – obstacle to coordination, managerial levers, building partnerships and trust, continuous replenishment and vendor-managed inventories, collaborative planning, forecasting and replenishment.

**Text Book(s):**

1. Sunil Chopra and Peter Meindl, Supply Chain Management – Strategy, Planning and Operation, Pearson/PHI, 3rd Edition, **2017**.
2. Coyle, Bardi, Longley, The management of Business Logistics – A supply Chain Perspective, Thomson Press, **2015**.

**Reference(s):**

1. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH, Fourth Edition, **2015**.
2. Supply Chain Management by Janat Shah Pearson Publication, **2015**.
3. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press, **2015**.

<b>MBA18R5264</b>	<b>TRANSPORT MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Description

This course is directed to personnel with average knowledge or no knowledge of transportation management concepts. The information presented proved very beneficial to Transportation Managers, Distribution Managers, Transportation Planners and Dispatchers.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Understand the role of transportation in the supply chain.

**CO2:** Acquainted with transportation documentation

**CO3:** Understand the functions of Transportation.

**CO4:** Intends to analyze the various modes of Transportation.

**CO5:** Understanding the different types of transportation services available.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO11	L								L			
CO12	M			M			S			M		L
CO13			S		L							
CO14		S							S			
CO15												

### Unit 1: Foundations of Transportation

**09 Hours**

Role of Transportation in Supply Chain - Factors influencing Transportation Decisions, Modes of Transportation - Transportation mode Selection Process. Transportation Principles and Participants - Performance Characteristics and Selection, Pricing Strategy in Transportation, Rating Systems, Class Rates, Commodity Rates, Special Rate, Freight and all kind Rates.

### Unit 2: Transport Documentation

**09 Hours**

Bill of Lading, Freight Bill, Shipping Manifest. Responsibilities of Traffic Department. Sale Contracts and Documentation-Sale Contract, INCOTERMS, Waybills-Liability and Insurance-Paperless Trading.

### Unit 3: Transport Functions

**09 Hours**

Product Movement, Product Storage, Participants in Transportation Decision, Shippers, Carriers, Government, Public..

**Unit 4: Modes of Transport and Format****09 Hours**

Rail, Water, Pipeline, Air, Motor Carriers. Transportation Formats – Common Carriers, Contact Carriers, Private Carriers, Exempt Carriers. Sea transport Vessels and Equipments, Ship Sizes, Tonnages-Economy of Scale-Road Transport Vehicles and Equipments-Air Transport-Ports, Terminals and Depots-Full Container Loads-Less than Container Loads, Inland Container Depots.

**Unit 5: Suppliers of Transportation Services****09 Hours**

Single Mode Operator, Specialized Carrier, Intermodal Operator, Piggy Back, Containership, Freight Forwards, Shippers Associations.

**Text Book**

1. Logistical Management-The integrated Supply Chain Process, Donald. J. Bowersox & Donald. J. Claoss, TATA Mc-Graw Hill, **2015**
2. Management of Modern City Transportation System, M Mustafa K K Dewan, Deep & Deep Publications Pvt. Ltd., Third Edition, **2016**.

**Reference Books**

1. Laws of Carriage of Goods by Sea and Multimodal Transport In India, Dr. K. V. Hariharan,  
Shroff Pub & Dist. Pvt. Ltd, Third Edition, **2016**
2. Containerisation, Multimodal Transport and Infrastructure Development in India, Dr. K. V. Hariharan, Shroff Pub & Dist. Pvt. Ltd, **2016**.
3. Management of Transportation, Bardi Edward J., Cengage Learning (Thompson ), 6<sup>th</sup> Edition, **2015**

<b>MBA18R5265</b>	<b>WAREHOUSING AND INVENTORY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5115-Operations Management					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Description

The objective of the course is to provide students with analytical skills that are necessary for the understanding of inventory and warehousing management knowledge and principles. This course emphasizes the importance of the roles and functions of inventory and warehousing operations in logistics and supply chain management. This subject also provides students with the basic knowledge and skills regarding the design and management of warehousing operations.

### Course Outcome(s):

After completing this course, the student will be able to:

**CO1:** Understanding the concepts related to warehousing.

**CO2:** Demonstrate the importance of optimum inventory and efficient warehousing management in business

**CO3:** Identify inventory and warehousing issues in an integrated logistics flow which reflects sound business practices

**CO4:** Understand the role of Inventory control in Warehouse management system.

**CO5:** Understand and analyze the need for Inventory management system.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO16	L						S					
CO17				M			M			S		M
CO18	L		S									
CO19		L			L			L				
CO20												

### Unit 1:Introduction to Warehouse Concepts

**09 Hours**

Introduction-Definition of Warehouse-Need for Warehousing-Selection of Warehouse-Sequence of Warehousing Decisions-Types of Warehouses-Factors determining location of warehouse- Characteristics of Ideal Warehouse.

### Unit 2 : Functions of Warehouse

**09 Hours**

Factors affecting number of warehouses-Functions of Warehouse-Warehouse Operations

### Unit 3: Storage Systems

**09 Hours**

Centralized and Decentralized-Storage Systems-Palletized Storage Systems.

**Unit 4: Inventory Management****09 Hours**

Role in Supply Chain-Role in Competitive Strategy-Role of Inventory Control-Functions of Inventory-Types of Inventory-Inventory Cost-Need to hold Inventory- Mechanics of Inventory Control-Selective Inventory Control-Economic Order Quantity-Just In Time System-Warehouse Management System.

**Unit 5: Inventory Control****09 Hours**

Warehouse Management System-Master Production Scheduling-Material Requirement Planning-Distribution Requirement Planning-Comparison between independent and Dependant Demand Systems-Inventory Records-ABC Inventory Control-Fundamentals of various types of material handling Equipment-Types of Conveyors-Bar Code-Benefits of Bar Coding-Tracking, Inventory Management-Validation-RFID-Principle of RFID Benefits of RFID-Antenna-Potential, Benefits of RFID.

**Text Book(s)**

1. Bowersox, D.J., Closs, D.J., Cooper, M.B., & Bowersox, J.C. Supply Chain Logistics Management.(5<sup>th</sup> ed.), McGraw Hill/Irwin,**2016**

**Reference Book(s)**

1. Warehouse Management and Inventory Control, J P Saxena, Vikas Publication House Pvt Ltd, Third Edition, **2015**.
2. Warehouse Management: Automation And Organisation Of Warehouse and Order Picking Systems [With CDROM], Michael Ten Hompel, Thorsten Schmidt, Springer-verlag, Sixth Edition, **2016**

## **BANKING AND INSURANCE MANAGEMENT-ELECTIVES**

<b>Subject Code</b>	<b>Name of the Subject</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
MBA18R5266	Financial Inclusion	4	0	0	4
MBA18R5267	Marketing Financial Services	4	0	0	4
MBA18R5268	International Banking Operations	4	0	0	4
MBA18R5269	International Banking : Legal and	4	0	0	4
MBA18R5270	Rural Financial Institutions	4	0	0	4
MBA18R5271	Security in Electronic Banking	4	0	0	4
MBA18R5272	Treasury Management	4	0	0	4
<b>MAS18R5206</b>	<b>FOREX management</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>MAS18R5208</b>	<b>Asset and Liability Management</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

<b>MBA18R5266</b>	<b>FINANCIAL INCLUSION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

Financial inclusion means that individuals and businesses have access to useful and affordable financial products and services that meet their needs – transactions, payments, savings, credit and insurance – delivered in a responsible and sustainable way. Financial access facilitates day-to-day living, and helps families and businesses plan for everything from long-term goals to unexpected emergencies. As accountholders, people are more likely to use other financial services, such as credit and insurance, to start and expand businesses, invest in education or health, manage risk, and weather financial shocks, which can improve the overall quality of their lives.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	Explain basic concepts of financial inclusion
<b>CO2</b>	:	Describe role micro finance in financial inclusion
<b>CO3</b>	:	Discuss financial inclusion strategies to strengthen financial status of a country
<b>CO4</b>	:	Describe RBI regulations pertaining with financial inclusions
<b>CO5</b>	:	Discuss recent trends in financial inclusion.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	M			S							
<b>CO2</b>	L	S			M							
<b>CO3</b>					S							
<b>CO4</b>		M										
<b>CO5</b>		L			L	S						

**BASIC CONCEPTS OF FINANCIAL INCLUSION**

**09 Hours**

Definition – Importance - Role of Financial Inclusion towards inclusive growth - Role of Financial institutions in financial inclusion – Institutional structure and mechanisms - Challenges of Inclusive banking.

**ROLE MICRO FINANCE IN FINANCIAL INCLUSION**

**09 Hours**

Micro credit - Micro insurance scheme - Business Facilitators and Business Correspondents in rural financing- SHGs/NGOs - linkages with banking.



**FINANCIAL INCLUSION STRATEGIES****09 Hours**

Initiatives for inclusion - Lead banking scheme (LBS) - No frills account - BSBD Accounts - Business Correspondents (BC) system - Swabhiman Campaign - PMJDY - Technologies Role in Delivering Accessible Financial Services to the Poor.

**RBI REGULATIONS****09 Hours**

Priority sector lending - Open accounts for Self Help Groups - Relaxation on Know Your Customer(KYC) Norms - Opening branches in unbanked rural areas - Licensing new banks - non- banking entities involved in financial inclusion.

**RECENT TRENDS IN FINANCIAL INCLUSION****09 Hours**

Financial Inclusion for Sustainable Development - Role of IT and Intermediaries Financial Inclusion - An Economic Growth Driver Financial Services - Trends and Recent Innovations.

**TEXT BOOK**

1. Financial Inclusion in India: Policies and Programmes , N. Mani, New Century Publications, 2015.
2. Marketing Techniques for Financial Inclusion and Development by Jain, Dhiraj, Sharma, Adya, IGI Global, 2018

**REFERENCE BOOKS**

1. Talking Financial Inclusion in Liberalised India, M. S. Sriram, Roudledge Publications - 2017
2. Financial Inclusion in India, By DR.S.V. Shinde, Laxmi Book Publication, 2015.
3. Uppal RK &Pooja, Transformation in Indian Banks-Search for better tomorrow, Sarup Book Publisher Private Ltd., New Delhi, 2014

<b>MBA18R5267</b>	<b>MARKETING FINANCIAL SERVICES</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course provides a foundation for building a successful career as a Financial Services professional. The concepts can be applied by individuals employed by any financial services organization, commissioned agents or independent entrepreneurs operating their own business. Students will be introduced to Services Marketing concepts the basic principles of Marketing and the difference between Marketing and Sales of Financial Services. Principles covered include: identifying target markets, market segmentation, building an effective Marketing Plan, developing an effective Value Proposition, and a practical strategy to competitively selling Financial Services.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	Define, explain and illustrate some of the frameworks and approaches that are helpful in marketing financial services
<b>CO2</b>	:	Describe the motivational factors on consumer access financial services.
<b>CO3</b>	:	Discuss how segmentation is used to understand and manage customer behavior;
<b>CO4</b>	:	To position value propositions, products and brands in customers' minds;
<b>CO5</b>	:	To develop value to consumers and firms by having proper CRM system

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S										
<b>CO2</b>			S	M		S						
<b>CO3</b>						M	S					
<b>CO4</b>			L			S						
<b>CO5</b>			M				M					

**THE NATURE OF MARKETING**

**09 Hours**

The basic principles of marketing and its importance - relevance to financial services organizations (FSOs) - The strategic nature of marketing - the marketing concept and marketing orientation - Stakeholder theory and the six markets framework – appreciating the important groupings an FSO has to satisfy.

**CUSTOMER BUYER BEHAVIOUR:****09 Hours**

The motivations behind consumer purchasing decisions - Key customer attributes that are of relevance to financial services sales and marketing (customer profiling) - Customer value - the need for customer focus and customer satisfaction and methods of achieving these.

**SEGMENTATION, TARGETING AND POSITIONING****09 Hours**

Methods of segmenting consumer markets - The need to develop target market and positioning strategies and the options available to support this. - Identifying and prioritizing business opportunities.

**MARKETING STRATEGY FOR FINANCIAL SERVICES****09 Hours**

Pricing methods - Distribution channel - Advertising - Sales functions in financial services - Building, maintaining, and sustaining the financial services brand - Marketing at branches - Marketing of retail banking products - Marketing for corporate clients - Bank in rural areas - Customer services in banks.

**CUSTOMER RELATIONSHIP MANAGEMENT****09 Hours**

Customer relationship management: principles and practice - Service delivery and service quality - Satisfaction, value, trust and fairness in consumer relationships - Marketing: culture, challenges and social responsibility

**TEXT BOOKS**

1. Financial Services Marketing 2e, 2nd Edition by Nigel Waite, Christine Ennew ,Routledge 2016
2. Marketing of Financial Services 1<sup>st</sup> edition by DhananjayBapat, Biztantra Publications, 2014

**REFERENCE BOOKS**

1. Marketing for financial services by William J. Winston - Routledge, Reprint 2012.
2. Financial Services Marketing: An International Guide to Principles and Practice by Christine Ennew, Nigel Waite - Butterworth-Heinemann, 2<sup>nd</sup> Edition 2013.

<b>MBA18R5268</b>	<b>INTERNATIONAL BANKING OPERATIONS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The course provides an outline of international banking and deals with recent developments and a solid understanding of international banking. Issues such as the historical evolution and foundation of international banking and its management, risk management, financial crises, commercial banking, investment banking, and regulations, supervision and crashes of international banking will be discussed.

### Course Outcome(s):

After completing this course, the student will be able to:

<b>CO1</b>	:	Compare and contrast regulatory and supervisory processes among central bankers in industrialized nations.
<b>CO2</b>	:	Describe why and how to adapt a bank's operations to the culture and ideology of the host country.
<b>CO3</b>	:	Define the operation of investment, commercial, offshore, and retail banking outside the Country
<b>CO4</b>	:	Identify and sequence the steps that lead to a bank crash.
<b>CO5</b>	:	Examine secrecy laws that are the common denominator for offshore banking.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1	S	S	S	M								
CO2						S		M				
CO3						L	M	S				
CO4			S				M	M				
CO5				S								

### INDIAN BANKING

**09 Hours**

Reserve Bank of India: Functions, Monetary and Credit Policy-its evaluation; Achievements and failures of R.B.I. Indian Money Market, Constituents, Characteristics, defects and measures. International Financial Institutions: I.M.F. and I.B.R.D. –Objectives, Functions, Assistance to India by these Institutions.

### INTERNATIONAL BANKING

**09 Hours**

Background and regulatory environment in India – Organizing for international banking – Role and functions of overseas banking.

**MULTINATIONAL BANKING****09 Hours**

Multinational banking Definition, Characteristics, Structure and Composition of Assets/Liabilities, Contributory factors for growth-Internationalization, Globalization, Securitization-Wholesale banking and Retail banking, Interbank business, International Private banking-International Financial Centers and Regional Financial Centers-International Banking Risk Management-Asset/Liability Management-Exposure Management-Treasury Management.

**INTERNATIONAL BANKING STRATEGIES****09Hours**

Profitability of International banking-Mergers and Acquisitions-Losses incurred by International banks-Prospects for International Banking-Offshore banking.

**OTHER FORMS OF INTERNATIONAL BANKING****09 Hours**

Euro-Currency Markets-Growth, Features, Functioning-Major Offshore Centres, Supervision of Offshore banking-Investment banking-M&A Services-Correspondent banking, Loans to Foreign Banks-international Financial Institutions-IBRD (World Bank Group)-IMP-EBRD-BIS-India in International banking-Operations of Indian banks abroad.

**TEXT BOOKS**

1. International Banking Operations by IIBF - Macmillan Publishers India, 2013
2. A.W. Mnllineux (Editor), victor Murinde (Editor), "Handbook of international Banking", Edward Elgar Pub, 2015
- 3.

**REFERENCE BOOKS**

1. Douglas K. Evanoff, George G. Kaufman (Editor), John R. LaBrosse (Editor), "Cross Border Banking: Regulatory Challenges", World scientific Pub
2. Kuncan R. Wood, "Governing Global Banking: The Basel committee and the politics of Financial Globalisation", Ashgate Pub Co, 2017
3. Michael P. Malloy, "International Banking: Cases, Material and Problems", Carolina Academic, 2015
4. Roy C. Smith, Ingo Walter, "Global Banking", Oxford University Pr, 2014

<b>MBA18R5269</b>	<b>INTERNATIONAL BANKING: LEGAL AND REGULATORY ASPECTS</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

Legal & Regulatory Aspects of banking deals with related legal and regulatory aspects that has a bearing on Banking Operations and are woven in to the units/chapters to make their relevance easily understandable. Banking and Business laws in so far as they relate to day to day banking operations will also be covered at appropriate places. Case laws will be included, wherever appropriate.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	The legal & regulatory framework of the international banking system
<b>CO2</b>	:	The various laws and enactments affecting day to day Banking operations Internationally
<b>CO3</b>	:	Demonstrate advanced knowledge of the theories and origins of financial services regulation.
<b>CO4</b>	:	Evaluate key policy debates surrounding future development of international and domestic financial services regulation and enforcement.
<b>CO5</b>	:	Apply acquired legal knowledge in solving practical problem cases.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	S	S				L						
<b>CO2</b>		S	M			M						
<b>CO3</b>			S				L	M				
<b>CO4</b>			M	M				S				
<b>CO5</b>						S						

**REGULATION OF INTERNATIONAL BANKING**

**09 Hours**

Regulation, Deregulation, Reregulation's \$ Regulatory Dialectic-Regulatory Arbitrage-Regulatory Capture-Basle Concordat-Capital Adequacy Ratios-Loan Loss Provisioning

**CONFLICT OF LAWS**

**09 Hours**

The importance of the choice of laws-Factors influencing choice of laws-Express choice of law-The proper law concept-Market practice in relation to choice of law clauses-The importance of "conflict" principles to international lending

**JURISDICTION**

**09 Hours**

Express choice of forum clauses-Basis of Jurisdiction: express submission to jurisdiction-Connections between either the plaintiff or the defendant and jurisdiction-Transaction

connections-Locations of assets connection-The doctrine of forum non-convenience-Jurisdiction of the English Courts-in particular over registered companies.

### **EXCHANGE CONTROLS**

**09 Hours**

Introduction of Exchange Control regulation-Common exchange control clauses found in International loan agreements, Market practices in relation to exchange controls.

### **COUNTRY RISK**

**09 Hours**

Assessment of country/sovereign risk-Developed and developing countries and their particular risk features-Legal and practical problems associated with country lending-Sovereign immunity, political disturbance, state succession. International Debt Crisis-Origin-Size-Causation, International measures combat the problem-Re-scheduling, New Money, Debt-Equity Swaps, IMF Conditionality and SAP, Baker Plan, Brady Plan. Mexicial Peso Crisis 1994 and after-IMF and World Bank move on debt initiative.

### **TEXT BOOKS**

1. International Banking Legal & Regulatory Aspects by IIBF - Macmillan Publishers India, 2013.
2. Law and Practice of Banking by P. N. Varshney and GopalSwaroop, Himalayas Publication, 2015

### **REFERENCE BOOKS**

1. The Law and Practice of International Banking by Charles Proctor – Oxford, 19 August 2010.
2. The Foundations and Future of Financial Regulation, MadsAndenas, Iris H-Y Chiu, Roudledge Publication, 2013
3. The Law Relating to International Banking by Andrew Haynes - Bloomsbury Professional, 2010.

<b>MBA18R5270</b>	<b>RURAL FINANCIAL INSTITUTION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

Financial Inter-mediation is one of the crucial dimensions of the rural households' production and livelihood system. Accordingly, a sound system of institutions and instruments of rural financial inter-mediation becomes essential for promoting rural livelihood. This course is intended to give a clear understanding of the needs for financial services of rural people, the various approaches, methodologies and institutions operating in this field.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	To explore experiences with providing rural finance to date
<b>CO2</b>	:	Explain how access to financial services can help the rural poor to improve and Secure their livelihoods, and critique both the concepts that underpin this Understanding and the practicalities of interventions for improvements
<b>CO3</b>	:	Describe, compare and critically appraise different types of intervention that have Attempted to provide rural finance in the past and today
<b>CO4</b>	:	Identify needs and develop appropriate policies and interventions for the provision Of rural finance depending on the particular needs identified
<b>CO5</b>	:	Explain and critically evaluate the diverse means by which the rural poor manage Their finances

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>	M	S										
<b>CO2</b>	L		M	S				M				
<b>CO3</b>						M	L	S				
<b>CO4</b>							S					
<b>CO5</b>					S							

**REGULATION OF RURAL FINANCIAL SERVICES**

**09 Hours**

Regulation of Rural Financial Services; Function and policies of RBI in Rural Banking, NABARD-Main functions, role, refinance support. Lead bank approach, State level and District level Credit committees.

**CO-OPERATIVE BANKS**

**09 Hours**

Primary Agricultural Cooperative credit Societies (PACS) - District Cooperative Societies - Central Land Development Bank (CLDB) - Farmer's Service Cooperatives FSS - Large size Adiosi Multipurpose Cooperative Societies (LAMPS).



**REGIONAL RURAL BANKS****09 Hours**

History of RRBs - **Ownership of RRBs - Objectives of Regional Rural Banks (RRB)** - Structure of RRBs - Recapitalization of RRBs - Sources of Funds for RRBs - The Regional Rural Banks (Amendment) Bill, 2014.

**RURAL BANKING SERVICES OF COMMERCIAL BANKS****09 Hours**

Public sector commercial Banks - Role and Scope – Priority Sector/lending - Differential rate of interest - Lead Bank Scheme and Service Area Approach - Local Area Banks.

**OTHER FINANCIAL INSTITUTIONS-EMERGING TRENDS****09 Hours**

Local Area Banks - Non-banking Financial Companies - micro credit-summit declaration and follow up-SHG / Linkage with Banking-Alternative financial institutions / NGO involvement-Reforms in rural credit system-Deregulation-Prudential norms DAP / MOU, Turnaround strategies.

**TEXT BOOK**

1. Banking Finance & Economics, IIBF, Mc Millan Publishers, 2013.
2. Financial Markets and Institutions, Frederic S. Mishkin, Stanley G. Eakins, Addison Wesley, 9<sup>th</sup> Edition 2017.

**REFERENCES**

1. Financial Institutions And Markets: Structure, Growth And Innovations,Bhole 5th Edition (English, Paperback, L Bhole, JitendraMahakud), 2016.

<b>MBA18R5271</b>	<b>SECURITY IN ELECTRONIC BANKING</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course provides participants with a detailed understanding of the technologies and risks fundamental to electronic banking (e-banking) and mobile banking. Topics include technology and mobile financial service overview, common security threats and vulnerabilities, device authentication techniques, and web application testing. Hands-on demonstrations and exercises encompass website authenticity evaluation, vulnerability testing, and a Structured Query Language (SQL) injection vulnerability demonstration. Mitigating controls such as web-application testing, mobile device testing, and the Federal Financial Institutions Examination Council's (FFIEC) strong authentication guidance are also covered.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	Describe fundamental concepts behind modern e-banking/mobile banking technologies
<b>CO2</b>	:	Perform a risk assessment of an existing e-banking/mobile banking solution
<b>CO3</b>	:	Test controls in an e-banking/mobile banking environment
<b>CO4</b>	:	Recommend possible solutions/procedures to enhance e-banking/mobile banking security controls
<b>CO5</b>	:	Assess the vendor management program to identify required controls that meet financial institution policies and standards

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S					M		M			
<b>CO2</b>	L	M				M						
<b>CO3</b>		L				M			L			
<b>CO4</b>							S					
<b>CO5</b>							S		M			

**E- BANKING**

**09 Hours**

Introduction: Concept and Definition of E-Banking, Nature and Scope of E-Banking, E-Banking Components, E-Banking: Indian Perspectives, Traditional Banking, E-Finance Strategies, Internet Banking Portals, Challenges in E-Banking, Online Banking and Its Benefits.

**OVERVIEW OF COMPUTER AND COMMUNICATION SECURITY****09 Hours**

Computer System Security Concerns - Physical Security Environment - Hardware Security Environment - Logical Security Environment- Network Security Environment

**TROUBLE SHOOTING TECHNIQUES****09 Hours**

Automated Network Administration/LAN/WAN-Crash prevention techniques-Encryption and crypt analysis-Public encryption-Regulator security environment - Disaster Recovery and Business Continuity - Fault Tolerant Systems - Network Trouble Shooting

**VIRUSES-WHERE DO THEY COME FROM****09 Hours**

Overview of Computer Viruses - Different types of Computer Viruses-Prevention/detection and Control of Viruses-Implementing an effective Anti-virus Policy-Trouble Shooting of Viruses-Software Write Protection Tools (Product)-Automated Hard Disk Lock System 9lock up0-Hard Disk Head protection (Park)-Memory resident viruses protection-Virus scan-Clean up

**SYSTEM AUDIT AND COMPUTER CRIME****09 Hours**

Computer crimes-computer crime techniques, concepts-Control and prevention-Computer Audit-Systems Audit-Security Administration-Audit Security Administration-Systems and procedures of systems Audit-Auditing considerations-External/ Internal EDP Auditing-Computerized Auditing Techniques.

**TEXT BOOKS**

1. Security in Electronic Banking by IIBF - Macmillan Publishers India, 2016.
2. Electronic Banking and Treasury Security by Brian Welch - CRC Press; 2 edition.

**REFERENCE BOOKS**

1. Risk Management in Electronic Banking: Concepts and Best Practices by JayaramKondabagil - Wiley Finance, 1<sup>st</sup> edition, 2012
2. Uppal RK, Banking with Technology, New Century Publications, New Delhi, 2015
3. Murdick RG, Ross JHE and Clagget JR, Information System for Modern Management, Prentice Hall of India, New Delhi
4. Kaptan SS, Indian Banking in Electronic Era, New Century Publications, New Delhi

<b>MBA18R5272</b>	<b>TREASURY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

### Course Objective(s):

The Treasury Management course is designed to give an overview of the Treasury market and will facilitate a better understanding of the major facets of treasury and financial risk management. The course will impart knowledge through step by step instruction and assisted by worked examples and simulated worksheets.

### Course Outcome(s):

After completing this course, the student will be able to:

<b>CO1</b>	:	To overview of the Treasury market and will facilitate a better understanding of the major facets of treasury and financial risk management.
<b>CO2</b>	:	To enhance the requisite knowledge and professional skills of treasury managers
<b>CO3</b>	:	To analyze the changing role of treasury function in banks and financial institutions in the competitive environment
<b>CO4</b>	:	To examine various strategies for improving treasury operations; and
<b>CO5</b>	:	To visualize further developments in treasury function.

### Mapping of Course Outcome(s):

CO / PO	PO											
	1	2	3	4	5	6	7	8	9	10	11	12
CO1				S		M			S			
CO2									M			
CO3			L					L				
CO4				M					S			
CO5				L				L				

### INTRODUCTION

**09Hours**

Treasury Management: Objectives of Treasury, Structure and organization, Functions of a Treasurer, Responsibility of a Treasurer

### TREASURY PRODUCTS

**09Hours**

Money market instruments and regulation of the market - Capital Market - type of financial markets viz. capital market - Stock market (both equity and preference) and debt market - Regulation of capital market, commodity markets. Treasury products for foreign exchange (forex) markets and forex derivatives - Commodity market instruments.

### TREASURY OPERATIONS

**09Hours**

Treasury Instruments- Liquidity Management CRR/CCIL/RTGS-Objectives, sources and deployment, internal control, Netting- Cost center /Profit center, integrated treasury, Planning & control, Risk analysis.

**TREASURY AND INVESTMENT POLICY****09Hours**

Role of IT in treasury management-Regulation and compliance-Internal & External AuditThe need and significance -The Objectives, Role and Functions of Reserve Bank's Supervision and Exchange Control Departments-RBI requirements-Recent Developments in the Central Bank's Policy Framework

**FOREIGN EXCHANGE MARKET****09Hours**

Crucial role of our country's central bank forex management - Development of forex market in India is delineated - capital account convertibility, and Foreign Exchange Management Act (FEMA) is introduced.

**TEXT BOOKS**

1. Avadhani, VA., Treasury Management in India, Himalaya Publishing House, Mumbai, 2015.
2. Treasury Management: The Practitioner's Guide by Steven M. Bragg - Wiley Corporate F&A Edited Volume, 2010.
3. Essentials of Managing Treasury by Karen A. Horcher - John Wiley & Sons Inc 1st edition, Reprint 2012.

**REFERENCE BOOKS**

1. International Treasury Management by Derek A. Ross - Euromoney books 3<sup>rd</sup> Edition, 2014
2. Vasanth Desai, Financial Markets & Services, Himalaya Publishing House, Mumbai, 2013
3. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi.

<b>MAS18R5206</b>	<b>FOREX management</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite</b> : MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

This course addresses the problems faced by small business firms in handling foreign exchange (FX) transactions. The first part of the course examines the working of FX markets and the settlement systems used by small companies. The second section of the course investigates how exchange rates are determined and if changes in the exchange rate can be predicted. The third part of the course studies why firms position against exchange risk and how to measure exposure to exchange rates. In the fourth section of the course, we examine the valuation of international products, and the financial risk faced with delays in foreign exchange settlements.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	To understand how the foreign Exchange Market operates
<b>CO2</b>	:	To understand the principles of Currency valuation
<b>CO3</b>	:	To explain techniques that can be used to hedge foreign exchange risk
<b>CO4</b>	:	To create an understanding on foreign exchange Management in India
<b>CO5</b>	:	To explore impact of forex management on Indian economy.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>		S				M		M				
<b>CO2</b>	S	M				L		M				
<b>CO3</b>			M				L					
<b>CO4</b>				S			M					
<b>CO5</b>	M	S						M				

**FOREIGN EXCHANGE**

**09 Hours**

Concepts, significance of foreign exchange- FOREX RESERVES- Exchange rates- inter banks and Merchant rates- spot and forward rates-TT rates- computations-FOREX Markets—derivate in the FOREX markets- Futures, Swaps, Options and Arbitrage- Forex dealers and Speculators Organizations of the FOREX market.

**EXCHANGE RATE FIXATION**

**09 Hours**

Purchasing Power Parity Theory- Interest Rate Parity Theory- Flow Model- Asset market models-forecasting of exchange ratesNominal Effective Exchange Rates and real Effective Exchange rates- Hedging against Exchange rate fluctuations.

**FORWARD EXCHANGE CONTRACTS****09 Hours**

Relevance-types- forward exchange rate computation – factors influencing forward RATES- extension and cancellation of forward contracts- Futures-features vs Forward contracts- Options- types and Mechanisms-risk Management through forward contracts.

**FOREX RISK MANAGEMENT****09 Hours**

Transaction risk exposure risks- internal strategies- shifting of risk- sharing of risk- exposure netting and offsetting External strategies – money market Hedge- currency swaps- interest rate swaps- Economic consequences of exchange rate changes- Managing Risk .

**FOREX MANAGEMENT IN INDIA****09 Hours**

Fixed and fluctuating rates-rupee convertibility NOSTRO-VOSTRO-LORO Accounts- Exchange control Measures- relevance Foreign Exchange reserves of India- composition and Management- monetary and Fiscal policy and its impact on foreign exchange reserves in India.

**TEXT BOOK**

1. M.Y. Khan & P.K. Jain : Financial Management – Text and Problems; Tata McGraw Hill Publishing Co. Ltd., New Delhi, 2015
2. Prasanna Chandra : Financial Management – Theory & Practice; Tata McGraw Hill Publishing Co. Ltd., New Delhi, 2014

**REFERENCE BOOKS**

1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi, 2016
2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, HimalayaPublishing House, Mumbai, 2016
3. Apte PG, International Financial Management, Tata McGraw Hill PublishingCompany Ltd., New Delhi, 2015
4. Rajwade AV, Foreign Exchange, International Finance & Risk Management,Academy of Business Studies, New Delhi, 2014
5. Indian Institute of Banking and Finance, International Banking, Mumbai, 2014

<b>MAS18R5208</b>	<b>ASSET AND LIABILITY MANAGEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>Credit</b>
		<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>
<b>Pre-requisite :</b> MBA18R5104-Pinciples of Banking and Insurance					
<b>Course Category:</b> Elective			<b>Course Type:</b> Theory		

**Course Objective(s):**

The aim of the Asset and Liability Management program is to provide focused, practical training in all the key management issues of this important discipline. The program will have a particular focus on Interest Rate Risk in the Banking Book (IRRBB) within commercial bank structures. The program will cover all major methodologies for the measurement and management of IRRBB and best practice hedging techniques. Sessions are reinforced with team-based, practical case studies, worked examples and suggested solutions.

**Course Outcome(s):**

After completing this course, the student will be able to:

<b>CO1</b>	:	To identify the banking system of the country.
<b>CO2</b>	:	To analyze the all risks pertaining with our banking process.
<b>CO3</b>	:	To describe the Asset management system of the banking organization.
<b>CO4</b>	:	To describe the Liability management system of the banking organization.
<b>CO5</b>	:	To examine the various tools of Asset and Liability Management.

**Mapping of Course Outcome(s):**

<b>CO / PO</b>	<b>PO</b>											
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>
<b>CO1</b>				S		M			S			
<b>CO2</b>									M			
<b>CO3</b>			L					L				
<b>CO4</b>				M					S			
<b>CO5</b>				L				L				

**BANKING SYSTEM**

**09 Hours**

Banking Functions and Operations - Types of Banks - Audit of Banks - Competition in the Banking System - Bank Supervision and Surveillance - Customers of Banks - Bank products and Services - Relationships with Other Institutions

**BANKING RISKS**

**09 Hours**

Capital Adequacy Risk - Asset Quality Risk - Management Risk - Earnings, Efficiency and Profitability Risk - Liquidity Risk - Credit Risk - Interest Rate Risk - Interest Rate Sensitivity/Gap/Mismatch Risk - Foreign Exchange Risk - F/X Position Risk - Strategic



Risk Reputation Risk - Market Risk - Operations Risk - Fiduciary Risk - Contingencies and Commitments Risk - Regulatory/Legal/Compliance Risk - Accounting and Reporting Risk - Computer Risk - Country/Sovereign Risk - Capital Markets Risk - Money Markets Risk - Pricing Risk - Concentration Risk - Default Risk - Large Deposit/Loan Risk - Fraud/Defalcation/Misuse/Theft/Robbery Risk - Natural Disaster Risk.

### **ASSET MANAGEMENT**

**09 Hours**

Types of Assets - Characteristics of Assets - Asset Behavior - Asset Quality - Asset Concentration - Asset Maturity Management - Asset Income Management - Asset Mix Management - Managing Non-Interest Earning Assets - Asset Management Strategies

### **LIABILITY MANAGEMENT**

**09 Hours**

Types of Liabilities - Characteristics of Liabilities - Liability Behavior - Quality of Liabilities - Liability Concentration - Liability Maturity Management - Liability Expense Management - Liability Mix Management - Liability Management Strategies

### **ASSET AND LIABILITY MANAGEMENT TOOLS**

**09 Hours**

ALCO Asset and Liability Management Committee - ALM Strategies - Duration Analysis - Risk Management Concepts - VAR value at Risk Analysis - Stress Test - Scenario Analysis - Role of Securitization in ALM, Asset Securitization - Forward, Swaps, Futures, Options, Hedging - ALM Asset and Liability Management and the Banking Law.

### **TEXT BOOK**

1. JawwadAhamedFarid: Asset Liability Management. 3rd Edition; Tata McGraw Hill Publishing Co. Ltd., New Delhi, 2015

### **REFERENCE BOOKS**

1. Risk Management in Banking by Joel Bessis, Sultan Chand& Sons, New Delhi, 2016
2. Managing Bank Capital by Chris Matten, HimalayaPublishing House, Mumbai, 2016
3. Apte PG, International Financial Risk Management, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2015