

**MASTER OF**  
**BUSINESS**  
**ADMINISTRATION**  
**(MBA) – FULL TIME**  
**SEMESTER**  
**SYSTEM**

**CURRICULUM -**  
**2021**

**VINAYAKA MISSIONS RESEARCH FOUNDATION, SALEM**  
**FACULTY OF MANAGEMENT**  
**MASTER OF BUSINESS ADMINISTRATION (MBA) – FULL TIME**  
**SEMESTER SYSTEM**  
**CURRICULUM & SYLLABUS– 2021**

**SEMESTER – I**

S.No	Course Code	Course Title	Hrs/Wk & Credits			
			L	T	P	C
Theory						
1		ORGANIZATIONAL BEHAVIOUR	3	0	0	3
2		MANAGERIAL (MICRO) ECONOMICS	3	0	0	3
3		INDIAN FINANCIAL SYSTEM AND FINANCIAL MARKETS	3	0	0	3
4		MARKETING MANAGEMENT	3	0	0	3
5		STATISTICAL ANALYSIS FOR DECISION MAKING	3	1	0	4
6		LEADERSHIP AND BUSINESS COMMUNICATION	3	0	0	3
7		INDIAN MODELS IN ENTREPRENEURSHIP AND START UP	2	0	0	2
8		LEGAL ASPECTS IN BUSINESS	3	0	0	3
Practical						
9		PERSONAL GROWTH AND TEAM DYNAMICS	0	0	2	2
10		COMPUTER APPLICATIONS FOR BUSINESS	0	0	1	1
		Total	23	1	3	27

**SEMESTER – II**

S.No	Course Code	Course Title	Hrs/Wk & Credits			
			L	T	P	C
Theory						
1		PRODUCTION AND OPERATIONS MANAGEMENT	3	0	0	3
2		INDIAN ETHOS AND BUSINESS ETHICS	2	0	0	2
3		RESEARCH METHODOLOGY	3	0	0	3
4		QUANTITATIVE TECHNIQUES FOR MANAGEMENT	3	1	0	4
5		FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	3	1	0	4
6		ENVIRONMENT MANAGEMENT & CORPORATE SOCIAL RESPONSIBILITY	3	0	0	3
7		HUMAN RESOURCES MANAGEMENT	3	0	0	3
8		DESIGN THINKING (DT) FOR BUSINESS INNOVATION	2	0	0	2
9		HUMAN VALUES AND GENDER EQUALITY	2	0	0	2
Practical						
9		EMPLOYABILITY SKILL ENHANCEMENT	0	0	1	1
		Total	24	2	1	27

**SUMMER TRAINING PROJECT (6 WEEKS)**

Summer Training – Chronological Diary needs to be maintained and submitted within the first week of the reopening date of 3<sup>rd</sup> Semester. The training report along with the company certificate should be submitted.

**SEMESTER – III**

S. No	Course Code	Course Title	Hrs/Wk & Credits			
			L	T	P	C
Theory						
		SPECIALIZATION GROUP I – FUNCTIONAL AREAS IN MANAGEMENT				
1		ELECTIVE – 1	4	0	0	4
2		ELECTIVE – 2	4	0	0	4
3		ELECTIVE – 3	4	0	0	4
4		ELECTIVE – 4	4	0	0	4
		SPECIALIZATION GROUP I – FUNCTIONAL AREAS IN MANAGEMENT				
5		ELECTIVE – 1	4	0	0	4
6		ELECTIVE – 2	4	0	0	4
7		ELECTIVE – 3	4	0	0	4
8		ELECTIVE – 4	4	0	0	4
Practical						
9		SUMMER TRAINING PROJECT & COLLOQUIUM	0	0	1	1
		Total	32	0	1	33

**SEMESTER – IV**

Sl. No	Course Code	Course Title	Hrs/Wk & Credits			
			L	T	P	C
Theory						
		SPECIALIZATION GROUP II – EMERGING TRENDS IN MANAGEMENT				
1		ELECTIVE – 1	4	0	0	4
2		ELECTIVE – 2	4	0	0	4
3		ELECTIVE – 3	4	0	0	4
4		ELECTIVE – 4	4	0	0	4
Practical						
6.		PROJECT WORK AND VIVA VOCE & COLLOQUIUM	0	0	5	5
		Total	16	0	5	21

**TOTAL CREDIT**

SEMESTER	I	II	III	IV	TOTAL CREDIT
CREDIT	27	27	33	21	108

**TRIPLE SPECIALISATION LIST (Two from Specialization Group I and One from specialization Group II)**

**SPECIALIZATION GROUP I –  
FUNCTIONAL AREAS IN MANAGEMENT**

1. MARKETING MANAGEMENT
2. FINANCE
3. HUMAN RESOURCES MANAGEMENT
4. OPERATIONS MANAGEMENT
5. LOGISTICS
6. AGRI-BUSINESS MANAGEMENT
7. AIRPORT & AIRLINES MANAGEMENT\*
8. HOSPITAL MANAGEMENT\*
9. REAL ESTATE MANAGEMENT\*
10. HEALTHCARE MANAGEMENT\*

**SPECIALIZATION GROUP II –  
EMERGING TRENDS IN MANAGEMENT**

1. ENTREPRENEURSHIP
2. BUSINESS ANALYTICS
3. INTERNATIONAL BUSINESS
4. RETAIL MANAGEMENT
5. MANAGEMENT INFORMATION SYSTEM
6. STRATEGY
7. PROJECT MANAGEMENT
8. BANKING AND INSURANCE

**Note: \*Only this specialization could be taken as either SINGLE specialization or part of TRIPLE specialization**

**INDUSTRY OFFERED COURSES**

1. BIG DATA AND ANALYTICS
2. BUILDING ENTERPRISE APPLICATIONS
3. BUSINESS INTELLIGENCE AND ITS APPLICATIONS
4. DESIGN OF AIRCRAFT STRUCTURES
5. INTERNET OF THINGS
6. INTRODUCTION TO AIRCRAFT INDUSTRY AND AIRCRAFT SYSTEMS
7. LEARNING IT ESSENTIALS BY DOING
8. SOFT SKILLS

**LIST OF ELECTIVES**  
**SPECIALIZATION GROUP I – FUNCTIONAL AREAS IN MANAGEMENT**

**MARKETING MANAGEMENT**

1. Services Marketing
2. Rural Marketing
3. Internet Marketing
4. Green Marketing
5. Marketing Research
6. Advertising Management
7. Customer Relationship Management

**FINANCE**

1. Corporate Finance
2. Banking & Financial Services
3. Tax Management
4. International Finance
5. Security Analysis & Portfolio Management
6. Financial Derivative Management
7. Insurance and Risk Management

**HUMAN RESOURCES MANAGEMENT**

1. Strategic Human Resource Management
2. Industrial Relations & Labour Welfare
3. Training and Development
4. Effective Leadership and Motivation
5. Performance Management
6. Change Management
7. Innovation Management

**OPERATIONS MANAGEMENT**

1. Logistics & Supply Chain Management
2. Project Management
3. Technology Management
4. Management Control Systems
5. Advanced Maintenance Management
6. Production Planning and Control
7. Intellectual Property Rights

**LOGISTICS**

1. Logistics Management
2. Warehousing & Inventory Management
3. Customs procedures and Documentation
4. Shipping Agency Management
5. Logistics & Multimode Transportation
6. Freight Forwarding, Stevedoring & Port Operations
7. Export Import Documentation

**AIRPORT & AIRLINES MANAGEMENT**

1. Airline & Airport Management
2. Airline Operations & Route Planning Management
3. Aviation Legal Systems
4. Aviation Operations & Management
5. Aviation Security & Cargo
6. Aviation Allied Services & Management
7. Aviation Safety And Security
8. Aviation Resource Management
9. Airline Marketing And Strategic Airline Alliances
10. Air Line Finance
11. Airport Strategic Planning
12. Aircraft Maintenance Management

**HOSPITAL MANAGEMENT**

1. Hospital Hazards and Disaster Management
2. Hospital Counseling
3. Hospital Services and Medical Tourism
4. Hospital Records Management
5. Marketing of Hospital Services
6. Management of Hospital Services
7. Hospital Management Information System
8. Hospital Governance and Social Responsibility

9. Hospital Supply chain Management
10. Hospital Inventory Management
11. Hospital Architecture Planning and maintenance
12. Resource Management Techniques for Hospitals
13. Hospital Project Management
14. Patient care Planning and Management
15. Management Principles in Hospital Administration

### **REAL ESTATE MANAGEMENT**

1. Conveyancing And Litigation In Property Management
2. Project Management for Real Estate Management
3. Real Estate Property Record Management
4. Valuation & Documentation Writing
5. Property Laws
6. Building Operations & Maintenance Management
7. Principles Of Rating and Insurance
8. Real Estate (Regulation and Development) Act, 2016
9. Surveying And Elementary Drawing
10. Real Estate Estimating, Costing & Valuation
11. Laws For Acquisition and Contract
12. Town and Regional Planning
13. Real Estate Management & Land Economics
14. Building Construction Management & Practices
15. Valuation Of Real Estate

### **AGRI-BUSINESS MANAGEMENT**

1. Marketing of Agricultural Inputs
2. Agribusiness Environment and Policy
3. Food Supply Chain Management
4. Management of Agribusiness Cooperatives
5. Farm Business Management

6. Food Retail Management
7. Food Technology and Processing Management

### **HEALTHCARE MANAGEMENT**

1. Healthcare Communication
2. Healthcare Economics
3. Healthcare Counseling
4. Legal Aspects of Healthcare
5. Healthcare Quality Management
6. Healthcare Human Resource Management
7. Health care environment and Management
8. Human Anatomy, Physiology and Medical Terminology
9. Principles of Epidemiology and Community Medicine
10. Public Health Systems And Health Insurance
11. Healthcare & Administration of Clinical & Non-clinical Services
12. Healthcare Policy Management
13. ICT in Healthcare Management
14. Supportive Services and Facility Management
15. Public Health System and Outreach Programme



**LIST OF ELECTIVES –**  
**SPECIALIZATION GROUP II – EMERGING TRENDS IN MANAGEMENT**

**ENTREPRENEURSHIP**

1. Entrepreneurship Development
2. Managing Diversity
3. Innovation Technology and Management
4. Building Enterprise Applications
5. Social entrepreneurship
6. Venture Valuation and Accounting
7. Entrepreneurial Marketing

**BUSINESS ANALYTICS**

1. Supply Chain Risk Analytics
2. Social Network Analytics
3. Business Process Analytics
4. HR Analytics
5. Functional Analytics
6. Marketing and Retail Analytics
7. Business Strategy

**INTERNATIONAL BUSINESS**

1. International Marketing Management
2. International Regulatory Environment
3. Export Import Documentation
4. International Logistics
5. International Industrial Buyer Behavior
6. Global Leadership & Skills Development
7. Global Business Strategy

**RETAIL MANAGEMENT**

1. Retail planning
2. Buyer Behavior
3. International Retailing
4. E-Retailing
5. Retail Consumer Behavior
6. Retail Brand Management

7. Logistic and Supply Chain Aspects in Retail Management

**MANAGEMENT INFORMATION  
SYSTEM**

1. Managing Digital Platforms
2. Essentials of Information Technology
3. E-Commerce and Digital Markets
4. Learning IT Essentials by Doing
5. Managing Digital Innovation and Transformation
6. Managing Software Projects
7. Data Mining for Business Decisions

**STRATEGY**

1. Strategic Management of Services
2. Competing in Global Markets
3. Dynamics of Framing and Executing Strategy
4. Business Intelligence and its Applications
5. Foundations of Strategy Consulting
6. Strategic Leadership
7. Designing and Configuring Business Models

**PROJECT MANAGEMENT**

1. Project Support System
2. The Project Organization
3. Project Planning and Scheduling
4. Project Budgeting and Cost Management
5. Project Execution, Monitoring and Control
6. Project Closure, Ethics and Digital Formations
7. Project Control System

## **BANKING AND INSURANCE**

1. Banking Fundamentals and Concepts
2. Bank Operations Management
3. Insurance Concepts and Systems
4. Insurance System in India
5. Commercial Bank Management
6. Retailing and CRM in Banking
7. International Banking

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**SYLLABUS - 2021**

## **I SEMESTER**

<b>Paper - I</b>	<b>ORGANIZATIONAL BEHAVIOUR</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>

**Objective:** To impart knowledge about individual behavior, group behavior and industrial psychology in the business environment.

**Outcome:** After completing this course, the learners can be able to understand the individual behaviour, desired leadership qualities, motivational techniques to maintain industrial peace and harmony.

<b>Unit – I- Introduction to OB</b> Definition, need and importance of Organizational Behavior-Nature and scope-Framework - Organizational Behavior Models. Organization Structure-Formation-Groups in Organizations-Influence-Group cohesiveness – reasons – types – factors – case studies.	6
<b>Unit – II- Organisational Culture</b> Organizational Culture and Climate, Managerial Ethos, Organization Structure & Design, and Managing cross cultural Communication – case studies.	6
<b>Unit – III: Perception &amp; Learning</b> Perception – characters – perceptual selectivity factors – interpersonal perception. Learning – Process - acquisition of complex behaviour – learning curves- principles of reinforcement – schedules of reinforcement – case studies.	6
<b>Unit - IV: Organization Development</b> Meaning, Nature and scope of OD - Dynamics of planned change - Person- focused and role-focused OD interventions -Planning OD Strategy - OD interventions in Indian Organizations - Challenges to OD Practitioners – case studies.	6
<b>Unit - V: Individual Behaviour &amp; Group Dynamics in OB</b> Individual Determinants of Organization. Behaviour, Personality, Attitudes and Values, Motivation, Job Anxiety and Stress. Interpersonal Relations and Management of Organizational Conflicts – Conflict situation – negotiation – Group Behaviour – Group Dynamics - case studies.	6
<b>TOTAL HOURS</b>	<b>30</b>

### **Reference 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, 2013

3. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage, 2nd edition. 2012
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011.
6. Afsaneh Nahavandi, Robert B. Denhardt, Janet V. Denhardt, Organizational Behavior, Sage Pub., 2015
7. Paul E. Smith, Wendy Yellowley, Christopher J. McLachlan, Organizational Behaviour: Managing People in Dynamic Organizations, 2nd ed., Rutledge Pub., 2021

Paper - II	MANAGERIAL (MICRO) ECONOMICS	L	T	P	C
		3	0	0	3

**Objective:** To impart the students to acquire decision making ability in various business situations with Indian Economic Policies.

**Outcome:** After completion of the course, the learners can be able to know the market trend for price fixation and utilize the scarce resources in the optimum level for maximizing profit.

<b>UNIT- I: The Economic Way of Thinking</b> Meaning and Importance of Managerial Economics: Introduction, Meaning, Nature, Scope of Managerial Economics, Importance of the study of Managerial Economics, Two Major Functions of Managerial Economics	5
<b>UNIT – II: Demand Analysis</b> Meaning of Demand: Type–I Demand Short term demand: Theory of demand, Law of Demand, Elasticity of Demand, Shifting and expansion of demand– Exceptions to law of demand. Type–II Demand Long term demand: Demand Forecasting, Level of Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods–Criteria for Good Demand Forecasting	6
<b>UNIT – III: Supply Analysis</b> Meaning of Supply: Type–I short term supply: Theory of supply, Law of supply and Elasticity of Supply. Type–II Long term supply: Theory of long run supply– Exceptions to the Law of Supply, Changes or Shifts in Supply.	6
<b>UNIT – IV: Production and Cost Analysis</b> Introduction, Meaning of Production and Production Function, Type–1 production–short run production. Type II production–long run production, Cost of Production: Various types of cost of production (internal cost and external cost) Type I Cost of production: short run cost of production analysis. Type II cost of production: long run cost of production analysis. Cost–output Relationship	7
<b>UNIT – V: Objectives of Firm and Price Determination</b> Profit Maximization Model Vs. Sales Maximization Model–Types of market structure – Perfect Competition and Imperfect Competition–Price Determination under Perfect Competition, price and output determination (short run and long run). Imperfect Competition: (i) Monopoly: (private monopoly and public monopoly–dead weight loss) (ii) Monopolistic competition (excess capacity determination problem)	6
<b>TOTAL HOURS</b>	<b>30</b>

**References Books:**

1. Craig H. Petersen, W. Chris Lewis and Sudhir K. Jain, Managerial Economics, Pearson Education, 9<sup>th</sup> Ed., 2017.
2. Michael R. Baye & Jeffrey T. Prince, Managerial Economics and Business Strategy, 8th Edition. McGraw-Hill, 2014.
3. Bruce Allen W, Neil A. Doherty, Keith Weigelt and Edwin Masfield, Managerial Economics: Theory, Applications, and Cases, W.W. Norton & Co., London, 7<sup>th</sup> ed., 2012.
4. Bhat M.S. and Rau A.V.. Managerial Economics and Financial Analysis, BS Publications, Hyderabad, 2016.
5. Keith Weighet Allen, Managerial Economics: Theory, Applications and Cases, 7th ed., Viva Books, 2011
6. Mark Hirschey and Bentzen, Managerial Economics. Cengage Learning, 2017.

Paper - III	INDIAN FINANCIAL SYSTEM AND FINANCIAL MARKETS	L	T	P	C
		2	1	0	3

**Objective:** To equip the learners to understand the structure and functions of the Indian financial system, financial market and government security market in the development of Indian financial system.

**Outcome:** After completing the course the learner can be familiar to take financial decision effectively.

<b>UNIT I –Indian Financial System</b> Overview of Indian Financial system –Financial Institutions – Financial Instruments – Financial markets –Financial Services –Indian economy at a glance –Digitalization in Financial system –pros and cons – Financial Sector reforms – Regulations in Financial System: RBI, SEBI and IRDA - Recent Developments and Challenges ahead.	6
<b>UNIT II –Indian Banking System</b> Overview of Indian Banking System, Functions of banks, modern day banking – key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Banking reforms – Role of Banks in Indian Financial system – other Financial Institutions – other services by banks.	5
<b>UNIT III – Securities Market</b> Financial Market – Segments – Types — Participants in financial Market – Regulatory Environment, Primary Market – Methods of floating new issues, Book building, Roles, and Regulation - Secondary Market: Functions, Instruments and Mechanism - Stock Exchanges in India- Objectives, Functions and significance of stock Exchanges, Working of Stock Exchange in India - – BSE, OTCEI, NSE, ISE, and Regulations of stock exchanges – Trading system in stock exchanges –systematic and unsystematic risk – SEBI – money market – Debt market.	7
<b>UNIT IV –Foreign Exchange Market</b> Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.	6
<b>UNIT V –Derivatives Market</b> Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Derivatives market in India.	6
<b>Total Hours</b>	<b>30</b>



**References Books:**

1. Padmalatha Suresh and Justin Paul, —Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Prasanna Chandra, Investment analysis and Portfolio Management, Tata McGraw Hill, 4th edition 2012.
3. Keith Redhead, \_Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs ‘, – PHI Learning, 2011.
4. Jeff Madura, International Corporate Finance, Cengage Learning, 9th Edition, 2011.
5. M.Y Khan, Indian Financial System, Tata McGraw Hill, 6th Edition, 2011

Paper - IV	MARKETING MANAGEMENT	L	T	P	C
		3	0	0	3

**Objective:** To impart knowledge to apply concepts and techniques in marketing so that they become acquainted with the duties and responsibilities as a marketing manager to make the students to inculcate all the marketing aspects fit to promote any product at any point of time.

**Outcome:** After completing the course, the student will be able to identify, analyse, promote market according to the customer expectations with proper decision making skills to compete in the global competition.

<b>UNIT – I: Basics of Marketing</b> Meaning – Definition and Importance of Marketing – Difference between Selling and Marketing – Approaches to the study of Marketing – Marketing concept – Market Segmentation – Basic for segmenting the consumer market – Buyer Behaviour – Marketing Information Systems - case studies.	6
<b>UNIT – II: Product Mix</b> Product – Meaning and Definition – Product Policy – Classification of Products – Product mix – product line strategies – Branding– Product life cycle – New Product Development case studies.	6
<b>UNIT – III: Pricing</b> Pricing – Importance of Price – Objectives of Pricing- Factors affecting Price determination – Pricing Policies – kinds of Pricing – Pricing of New products – Discounts and Allowance- Resale – Price maintenance – Consumer Psychology and Pricing - case studies.	6
<b>UNIT – IV: Distribution Channels</b> Channels of Distribution – Factors influencing the choice of a channel – Channel of Distribution for consumer and Industrial goods – Middlemen – Kinds of Wholesalers and retailers and their functions - case studies.	6
<b>UNIT – V: Promotion Mix</b> Promotional mix- Factors determining promotional mix – Sales promotion – Objectives – Types- Advertising Budget – Personal Selling – Kinds of Advertising – Benefits – Advertisement copy, Advertising Budget – Personal selling – kinds of salesmen – Function – Qualities of a good salesmen- process of selling – case studies.	6
<b>TOTAL HOURS</b>	<b>30</b>

**Reference Books:**

1. Philip Kotler , Kevin Lane Keller — Marketing Management|| 15th Edition, Person Publications Limited, 2017.
2. Noel Capon and Siddharth Shekar Singh,|| managing Marketing–An Applied Approach||, Wiley India Pvt Limited 2017.
3. Kenneth E.Clow. Donald Baack, —cases in marketing management,|| 5th edition, Person India Ltd, 2014.
4. Arunkumar and Meenakshi, —Marketing Management,|| Vikas Publishing House, 2015.
5. Ramasamy and Namakumari, Marketing management–Global perspective –Indian context, 5th edition, Macmillan Publishers India Ltd, 2014.
6. Rajan Saxena, Marketing Management —, 5th Edition, Tata McGraw Hill Publishing Co Ltd., 2017.

Paper - V	STATISTICAL ANALYSIS FOR DECISION MAKING	L	T	P	C
		3	1	0	4

**Objective:** To make the learners familiar with statistical techniques and its applications in managerial decision making in day to day operations with analysis.

**Outcome:** After completing the course, the budding manager can be able to analyse the market conditions, forecasting and utilize the available resources effectively and efficiently.

<b>Unit – I: Descriptive Statistics</b> Data presentation: Frequency distribution – Graphical representation of frequency distribution – summary measures: Measures of central tendency: Mean, Median and Mode for ungrouped and Grouped data – comparison of mean, median and mode – measures of dispersion: Range, standard deviation – coefficient of variation.	9
<b>Unit – II: Sampling Distribution &amp; Inferential Statistics</b> Sampling distribution – Standard error of mean and proportion for large samples – Standard error of mean for small samples. Estimation Basics – Point estimation – Interval estimation – confidence interval for mean and proportion for large samples – confidence interval for mean for small samples – Determining sample size – Qualities of good estimator.	8
<b>Unit – III: Hypothesis Testing:</b> Hypothesis Testing Procedure - 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) – Errors in hypothesis testing.	8
<b>Unit – IV: Correlation &amp; Regression</b> Correlation – Basics – methods of studying correlation – Regression lines – Regression equations – Estimation using the regression line - Data analysis using excel.	7
<b>Unit – V: Time Series Analysis</b> Time Series Analysis – Basics – Components of time series – Trend Analysis – Seasonal Variation – Cyclical variation – Irregular variation – Time series analysis in forecasting.	8
<b>Total Hours</b>	<b>40</b>

#### REFERENCE BOOKS:

1. Richard I. Levin and David S. and I. Rubin, Statistics for Management, 8<sup>th</sup> edition. Prentice Hall of India Pvt.Ltd.New Delhi, 2017
2. Amir D.Aczel, Complete business Statistics. 7<sup>th</sup> edition, Irwin McGraw-Hill.2017
3. Albright S and Winston., Business Analytics: Data Analysis and Decision-Making 5th Edition, Cengage Learning, 2015

4. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for Business & Economics, Revised 13th Edition, 2018
5. Brase. C. H & Brase. C. P, “ Understandable Statistics: Concepts & Methods”, 12<sup>th</sup> ed., Cengage learning 2016.
6. Hooda.R.P, Statistics for Business and Economics, Macmillan India Ltd., 5<sup>th</sup> education-2013.
7. Joseph Schmuller , Statistical Analysis with Excel For Dummies, wiley pub. 2016.
8. Gupta. S. P., Statistical Methods, Sultan Chand pub., 43<sup>rd</sup> edition, 2014.

Paper - VI	LEADERSHIP AND BUSINESS COMMUNICATION	L	T	P	C
		3	0	0	3

**Objective:** To impart basic concepts of leadership and communication for bring out an effective manager in future.

**Outcome:** After completing the course, they can be able to become a potential manager with basic knowledge of leadership and communication.

<b>UNIT I: The 21 irrefutable laws of leadership:</b> The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.	6
<b>UNIT II: Good to Great:</b> Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles, Culture of Discipline, Technology Accelerators, The Flywheel.	6
<b>UNIT III The 7 habits of highly effective people:</b> Paradigms and principles, Inside-out, The seven habits - an overview - Principles of personal vision, Principles of personal leadership, Principles of personal management, Paradigms of interdependence. Principles of interpersonal leadership, Principles of empathetic communication, Principles of creative cooperation, Renewal. Principles of balanced self-renewal	6
<b>Unit – IV: Basics of Communication</b> Communication – Importance and Process of Communication - Forms of Communication - Types of Communication - Barriers in Communication – Communication Channels - Presentation – preparation, techniques, note making- Presentation on latest business articles Audio visual presentations – case studies.	6
<b>Unit V: Modern Communication</b> Reading skills- developing reading skills-rapid reading, skimming techniques, Reading comprehension -Writing e-mails and memos – Proposals - Business Meetings - Types of Meetings - Essential requirements of a meeting - Minutes of a meeting – Internet -	6

Audio and visual aids – Teleconferencing - Business Etiquettes – Telephone Etiquettes - Initiating Interactions - Dressing for Work - Enhancing Communication Using Non-verbal Cues - Business Conversation - Managing Appointments - Negotiating with Customers - Entertaining Customers – case studies.	
<b>TOTAL HOURS</b>	<b>30</b>

### **References Books:**

1. Lesikar, Lesikar's Basic Business Communication, PHI Pub
2. The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
3. Sharma & Mohan, Business Communication and Report Writing
4. The 21 Irrefutable Law of Leadership-John C. Maxwell
5. Good to Great, Jim Collins

Paper - VII	INDIAN MODELS IN ENTREPRENEURSHIP AND STARTUP	L	T	P	C
		2	0	0	2

**Objective:** To inspire students and help they imbibe an entrepreneurial mind-set.

**Outcome:** After completing the course, the learner may understand about entrepreneurship and successful entrepreneurs.

<b>UNIT – I: Overview of Entrepreneurship</b> Entrepreneurship: Meaning - concept – Evolution - Role of entrepreneurship in economic development - Myths about entrepreneurs - Agencies in entrepreneurship management - Types of entrepreneurs - skills/ traits required to be an entrepreneur.	4
<b>UNIT – II: Business Incubators</b> Impact of business incubators – evaluating business incubators – technology business incubators – key operational issues – global case studies.	4
<b>UNIT – III: Rural Entrepreneurship</b> Rural unemployment in India – importance of self-employment – role of banks and financial institutions –legal and regulatory framework.	4
<b>UNIT – IV: Women Entrepreneurs</b> Development of women entrepreneurs – challenges and opportunities – feminism and gender – status of women empowerment in India.	4
<b>UNIT – V: Startup in India</b> Startup Process – Startup India Scheme – preparation of business plan - specific problems and challenge in startup in India. Successful entrepreneurs in India.	4
<b>TOTAL HOURS</b>	<b>20</b>

**Reference Books:**

1. Soum Paul, Flight of the Unicorns: Lessons from India's Startup Bubble, Harper Collins, 2017
2. Priyanka Sharma Gurnani, Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India, Educreation Publishing, 2016
3. Phillip H. Phan, Technology Entrepreneurship And Business Incubation: Theory, Practice, Lessons Learned, Imperial College Press, 2016.
4. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.
5. Steven Fisher, Ja-nae Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.



6. Bruce R. Barringer, R.Duane Ireland, Entrepreneurship successfully, launching new ventures.Pearson,2019.
7. Jobe David Leonard, Startup Incubators and Business Accelerators: The Easy Way to Create a Startup Incubation and Business Acceleration Center, Createspace Independent Pub., 2014.
8. Vanessa Ratten, Leo-Paul Dana, Veland Ramadani, Women Entrepreneurship in Family Business, Routledge Pub., 2017.
9. Priyanka Sharma Gurnani, Women Entrepreneurship: Emerging Dimension of Entrepreneurship in India, Educreation Pub, New Delhi, 2016.
10. Lokuge, Sachithra, Sadera, & Darshana, Rural Entrepreneurship and Innovation in the Digital Era, IGI Global, 2020.
11. Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
12. Rajeev Roy, Entrepreneurship, Oxford University Press, 2011
13. Jayshree Suresh, Entrepreneurial Development, Margam Publications, 2015.

<b>Paper - VIII</b>	<b>LEGAL ASPECTS IN BUSINESS</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>

**Objectives:** To impart the students to understand the concept of Legal aspects associated in the business and problem solving to be able to apply in various business contexts and through hands-on exercises with leading examples.

**Outcome:** After completing the course, the student can be able to understand Legal aspects in the business with various parameters in Industry.

<b>UNIT I: Law of Contract</b> <b>Law of Contract:</b> Meaning, Nature, Classifications and essentials of valid contract – Offer, Acceptance and Agreement - Formation of Agreement - Consideration and Contracts - Performance of the contract - Void Contract - Contingent Contract - Breach, Damages and compensation. Case Laws. <b>Sale of goods:</b> Definition and essentials of a contract of sale - Goods and their classification - Sale and transfer of ownership - Transfer of title by non-owners – Performance - Unpaid seller and his Rights – remedies for breach. Case Laws.		6
<b>Unit – II: Law of Partnership &amp; Negotiable Instruments act</b> Concept and formation of partnership - kinds of Partners - legal relations between partners - Rights of incoming and outgoing partners - Retirement and Expulsion - Dissolution of firm. Concept of Negotiable Instruments and its importance - Transfer of Negotiable Instruments and liability of parties - Definition of promissory note - Cheques and bill of exchange - Holder for value and holder in due course - Types of negotiation – consignment – rights and duties of collecting and paying bankers – forgery. - Limited Liability Concepts. Case Laws.		6
<b>UNIT III: Company Law</b> Nature of company - Types of company – formation - Registration of company - Memorandum of Association - Articles of Association – Membership - Prospectus and raising of capital - Borrowing powers of the Company - Board of Directors – Auditors – Meetings – Amendments - Case Laws.		6
<b>UNIT IV: Sales Tax and Central Excise Duties</b> Sales tax – single point and multi point sales tax – central sales tax Act,1956 - Inter - state Trade – Inter state sales tax – The Tamilnadu General sales Tax act,1959 – Registration of dealers – Mode of charging sales tax – Excise Duties – The central Excises and salt act 1944, VAT – MODVAT. Case Laws.		6

<b>Unit – V: Emerging Trends in Business Law</b> Meaning, Scope, objectives, and Benefits of <ul style="list-style-type: none"> <li>❖ Cyber Law</li> <li>❖ Alternate Dispute Resolution</li> <li>❖ IT Act 2000</li> <li>❖ Consumer Protection Act, 1986 and its amendments - Case Laws.</li> </ul>	6
<b>TOTAL HOURS</b>	<b>30</b>

**Reference Books:**

1. Ravindra Kumar, Legal Aspects of Business, Cengage Pub., 2016
2. Akhileshwar Pathak, Legal aspects of business, Tata McGraw Hill, 2016
3. N.D.Kapoor, Mercantile Law , Sultan & Sons, 2012.
4. Parul Gupta, Legal Aspects of Business: Concepts and Applications, 2nd ed, Vikas Pub. 2019
5. R S N Pillai, Legal Aspects of Business (Mercantile Law Industrial and Company Laws, S. Chand & Co., 2011.
6. Inderjeet Dagar, Anurag Agnihotri, Business Laws: Text and Problems, Sage Pub., 2020

PRACTICAL - I	PERSONAL GROWTH AND TEAM DYNAMICS	L	T	P	C
		0	0	2	2

**Objectives:** To inculcate the students about the core attributes of personal growth of individuals and effective team design and team work.

**Outcome:** After completing the course, the student can be able to uplift their personal qualities and active participation in teamwork.

<b>UNIT- I: Self-Analysis</b> Aptitude and employability skills; SWOT, Psychometric test, Emotional Intelligence, Goal Setting; Techniques for positive implementation of set goals.	5
<b>UNIT –II: Self-Development</b> Soft skills; Career planning, Intra-personal skills; <b>Self-Management:</b> Time Management; Stress Management, Emotional Intelligence;	3
<b>UNIT – III: Team Dynamics</b> Team composition, formation and development – Impact of Team dynamics on Performance. Conflict in Teams – Team decision making	4
<b>UNIT – IV: Team Management</b> Transactional Analysis, Interpersonal skills, Team Work, Team Work Styles, Role play, Leadership, Leadership Styles.	4
<b>UNIT – V: Interpersonal Activities &amp; Conflict Resolution</b> Discovering the interpersonal activities - Learning methodologies - Johari window Conflict Resolution in teams - Competitive vs collaborative behavior - Developing collaboration.	4
<b>TOTAL HOURS</b>	<b>20</b>

### Reference Books

1. Daniel J. Levi, Group Dynamics for Teams 5<sup>th</sup> ed., Sage Pub. 2015.
2. R Meredith Belbin, Team Roles at Work, 2<sup>nd</sup> ed, Routledge Pub., 2012.
3. Norman Vincent Peale, The Power of Positive Thinking, Digital Fire Pub. ,. 2019.
4. Patrick M. Lencioni, The Ideal Team Player: How to Recognize and Cultivate The Three essential Virtues, wiley Pub., 2016.

PRACTICAL - II	COMPUTER APPLICATIONS FOR BUSINESS	L	T	P	C
		0	0	1	1

**Objective:** To impart the basics of information systems, its application in business and the relationship among Organization, Technology and Management.

**Outcome:** After completing the course, the learners may familiar to use computers for preparing their business reports.

<b>UNIT I – Introduction to MS Office</b> Introduction – Ribbon – Ribbon Tabs – Ribbon Groups – Galleries – Backstage view	2
<b>UNIT II – Application of MS–Word in Business</b> Microsoft Word – Menus and Tool Bar –Creating and Formatting Tables – Formatting of Letters – Designing the word document with Images and Graphs – Conversion of word to PDF and PDF to Word	2
<b>UNIT III – Application of MS– Excel in Business</b> Menus and Options in Excel – Page Layout, Sheets, Simple Sort - Types of Charts and Graphs – Pivot Table – Relational Operators – Functions	2
<b>UNIT IV – Application of MS– Access in Business</b> Introduction to Microsoft Access – Creating a Database – Tables – Queries and Query Design	2
<b>UNIT V – Application of Power Point in Business</b> Introduction to Power Point – Tool bar – Icons – Commands – Creation of Slides – Animation – Templates – Designing Presentations	2
<b>TOTAL HOURS</b>	<b>10</b>

### Reference Books

1. Kenneth C Laudon & Jane P Laudon,. Management Information Systems:Managing the Digital Firm, 14<sup>th</sup> ed., Pearson India Education Services Pvt. Ltd, 2017.
2. Debra Gross, Frank Akaiwa, Karleen Nordquist, Succeeding in Business with Microsoft Excel 2013 : A Problem Solving Approach, 1<sup>st</sup> ed., Cengage Learning, 2014.
3. Ait Johri, Business Application Software, 1<sup>st</sup> ed., Himalaya Publication House, 2012.

## II SEMESTER

Paper - I	PRODUCTION AND OPERATIONS MANAGEMENT	L	T	P	C
		3	0	0	3

**Objective:** To impart knowledge about the production functions, comprehensive learning of the latest trends of material handling, inventory maintenance and to demonstrate the competence of the quality concepts.

**Outcome:** After completing the course, the student can be able to understand the production process, and maintenance of inventory with various parameters and quality systems in organization.

<b>Unit – I: Introduction to Production and Operations Management</b> Production and Operation function in organization-Evolution of production and operations management-systems view of operations-defining the subsystem-Managing the operations subsystems-Frame work for managing operations - Strategic role of operations – Actual vs. Standard Performance-Recent Trends in operations management. Process selection and its various types- Process flow structure, Product process matrix, Plant capacity - Make or Buy decisions- Plant Location - Factors – Application oriented problems and case studies.	6
<b>Unit – II: Layout facility</b> Layout-Principles of good layout-layout factors-Basic types of layout- Product layout, Group technology layout, Fixed position layout, Retail service layout Introduction to Materials Handling – Principles of Material handling- Materials handling equipment- Types of Material Handling used in Industrial Engineering.	6
<b>Unit – III: Production and Inventory Control:</b> Basic types of production - Intermittent, Batch, Continuous-Routing, Scheduling, Activating and Monitoring-Basic Inventory Models-Economic Order Quantity, Economic Batch Quantity-Reorder Point-Safety Stock-Classification and codification of Stock-ABC classification-Procedure for stock control, Materials Requirement Planning (MRP) & MRP II - Application oriented problems and case studies.	6
<b>Unit – IV: Maintenance and Quality Systems</b> Introduction to Maintenance- Preventive vs. Breakdown Maintenance-Breakdown time distribution-maintenance cost balance-procedure for maintenance. Quality Control & Quality Assurance: Purpose of Inspection and quality control – Quality circle - Acceptance sampling by variables and attributes – Control charts for variables $\bar{X}$ chart, R chart - fraction defectives and defects – Operating Characteristics curve (OC) – ISO Certification and its importance for Industries.	7
<b>Unit – V: Methods analysis and Work Measurement:</b>	5

Scientific study concept-Methods study procedures- Purpose of time study-Stop watch time study-Performance rating-Allowance factors-standard time-Work sampling technique – case studies.	
<b>TOTAL HOURS</b>	30

**Reference Books:**

1. Sidhartha S. Padhi, Operations Management – Text and Cases, Star Business Series, 2018
2. R. Panneerselvam, Production & operations management, PHI, 2017.
3. Mahadevan B., Operations Management Theory and Practice, Pearson Publication, 3<sup>rd</sup> ed., 2015
4. Norman Gaither and Greg Frazier, Operations Management, 9<sup>th</sup> ed., Cengage publications, 2013.
5. Aswathappa, K., Shridhara Bhat, K., Production and Operations Management , Himalaya Publishing House, 2014

Paper - II	INDIAN ETHOS AND BUSINESS ETHICS	L	T	P	C
		2	0	0	2

**Objective:** To equip students to understand Indian ethos, business ethics in leadership and analyze the choice of tools for resolving ethical dilemma.

**Outcome:** After completing the course, the learners can be able to understand the concept of Indian ethos and adopt the same in their profession.

<b>UNIT I Introduction to Ethics</b> Elements of Indian ethos—union rather than dominion status of human beings—renunciation of self—laws of karma: Law of creation, law of humility, law of growth, law of responsibility, law of connection – Brain stilling, the Indian ethos for management—corporate Karma leadership (connecting company and cause, integrating, philanthropy into work environment)	3
<b>UNIT II Historical Evidence of Ethics in Indian Context</b> Management ideas form Vedas, Mahabharata, Bible, Quran, Artha Shastra, Thirukkural, Kautilya 's Arthashastra. Indian Heritage in Business, Management. Production and consumption—Ethics Vs Ethos, Indian Vs Western Management, Work Ethos and values for Indian managers—Relevance of value-based management in global change—Impact of values on take holders, Trans—cultural Human values, Secular Vs spiritual values, value system in work culture.	4
<b>UNIT III Laws and code of Conduct from Vedic to Contemporary</b> Stress management—meditation for mental health, yoga, contemporary approaches to leadership—Leadership Qualities of Karta— Indian systems of learning—Gurukul system of learning—Advantages—disadvantages of Karma, importance of Karma to managers—Nishkama Karma, Laws of Karma, Law of creation—Law of Humility—Law of Growth—Law of Responsibility—Law of Connection—Corporate Karma Leadership—Transactional leadership Vs Transformational leadership—servant leadership.	5
<b>UNIT IV Ethics and Moral Theories</b> Understanding the need for ethics, ethical values, myths and ambiguity, ethical codes, ethical principles in business; Theories of Ethics, Absolutism Vs Relativism, Technological approach, the Deontological approach, Kohlberg 's six stages of moral development (CMD)	4
<b>UNIT V Ethics in Indian perspective from Ancient Period</b> Managing Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas of finance, marketing, HRM, international business. Ethical culture in Organization, Developing codes of ethics and conduct, ethical and value-based leadership. Role of	4



scriptures in understanding ethics, Indian Wisdom & Indian approaches towards business ethics.	
<b>TOTAL HOURS</b>	<b>20</b>

### References Books:

1. Biswanath Ghosh, Ethics in Management and Indian Ethos, Second Edition, Vikas Publishing Housing Pvt.Ltd, 2016.
2. Swami Anubhavananda, Aryakumar, Ethics in management, insights from Ancient Indian wisdom, 2<sup>nd</sup> ed., Abe Book, Chennai, 2012.
3. Joanne B. Ciulla, Ethics the heart of Leadership, Praeger, London 2014.
4. S.K. Bhatia, Business ethics and Managerial values, Deep & Deep publications. New Delhi, 2013.
5. Veera Thakur, Vikrant Verma, Indian Ethos and Business Ethics, Thakur Pub,2012.
6. **TUSHAR AGARWAL , NIDHI CHANDORKAR**, INDIAN ETHOS IN MANAGEMENT, HIMALAYA PUB. HOUSE, MUMBAI, 2017.
7. **Ganjre, Pawar & Laxman**, Indian Ethos - Modern Management Mantra, Himalaya Publishing House Pvt. Ltd., 2013
8. **Geetha Mohan**, Management Dynamics and Indian Ethos, Shroff Publishers & Distributors Pvt Ltd, India, 2013

Paper - III	RESEARCH METHODOLOGY	L	T	P	C
		3	0	0	3

**Objective:** To train the learners to understanding of the fundamental theoretical ideas and logic of research, issues involved in planning, designing, executing, evaluating and reporting research and carry out their own research, confidently using techniques appropriate to your research question and reaching relevant and confirmable conclusions.

**Outcome:** After Completion of this course, the learners can be able to understand basic concepts of research and its Methodologies, identify the research gap and appropriate research topics, define research problem and parameters, prepare a research proposal, organized procedure for collecting and analyzing data, and prepare write a research report for the selected problems.

<b>Unit -I: INTRODUCTION</b> Research - Definition & Objectives, Types of Research, Steps in research Process, Criteria of good research, Problems encountered by researchers - Research Design: Concept & Need, Features of a good research design, and Types.	<b>7</b>
<b>Unit -II: DATA COLLECTION &amp; SAMPLING</b> Data - Secondary Data: Sources, advantages and Limitations- Primary Data: Methods of Data collection – Grouping & Presentation of data – Sampling: Merits and Demerits, Steps in sampling design, Characteristics of a good sample design, Types of sampling, Guidelines for construction of questionnaire/schedule - guidelines for successful interviewing.	<b>6</b>
<b>Unit -III: MEASUREMENT AND SCALING TECHNIQUES</b> Scaling: Concept, Measurement scales – Sources of errors in measurement - Test of good measurement – Techniques of developing measurement of tools – Scaling classification bases – Important scaling techniques – Scale construction techniques –	<b>5</b>
<b>Unit -IV: STATISTICAL ANALYSIS AND INTERPRETATION</b> Chi-Square Test - Association of Attributes – ANOVA (Using statistical software SPSS) - Cluster Analysis, Factor Analysis and conjoint analysis (only conceptual theory) - Interpretation: Meaning, Technique & Precautions	<b>6</b>
<b>Unit - V: RESEARCH REPORT WRITING &amp; PUBLICATION ETHICS</b> Research Proposal - Report Writing: Significance, Different steps; Layout of Research report; Types of Reports – Publication ethics: definition, introduction and importance - Publication misconduct: definition, concept, problems that lead to unethical behaviour and vice versa, types - Violation of publication ethics, authorship and contributor ship - Identification of publication misconduct, complaints and appeals - Predatory publisher and journals.	<b>6</b>
<b>Total Hours</b>	<b>30</b>

**Reference Books:**

1. Kothari.C. R, Research Methodology: Methods and Techniques, New Age International Pub, 2<sup>nd</sup> rev.ed., 2014 .
2. Deepak Chawla, Neena Sondhi, Research Methodology: Concepts and Cases, Vikas Pub. 2016
3. Panneerselvam, R., Research Methodology, PHI, New Delhi, 2013
4. Ranjit Singh, Research Methodology: For Ph.D. Course Work, RT Publications, Punjab 2021
5. Ranjit Kumar , Research Methodology: A Step-by-Step Guide for Beginners, SAGE Publications Ltd, 2012
6. Arunangshu Giri & Debasish Biswas, Research Methodology for Social Sciences, 1st ed., Sage Pub, 2018.

Paper - IV	QUANTITATIVE TECHNIQUES FOR MANAGEMENT	L	T	P	C
		3	1	0	4

**Objective:** To provide sufficient knowledge and skills to use quantitative Techniques for effective decisions-making in business.

**Outcome:** After completion of this course, the learners can be able to allocate the scarce resources, formulate the problem in quantitative nature, reduce wastage of resources, and profit maximization in the business environment.

<b>Unit – I: Linear Programming Problems (LPP)</b> Introduction to OR, Nature - LPP- Meaning – Formulation of LPP - Graphical Method – Solution to LPP using Simplex Algorithm - Two Phase simplex method.	<b>9</b>
<b>Unit – II: Transportation &amp; Assignment Problems:</b> Transportation problem – North -West corner Solution – Least Cost Method – Vogel’s Approximation Method - MODI Method-Degeneracy, balanced, unbalanced problems – maximization and minimization problems. Assignment model - Hungarian method- maximization and minimization problems - Travelling salesmen problem.	<b>8</b>
<b>Unit – III: Sequencing Problem and Queuing theory:</b> Sequencing Problem – Processing N jobs through 2 Machines- Processing N jobs through 3 Machines -Processing N jobs through M Machines- Processing 2 jobs through M Machines. Queuing theory –Queuing Discipline: M/M/1 and M/M/1/∞ FCFS/ Models	<b>8</b>
<b>Unit – IV: Network Project Scheduling &amp; Replacement Theory</b> Network and Basic Components- Rules – CPM and PERT for project scheduling. Replacement Theory – Introduction- Replacement of items with gradual Deterioration – Items that fail completely and suddenly.	<b>8</b>
<b>Unit – V: Decision Theory &amp; Game Theory</b> Decision making under certainty - Decision making under Uncertainty- Decision making under risk: Expected value, EVPI- Decision trees Analysis. Game Theory – Meaning – Saddle Point – Two persons Zero Sum Games- mixed strategies for (2X2) games - Dominance Property – Graphical Method for (m x 2) and (2 x n) games.	<b>7</b>
<b>Total Hours</b>	<b>40</b>

#### Reference Books:

1. Hamdy A Taha, "An Introduction to Operations Research, 10<sup>th</sup> ed., Prentice Hall, 2017.
2. J.K.Sharma, "Operations Research. Theory and Applications", 5<sup>th</sup> ed., Macmillan-2012.

3. Gupta, Manmohan and Kantiswarup, "Operations Research: Introduction to Management Science", Sultanchand Pub, New Delhi, 2019.
4. Fredericks, Hiller, Gerald Lieberman Bodhibrata Nag Prectam basu, Operations research, McGraw hill education, 9<sup>th</sup> ed., 2017.
5. Amit. R.K. & Peeyush Mehta, Game Theory with Applications in Operations Management, Springer India, 2021.
6. Raju. N.V.S, Operations Research: Theory and Practice, BSP Pub, 2020.
7. Pradeep prabakarpai, Operations research – Principles and practice, oxford higher education, 2012
8. Ronald L Rardin, "Optimization in Operations Research", Pearson, 2018.
9. Srinivasan.. G, "Operations Research Principles and Applications", PHI, 2017.

Paper - V	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	L	T	P	C
		3	1	0	4

**Objective:** To equip the students with practices and procedures of financial reporting including accounting concepts, conventions and policies.

**Outcome:** After completion of the course, the learners can be able to attain practical knowledge of analyzing financial reports in managerial aspects.

<b>UNIT I</b> Financial reporting – meaning – methods – principles – reporting practices – Financial Accounting - Definition - Accounting Principles - Concepts and conventions - Journal - Ledger - Trial Balance - Final Accounts with simple adjustment, Depreciation -Concept – Objectives. Computerization of accounts.	7
<b>UNIT II</b> Financial Statement Analysis - Objectives - Techniques: Comparative - Common Size - Trend Analysis.	8
<b>UNIT III</b> Tools for analysis and interpretation of financial statements – vertical and horizontal analysis – trend analysis – common sized statements - Ratio Analysis – Calculation of ratios - construction of balance sheet using ratios. Cash flow statement - Preparation of Cash Flow Statement - Liquidity and solvency analysis using cash flow statement	8
<b>UNIT IV</b> Budget and Budgeting Control - Meaning - Types of budgets - Preparation of Functional and Flexible budgets and Zero Base Budgeting – Merits and Limitation of Budget Control.	9
<b>UNIT V</b> Additional information in annual report–segment reporting, notes to financial statement – full disclosure –comparative statement –management discussion and analysis. Recent trends in accounting.	8
<b>TOTAL HOURS</b>	<b>40</b>

**Note: 40% of the questions shall be theory and 60% of the questions shall be problems.**

**Reference Books:**

1. Gerald I. white, Ashwin Paul C. Sondhi, Dov Fried, The analysis and use of financial statements, 3<sup>rd</sup> ed., wiley Pub. 2013
2. Narayana Swamy, Financial accounting for managers, Tata–McGraw Hill. 2018.
3. Rao Peddina Mohana, Financial Statement Analysis and Reporting, PHI Pub.2011.
4. Martin S. Fridson, Fernando Alvarez, Financial Statement Analysis: A Practitioner's Guide, Wiley Pub. 2011.

5. David Young.S, Jacob Cohen, Daniel A. Bens, Corporate Financial Reporting and Analysis:  
A Global Perspective, 4th ed., Wiley Pub, · 2018

Paper - VI	ENVIRONMENT MANAGEMENT & CORPORATE SOCIAL RESPONSIBILITY	L	T	P	C
		3	0	0	3

**Objective:** To impart the knowledge of learners to sensitizing the business professionals' affirmative role in environmental management and understand the corporate social responsibility and its impact on social welfare.

**Outcome:** After learning the course, the learners can be able to understand the importance of environmental studies and its impact in business and society and also realise the CSR activities.

<b>UNIT – I: Introduction</b> Environment and Its Integral Components: Ecology, Ecosystem & habitat. Environmental Resources: Land (Agriculture), Water, Forests/ Wildlife, Fisheries. Stakeholders of Environment; Population Growth and Environmental Impact Agriculture. Industrial Growth, Urbanization. Pollution & Pollution Control. Wastes and Hazardous Wastes.	6
<b>UNIT – II: Climate change:</b> Adaptation and Mitigation Strategies at International and national contexts International and National Efforts at Carbon Emission Reduction Economic, Socio-cultural, Technological, Ethical & Moral, Political & Legal Dimensions. Urban Environmental Management (UEM). Managing the local Environment Concepts of Good Environmental Management.	6
<b>UNIT – III : Environment Management System [EMS]</b> Environmental Management System Waste Management. Renewable Energy Management systems. The Role and Performance of Environmental Governance Institutions – Global and National	5
<b>UNIT – IV: Introduction to CSR</b> Meaning & Definition of CSR, History & evolution of CSR. environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.	7
<b>UNIT – V: CSR Roles</b> Understanding roles and responsibilities of corporate foundations. Review current trends and opportunities in CSR. CSR as a Strategic Business tool for Sustainable development. Review of successful corporate initiatives & challenges of CSR. Case Studies of Major CSR Initiatives.	6
<b>TOTAL HOURS</b>	<b>30</b>



**References Books:**

1. Balamurugan. R, Environmental Management, Sun International Publishers, New Delhi. 2015
2. Suresh K. Dhameja, Environmental Engineering and Management, S.K. Kataria & Sons, New Delhi, 2012
3. Guidelines for Environmental Clearance of various projects, Dept. of Environment, Govt. of India.
4. Asthana D. K and Meera Asthana, Environment Problems and Solutions, S. Chand & Co, New Delhi, 2014
5. Cunningham & William, Environmental Science: A global concern, TMH, New Delhi.
6. Fernando A C., Muraleedharan K P., & Satheesh E K, Corporate Governance: Principles, Policies and Practice, 3<sup>rd</sup> ed., Pearson India. 2018.
7. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
8. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.
9. Saxena. H M, Environmental Ecology, biodiversity And Climate Change: Towards Sustainable Development
10. Tracey Strange and Anne Bayley, Sustainable Development: Linking Economy, Society, Environment
11. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2017.
12. Satheesh Kumar, Corporate governance, Oxford University, Press, 2011.

Paper - VII	HUMAN RESOURCES MANAGEMENT	L	T	P	C
		3	0	0	3

**Objective:** To inculcate the basic principles of HRM for how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

**Outcome:** After completion of this course, the learners can be able to understand the need for HR functions, and policies, manpower planning, various compensation techniques and develop a compensation system, the importance of health and safety and need for a grievance redressal system and the importance of HR accounting.

<b>UNIT –I: Introduction</b> HRM - Meaning, Definition, Scope, Functions & Objectives; Policies - Definition, Advantages and Characteristics of a sound Personnel policy; Difference between Personnel Management and HRM; Role of Personnel Manager and HR manager; Qualities of HR Manger - Computer applications in human resource management – Human resource accounting and audit. Case Studies.	6
<b>UNIT – II: Acquisition and Absorption</b> Job Design - Definition, Factors affecting job design, Techniques of job design; Job analysis - Definition, Process of job analysis; HR Planning - Objectives of HRP, Definition and Need for HRP, Factors affecting HRP, Process, Problems and limitations of HRP - Case Studies.	5
<b>UNIT – III: Selection Process</b> Recruitment - Definition, Factors affecting Recruitment policy, Sources of recruitment, Recruitment process; Selection - Meaning, Definition, Selection process; Types of tests, Types of interviews, Steps in interview process; Placement and Induction - Case Studies.	6
<b>UNIT - IV: Performance Appraisal &amp; Training</b> Performance appraisal – Concepts, Process, Different methods of appraisal, Limitations of performance appraisal; Training and Development – Concepts, Importance, On the job & off the job methods, Steps in training - Executive development programmes – Common practices – Benefits – Self development – Knowledge management – Delivery Methodology, Evaluation, Capacity Building - Case Studies.	7
<b>UNIT –V: Employees Welfare &amp; Benefits</b> Compensation Management – Objectives, Process, Factors in compensation plan; Job	6

Evaluation; Incentives; Discipline management; Grievance Handling; Workers Participation in Management – Objectives, Issues, Reasons for ineffective - Case studies.	
<b>TOTAL HOURS</b>	<b>30</b>

### **References Books:**

1. Dessler Human Resource Management, Pearson Education Limited, 14th Edition, 2015.
2. Decenzo and Robbins, Fundamentals of Human Resource Management, Wiley, 11th Edition, 2013.
3. Luis R. Gomez–Mejia, David B. Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin, Human Resource Management, Tata McGraw Hill ,8th edition 2012.
5. Ivancevich, Human Resource Management, McGraw Hill 2012.
6. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012.
7. Rao. VSP, Human Resource Management: Text & Cases, Excel Books, 2011
8. Sharma. F.C., Human Resource Management, SBPD Publications, 2020.
9. Stephen Bach, Martin Edwards, Managing Human Resources: Human Resource Management in Transition, 4th ed., wiley Pub. 2013.

<b>Paper - VIII</b>	<b>DESIGN THINKING (DT) FOR BUSINESS INNOVATION</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>

**Objective:** To provide knowledge Engaging Stakeholders, Exploring Solutions and Evolving Out-of-Box Products & Services via 'DESIGN' Thinking, can help in their businesses towards exponential profits.

**Outcome:** After completing the course the learners can be able to Test & Offer Human Centric Design Based Business Process Reengineering, Innovations & Inventions To Resolve Workplace Problems & Issues Across Industries!

<b>UNIT - I :DESIGN Thinking Frameworks</b> DESIGN Thinking (DT) For Business, Service, Process & Product Innovation, Transformation & Disruption! - Overview IDEO's Human Centric Design (HCD) & Five Phase DT Process: Discovery, Interpretation, Ideation, Experimentation & Evolution With Organization Focus! Stanford Design School's DT Spaces (Empathy, Define, Ideate, Prototype & Test) Concept Walk-Through, Template Overview & Practice!	3
<b>UNIT- II:Design Thinking &amp; Doing – End-to-End Practice Overview</b> Design Thinking: Before You Begin! What Is? What If? What Wows? What Works? Design Thinking Top 10 Tools Deployed For Design Thinking & Doing In Practice	1
<b>UNIT – III: Design Thinking – End-to-End Canvas &amp; Documentation Template</b> Stanford Design School's DT Spaces - Topical / Thematic Process Walk-Through Example: Organization Wide Innovation By Internal Stakeholders To Drive Business & Key Account Management With External Stakeholders Leading To Customer Delight!	1
<b>UNIT – IV:Design Thinking – Tools, Techniques &amp; Templates</b> Design Thinking Tool - Visualization - Key Concepts & Examples - Design Thinking Tool: Empathy Map Canvas - Design Thinking Tool: Stakeholder / Customer Journey Maps - Three Zones, Key Elements & Example - Design Thinking Tool: Value Chain Analysis - Value Chain Model - Value Chain Analysis For Cost & Differentiation Advantage - Limitations of Value Chain Analysis - Design Thinking Tool: MindMap: Design Thinking Tool - For Root Cause Analysis - Problem Solving Design Thinking Tool: MindMap: Design Thinking Tool - For Business Vision Canvas - For EGO (Expectations, Goals & Objectives) - Design Thinking Tool: Divergent & Convergent Modes of Thinking - Top 3 Ideation Techniques -	11

BrainWriting, BrainStorming & SCAMPER! Design Thinking Tool: New Product / Service / Concept Development - Experiment & Riskiest Assumption Canvas - Rapid Prototyping Model - Co-Creation & Types; Principles of Co-Creation; Value & Forms of Value Co-Creation	
<b>UNIT - V :Design Thinking, Doing &amp; Practice</b> Learning Launch Process - Design Thinking Project - Participants' Elevator Pitch! StoryTelling - Basic & Advanced Canvas For Executive Presence Based Business Value Proposition! - DESIGN Thinking - Caselets / Case Studies DESIGN Thinking (DT) For Business, Service, Process & Product Innovation, Transformation & Disruption! - Frequently Asked Questions	4
<b>TOTAL HOURS</b>	20

### Reference Books:

1. Designing For Growth – A Design Thinking Toolkit For Managers – Jeanne Liedtka & Tim Ogilvie
2. Ten Tools For Design Thinking – Darden Business Publishing – University of Virginia
3. Design Thinking Bootleg – d.School at Stanford University
4. The Design Thinking Toolbox – Michael Lewrick, Patrick Link & Larry Leifer
5. The Design Thinking Playbook – Michael Lewrick, Patrick Link & Larry Leifer

Paper - IX	HUMAN VALUES AND GENDER EQUALITY	L	T	P	C
		2	0	0	2

**Objective:** To create an awareness of Human Values. Appreciate ethical dilemmas while discharging duties in professional life. To sensitize students to issues related to gender and related concepts the gender perspective in all domains of understanding Gender Studies with the issues of their daily life.

**Outcome:** After completing the course the learners can be able to Understand the significance of value inputs in a classroom and start applying them in their life and profession. Provide tools and skills to develop and integrate a gendered perspective in work and life.

<b>Unit- I :- HUMAN VALUES</b> Introduction - Need, Basic Guidelines, Content, and Process for Value Education Understanding the need, basic guidelines, content, and process for Value Education - Self-Exploration–what is it? –it’s content and process; ‘Natural Acceptance’ and Experiential Validation- as the mechanism for self-exploration	6
<b>Unit-II-Understanding Harmony in the Human Being - Harmony in Myself!</b> Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’ - Understanding the needs of Self (‘I’) and ‘Body’	4
<b>Unit – III-Harmony in the Family and Society and Harmony in the Nature</b> Family as a basic unit of Human Interaction and Values in Relationships. - The Basics for Respect and today’s Crisis: Affection, Guidance, Reverence, Glory	4
<b>Unit IV- Gender equality and human rights</b> Gender and human rights theory - Femininity and Masculinity	2
<b>Unit V -Gender Inequality and its Impact on Men and Women</b> Nature of Gender Inequalities - Access to and Control over Resources and Positions of Power	4
<b>TOTAL HOURS</b>	<b>20</b>

#### Reference Books:

1. R.R Gaur, R Sangal, G P Bagaria, A foundation course in Human Values and professional Ethics, Excel books, New Delhi, 2010,
2. A.N Tripathy, New Age International Publishers, 2003.
3. Bhasin, Kamla, ‘Gender Basics, what is Patriarchy?’ Delhi, Women Unlimited, 1993.
4. Bhasin, Kamla, ‘Gender Basics, Understanding Gender’, Delhi: Women Unlimited, 2000.
5. "Towards a World of Equals: A Bilingual Textbook on Gender" published by Telugu Akademi
6. Gill, Rajesh, Contemporary Indian Urban Society- Ethnicity, Gender and Governance, Bookwell Publishers, New Delhi, 2009

<b>PRACTICAL - I</b>	<b>EMPLOYABILITY SKILL ENHANCEMENT</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
		<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>

**Objective:** To Pay close attention to students for preparing Curriculum Vitale, Sound in interpersonal skills, able to maintain professional appearance and to make SWOT analysis on employability .

**Outcome:** After completing the course, the learners can be able to prepare themselves for their career development.

<b>UNIT – I: How to Apply for a Job</b>	<b>2</b>
<b>UNIT- II : CV Clinic</b>	<b>2</b>
<b>UNIT – III: Job Analysis</b>	<b>2</b>
<b>UNIT- IV: Grooming and Personality</b>	<b>2</b>
<b>UNIT – V: Interview Skills</b>	<b>2</b>
<b>TOTAL HOURS</b>	<b>10</b>

## **MARKETING SPECIALIZATION**

### **ELECTIVE - SERVICES MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept of Services and importance of Services in the marketing to be able to apply in various business contexts and through hands-on exercises with leading examples.

**Outcome:** After completing the course, the student can be able to understand the Services marketing with various parameters in Industry.

#### **Unit – I: Introduction to Services**

Meaning of services – Services vs. Customer Services - goods vs. services – Reasons for growth of services – Characteristics of Services – Classification of services – Method of service delivery – Case studies.

#### **Unit – II: Marketing Behaviour in Service Marketing**

Marketing Management process of services – Consumer in service Industry – Buyer characteristics – Buyer decision making process – comparison of individual consumer and organizational buyer behaviour for services – Case studies.

#### **Unit – III: Services Marketing Mix**

Service marketing mix - Service product - Pricing in services – Services promotion: Promotion mix for services. Advertising, Sales Promotion – Personal selling process – Public Relations and Publicity– Case studies.

#### **Unit – IV: Quality Service Marketing**

Place in service: Location in service - Premises – Designing distribution system – Functions of Intermediaries – People in Services: Types of service personnel – quality circles – Managing service quality – e. services – online Consumer Behaviour – Self-service technologies - Case studies.

#### **Unit – V: Special Aspects of Services Marketing**

Marketing of Banking Services – Marketing of Hospital Services – Marketing of Educational Services – Marketing of Tourism Services – Marketing of Professional Services - Case studies.

#### **Text Book: -**

1. Vasanti Venugopal and VN Raghu, “Services Marketing”, Himalaya Publishing House, Mumbai – edition 2001.
2. Jha.S.M, “Services Marketing”, Himalaya Publishing House, Mumbai – 4<sup>th</sup> edition 2000.

#### **Reference Books: -**

1. Valarie A. Zeithaml & Mary Jo Bitner, “Services Marketing: Integrating Customer Focus across the firm”, TMH, New Delhi



2. Rama Mohana Rao.K, "Services Marketing", Pearson Education (Singapore) Pvt Limited, Indian Branch, Delhi – 2005.
3. Rampal.M.K. & Gupta.S. L, "Services Marketing: Concepts, Applications& Cases"
4. Galgotia Publishing Company, New Delhi.
5. Nimit Chowdhary and Monika Choudhary, "Text book of Marketing of Services", the Indian experience, MacMillan Publishing Co, New Delhi, 2005.
6. Kenneth E Clow, et. al "Services Marketing Operation Management and Strategy" Biztantra, New Delhi, 2004.
7. Halen Woodroffe, "Services Marketing", McMillan Publishing Co, New Delhi 2003.
8. Christian Gronroos, "Services Management and Marketing a 'CRM Approach", John Wiley and sons England 2001.
9. Christopher H. Lovelock, Jochen Wirtz, "Services Marketing", Pearson Education, New Delhi, 2004.
10. Bhattacharjee, "Services Management, An Indian Respective" Jaico Publishing House, Chennai, 2005.

## **MARKETING SPECIALIZATION**

### **ELECTIVE - RURAL MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** This course is aimed at providing students with a comprehensive understanding of theoretical and applied aspects of retail management

**Outcome:** After completing the course, the student can be able to understand the Advertising Management with various parameters in Industry.

#### **UNIT-I: RURAL MARKETING INTRODUCTION**

Introduction - Definition, scope of rural marketing, concepts, components of rural - markets, - classification of rural markets, rural vs. urban markets - Rural marketing environment:- Case Studies.

#### **UNIT-II: Rural Marketing Execution**

Researching Rural Market: Sanitizing rural market, Research design- Reference frame, Research - approach, Diffusion of innovation, Development studies - Rural Marketing Strategies- Segmentation- Heterogeneity in Rural, Prerequisites for Effective - Degrees of Segmentation - Basis of Segmentation and Approaches to Rural Segmentation- Segmentation Classifications - Positioning- Identifying the positioning Concept- Selecting the positioning - Branding in Rural India-

#### **Unit - III: Rural Marketing Evolution & Future Trends**

Accessing Rural Markets, Coverage Status in Rural Markets, - Evolution of Rural Distribution Systems-Wholesaling, Rural Retail System, Rural Mobile Traders: Public Distribution System, Co-operative Societies Behaviour of the Channel, Distribution of fake products, The future of Rural Marketing: Consumer Finance, Rural Vertical, Retail and IT Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing - Case studies in Indian context.

#### **UNIT -IV: E-MARKETING INTRODUCTION**

Introduction - e-Marketing Situation - e-Marketing Objectives - e-Marketing – Strategies - e-Driven Change - Marketing Change - Advertising Change - Model Change – e-Models - e-Customers - Access/Distribution - Added Value – Relationships e-Worries - Researching Customers - Re-Mix – e-Place & e-Promotion – e-Product , e- Price Pricing models - People & Physical Evidence – Process –e-Plan - Outline e-Plan – Integration – Control. Case Studies.

#### **UNIT-V : E-MARKETING EXECUTION**

e-Marketing challenges and opportunities; e-business models; Customers in the 21<sup>st</sup> Century; Market Segmentation; Consumer Navigation behaviour. e-Marketing Plan; Environmental Scan; market opportunity analysis; design marketing mix; database marketing. e-Marketing information system; e-Marketing knowledge; e-marketing data collection [intelligence]; internet

based research approaches; marketing databases and data ware houses; data analysis. Case Studies.

**Reference Books:**

1. Judy Straus, Raymond frost, e-marketing, Pearson Education, New Delhi.
2. Internet marketing - Rafi Mohammed; Robert J. Fisher, Bernard.J Jacowiski, Aileen
3. M.Cahill - Tata McGraw Hill, New Delhi.
4. Ravi Kalakota, Andrew B. Whinston - Electronic Commerce, Pearson Education.
5. Schneider & Perry, Electronic Commerce, Thomson learning.
6. Strauss & Frost, E-Marketing, Prentice Hall.
7. Albert Napier et.al., Creating and Willing E-Business, Vikas Publications.
8. Ishnamacharyalu & Lalitha, Rural Marketing, Pearson Education, 2002.
9. Amkishen, New Perspectives on Rural Marketing, Jaico Books, 2002.
10. Gopalaswamy, Rural Marketing, Wheeler Publishing

**MARKETING SPECIALISATION**  
**ELECTIVE: INTERNET MARKETING**

**OBJECTIVE:** To understand how organizations can use the Internet to support their marketing activities

**OUTCOME:** After completion of the course, the learner may understand the usage of internet for marketing activities.

L	T	P	C
4	0	0	4

**UNIT – I: Introduction**

Introduction to Internet Marketing: An introduction to Internet marketing, using the Internet as part of customer-centric, multi-channel marketing, the relationship between Internet marketing, e-marketing, e-commerce and e-business, benefits of Internet, differences from other media, technology – case studies.

**UNIT - II : Internet Micro-environnement**

Internet Microenvironment - Situation Analysis, Online marketplace analysis and mapping, Internet changes the immediate environment of an organization, including marketplace and channel structure, type of environment analysis need to support Internet strategy - examining customers, competitors and intermediaries, evaluation of interplay between them, Summary of process and free tools for online marketplace analysis, planning an online marketing campaign, strategies of partnering and promotion – case studies

**UNIT- III : Internet Macro-environnement**

Internet Macro environment - Situation Analysis, impact of the SLEPT - PEST - PESTLE environment factors, (i.e., Social, Technological, Economic, Political and Legal environmental influences on Internet strategy and its implementation) – case studies.

**UNIT - IV: Internet Marketing Strategy**

Internet Marketing Strategy: Internet marketing strategy aligned with business and marketing strategies- situation review, goal setting, strategy formulation and resource allocation and monitoring. Internet Marketing Mix- in-depth research programme into online consumer buyer behavior – case studies.

**UNIT - V: E – CRM**

Customer Relationship Management- Customer Relationship marketing (E-CRM) using the Internet details the strategies and tactics for using the Internet to build and sustain ‘one-to-one’ relationships with customers. Service Quality (web design) Delivering the online customer experience, customer service quality objectives. Interactive Marketing Communications: Novel characteristics of new media, different online and offline promotion techniques – banner advertising, affiliate networks, promotion in search engines and directories, co-branding and sponsorship, e-mail, loyalty techniques and PR. Maintenance and Monitoring: Successful updating of a site and online and offline methods for assessing the effectiveness of the site in delivering business and marketing benefits. Business-to consumer Internet Marketing, Business-to-business Internet Marketing

**References**

1. Internet Marketing (Paperback) Dave Chaffey,
2. E-Marketing Excellence (E-marketing Essentials) (Paperback), PR Smith, Dave Chaffey

**MARKETING SPECIALISATION**  
**ELECTIVE: GREEN MARKETING**

**Objective:** To impart knowledge on how marketing activities be correlated with eco-friendly environment.

**Outcome:** End of this course, the learner may get awareness about to maintain eco-friendly environment through marketing activities.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**UNIT – I: INTRODUCTION TO GREEN MARKETING**

Definition – Importance – Needs – Green Marketing Planning – Incorporating green perspective into the Mission statement – Integrating green mission into objectives, strategy, and marketing tactics – delivering value to stakeholders – Green Marketing actions – case studies.

**UNIT – II: CONSUMPTION AND ENVIRONMENT**

Interaction between environment & Consumption - Human activity and climate change - Human activity and the atmosphere - Human activity and water - Human activity and biodiversity- Environmental effects on consumption – case studies.

**UNIT – III: PROVIDING VALUES VIA SUSTAINABLE MARKETING STRATEGIES**

Discovering value via market analysis – communicating value via integrated marketing programs – producing value via innovation – case studies.

**UNIT- IV:**

Delivering value through sustainable supply cycle strategies – delivering value in retailing – proclaiming value through sustainable pricing strategies – case studies.

**UNIT – V: ENERGY CONSUMPTION & SUSTAINABILITY REPORTING**

Role of household consumption – energy consumption in service sectors – role of industrial consumption – sustainability reporting: economic, environmental and social values – case studies.

**Text Books:**

1. Robert Dahlstrom, Green Marketing: Theory, Practice and Strategies, Cengage Learning.

**MARKETING SPECIALIZATION**  
**ELECTIVE - MARKETING RESEARCH**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept of Research how the Research is important in Marketing, How the Research to be able to apply in various business contexts and through hands-on exercises with leading examples.

**Outcome:** After completing the course, the student can be able to understand the Marketing Research with various parameters in Industry.

**Unit-I: Basics of Marketing Research**

Nature and Scope of MR – Evolution and Roles – Qualities of Marketing Research Manager - Organization of Market Research Department - Market Research vs. Marketing Research – Marketing Research process – Research Design: Exploratory, Descriptive and Experimental Research design – Case studies.

**Unit-II: Data Collection**

Sources of primary and secondary data – Evaluating secondary data – Method of primary data collection: Survey, Observation method – Questionnaire design - Questionnaire Vs Interview schedule-

**UNIT III: Sampling**

Sampling techniques: Sampling procedure, sampling methods – Processing of collected data – Case studies.

**Unit-IV: Research Reports**

Research Proposal - Types of reports – Steps in writing research report - Techniques of writing research report – Precautions for preparing research report.

**Unit-V: Applications & Ethics in Marketing Research**

New product research - Sales control research – pricing research – Case studies. **Ethics in Marketing Research** - Treatment of respondents - buyers & researchers - international code of marketing research Practice.

**Text Books:**

1. Luck.D. J & Rubin.R.S., “Marketing Research”, Prentice Hall of India.
2. Churchill, Marketing Research: Methodological Foundations, Cengage Learning, 2007

**Reference Books:**

1. Sharma.D.D., “Marketing Research: Principles, Applications and Cases”, Sultan Chand & Sons, New Delhi.
2. Boyd, Westfall & Stasch, “Marketing Research”, A.I.T.B.S. Publications.

3. Kinnear.C. Thomas & Taylor R. James, "Marketing Research: an Applied Research", McGraw Hill Publications.
4. Kothari.C.R., "Research Methodology: Method and Techniques", Wishprakasam, New Delhi.
5. Saravanavel. P & S. Sumathi, "Marketing Research and Consumer Behaviour", Vikas Publications
6. Journal of Marketing Research, (JMR)
7. Indian Journal of Marketing



## **MARKETING SPECIALIZATION**

### **ELECTIVE - ADVERTISING MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept of Advertising and the impact of advertising which to be able to apply in various business contexts and through hands-on exercises with leading examples.

**Outcome:** After completing the course, the student can be able to understand the Advertising Management with various parameters in Industry.

#### **UNIT I: CONCEPT OF ADVERTISING**

Advertisement – Definition, objectives, types and functions - Nature & role of advertising - Advertising & marketing mix - advertising strategy and its process – advertising planning and organization - Evaluation of advertising – benefits - economic aspects - ethics in advertising – case studies

#### **UNIT II: ADVERTISEMENT CAMPAIGN AND MEDIA**

Advertisement campaign process- objectives – design strategy - Advertising layout - Layout design & preparation - Ad effectiveness research - – kinds of media – Media Selection – Media plan – Media cost and availability – Matching Media and market – Geographical selectivity – Media Strategy – Media Mix – Media scheduling – Measuring techniques – case studies.

#### **UNIT III: ADVERTISING DESIGN & AGENCY**

Advertising appeals – Advertising copy – Visualization & layout – writing Ad copy in print – Broadcasting commercials – copywriting for outdoor and transmit media - Advertising agency - Advertising agency department – functions of Advertising agency – functions of Advertising manager – types of advertising agencies - Advertising budget – Administering the budget - appraisal of advertising – case studies.

#### **UNIT IV: INTRODUCTION TO SALES PROMOTION**

Definition – Objectives, importance, scope and roles and types of sale promotion - sales promotion techniques: trade oriented and consumer oriented - Requirement identification - Sponsoring events - sales promotion through merchandising - limitations of sales promotion – case studies.

#### **UNIT V: SALES PROMOTION CAMPAIGN**

Promotion campaign – organizing sales promotion campaign - involvement of salesmen and dealers – out sourcing sales promotion national and international promotion strategies –

Integrated promotion – Coordination within the various promotion techniques – online sales promotions - Direct marketing – personal selling – case studies.

**REFERENCE BOOKS:**

1. Shimp, Advertising and Promotion: An IMC Approach, Cengage Learning, 2007
2. O' Guinn, Advertising and Integrated Brand Promotion, Cengage Learning, 2006
3. Williams. F. Arens", Contemporary Advertising, TMH, 2006.
4. "Batra, Myers and Aaker", Advertising Management, 5th edition, PHI, 2007.
5. "Larry.D. Kelley and Donald.W. Jugenheimer", Advertising Media Planning: A Brand Management Approach, PHI, 2007.
6. "William Wells, John Burnett and Sandra Moriarty", Advertising: Principles and Practice, 6th edition, PHI, 2007
7. Mishra. M. N., Sales Promotion, HPH, Mumbai.
8. George Belch and Michael Belch, Advertising and Promotion.
9. Manendra Mohan, Advertising, TMH.

## **MARKETING SPECIALISATION**

### **ELECTIVE: CUSTOMER RELATIONSHIP MANAGEMENT**

**OBJECTIVE:** To understand the need and importance of maintaining a good customer relationship.

**OUTCOME:** To use strategic customer acquisition and retention techniques in CRM.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

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

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**

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

#### **UNIT – III: CRM STRUCTURES**

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**

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

#### **UNIT – V: TRENDS IN CRM**

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

#### **TEXTBOOKS**

1. G. Shainesh, Jagdish, N. Sheth, Customer Relationships Management Strategic Perspective, Macmillan 2005.
2. Alok Kumar et al, Customer Relationship Management: Concepts and applications, Biztantra, 2008

#### **REFERENCES**

1. H. Peeru Mohamed and A. Sahadevan, Customer Relation Management, Vikas Publishing 2005.
2. Jim Catheart, The Eight Competencies of Relationship selling, Macmillan India, 2005.
3. Assel, Consumer Behavior, Cengage Learning, 6th Edition.
4. Kumar, Customer Relationship Management - A Database Approach, Wiley India, 2007.
5. Francis Buttle, Customer Relationship Management: Concepts & Tools, Elsevier, 2004.
6. Zikmund. Customer Relationship Management, Wiley 2012.
7. Mohammed Hp/Sagadevan.A Customer Relationship Management- A step by step approach, I edition.

**FINANCE SPECIALIZATION**  
**ELECTIVE – CORPORATE FINANCE**

L	T	P	C
4	0	0	4

**Objectives:** To impart the students to understand the concept of Industrial Finance, short term finance, Long-term finance, and Financial Decision.

**Outcome:** After completing the course, the student can be able to understand corporate finance with

various parameters in Industry

**UNIT I: INDUSTRIAL FINANCE**

Corporate/Business Finance - Financial Management – Functions of Financial Manager - Acquisition of funds – Sources - Indian Capital Market – Long term finance - Equity – Debenture – Guidelines from SEBI - Advantages and disadvantages and cost of various sources of Finance – Finance from International sources – Financing of exports – Role of EXIM Bank.

**UNIT II: SHORT TERM FINANCE**

Working capital – Estimating working capital requirements - Working capital finance from commercial banks and financial institutions - Sources – Trade credit – Factoring – Bills of Exchange – Public Deposits – Commercial Paper – Inter corporate investments.

**UNIT III: ADVANCED FINANCIAL MANAGEMENT**

Appraisal of Risky Investments – General techniques - Risk adjusted discount rate - Certainty equivalent coefficient – Quantitative Techniques - Cash flows and risk analysis in the context of DCF methods - Sensitivity analysis - Probability assignment - Decision tree approach in investment decisions.

**UNIT IV: FINANCING DECISIONS**

Inflation and financial decisions – Fund's requirement decision – Financing decision – Investment decision – Dividend decision – Inter dependence of Investment, Financing and Dividend decisions.

**UNIT V: CORPORATE GOVERNANCE**

Corporate governance – SEBI Guidelines – Corporate Ethics – Corporate Social Responsibility – Ethics for stakeholders – Ethics for managers.

**TEXT BOOKS:**

1. I.M. Pandey, 'Financial Management', Vikas Publishing House Pvt., Ltd., 8<sup>th</sup> ed, 2004.
2. Machiraju, 'Indian Financial System', Vikas Publishing House P. Ltd, 2<sup>nd</sup> ed, 2002.
3. Richard A. Brealey, Stewart C. Myers and Mohanty, Principles of Corporate Finance, TMH, 8<sup>th</sup> ed, 2008.

**References:**

1. Thomas E. Copeland and J. Fred Weston – 'Financial Theory & Corporate Policy', Addison – Wesley Publishing Company.
2. Brigham and Ehrhardt, Corporate Finance – A focused approach, Cengage Learning, 1<sup>st</sup> Edition, 2008.

3. M.Y. Khan, Indian Financial System, Tata McGraw Hill, 5th Edition, 2008.
4. Dr. S.N. Maheshwari, Financial Management – Principles and Practice, Sultan Chand & Sons.
5. Krishnamurthy and Viswanathan, Advanced Corporate Finance, PHI Learning, 2008.

**FINANCE SPECIALIZATION**  
**ELECTIVE – BANKING AND FINANCIAL SERVICES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept Indian financial system, commercial banks & factoring, Mutual funds & Venture capital.

**Outcome:** After completing the course, the student can be able to understand Banking and Financial Services with various parameters in Industry

**Unit I: Indian Financial system**

An overview– Origin and growth of Banking – Types of Banks – Non-Banking Financial Companies: Meaning – Features - Role of NBFC in India. Nature and Functions of Merchant Banking - Regulation of Merchant Banking - Present State of Merchant Banking in India.

**Unit II: Commercial Banks & Factoring**

Commercial Banks – Structure of Indian Commercial Banking system - Recent trends in Commercial Banking – Reserve Bank of India – Functions – Credit Control Techniques – Role of Central Banks in Developing countries - Issues of Factoring Services - International Factoring.

**Unit III: Financial Institutions**

Financial Institutions – Role of Financial Institutions – Development Banking Institutions – IDBI, IFCI, ICICI, IRBI – NABARD, SIDBI – EXIM Bank – Objectives and Functions.

**Unit IV: Mutual Funds & Venture Capital**

Types of Mutual Funds - Mutual Funds in India- Developing, Launching and Marketing of Schemes - Computation and Relevance of NAV - Offshore Mutual Funds and Money Market Mutual Funds - Regulation of Mutual Funds - Techniques of Investment Analysis. Venture capital - Angel financing - Ethical Considerations in Financial Services

**Unit V: Leasing and Hire Purchasing**

Leasing – Hire purchasing – Consumer credit – Credit cards – Real Estate Financing – Bill's discounting – Factoring and Forfaiting – Credit Rating system – Growth factors - CRISIL Ratings for short term instruments - Credit rating process.

**References:**

1. E. Gordon & K. Natarajan, Financial Market and Institutions, HPH, 2004
2. “L.M. bhole”, Financial Institutions and Markets, 4th edition, TMH, 2008.
3. “Dr.S. Guruswamy”, Financial Services, Vijay Nicole, 2005.
4. “Dr.S. Guruswamy”, Financial Services and System, Thomson, 2004.
5. “Meera Sharma”, Management of Financial Institutions, PHI, 2008.
6. “Avadhani. A”, Marketing of Financial services and Markets, Himalaya Publishing House.
7. “Herbel.J. Johnson”, Financial Institutions & Markets, TMH.
8. M.Y. Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008
9. Nalini Prava Tripathy, Financial Services, PHI Learning, 2008.

10. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2002.
11. J.C. Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi.
12. Website of SEBI

**FINANCE SPECIALIZATION**  
**ELECTIVE – TAX MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** To impart knowledge about the concept, income from salaries, Income from HP, Income from Business or profession, and set of carry forward losses.

**Outcome:** After completing the course, the student can be able to understand the calculation of Tax and the tax deductions

**UNIT I BASIC CONCEPTS**

Income Tax Act 1961 & relevance of Finance Act – Definition of important terms – Income, Person, Assessee, Assessment Year and Previous Year – Broad features of Income. Tax Planning, Tax Evasion, Tax Management.

**INCOME FROM SALARIES**

Different forms of salary – Provident Funds – Allowances – Perquisites – Other items included in Salary – Qualifying amount for deduction u/s 80(c). (Simple problems).

**UNIT II: INCOME FROM HOUSE PROPERTY**

Computation of Income from House Property – Let-out house – Self occupied house – Deduction allowed from house property – Unrealized rent – Loss under the head house property. (Simple problems).

**UNIT III: PROFITS AND GAINS OF BUSINESS AND PROFESSION**

Introduction – Computation of profits and gains of business and profession – Admissible deductions – Specific Disallowances – Depreciation – Loss under the head business and profession. (Simple problems).

**CAPITAL GAINS**

Capital Assets – Meaning and Kinds – Procedure for computing Capital Gains – Cost of Acquisition – Exemption of Capital Gains – Loss under head Capital Gains. (Simple problems).

**UNIT IV: INCOME FROM OTHER SOURCES**

Income chargeable to tax under the head Income from Other Sources – Dividends – Interest on Securities – Casual Income – Other Incomes – Deduction from Income from Other Sources – Loss under the head Other Sources. (Simple problems).

**UNIT V - SET-OFF AND CARRY FORWARD OF LOSSES:**

Provisions relating to Set-off & carry forward and Set-off of Losses. (Simple problems).

**DEDUCTIONS FROM GROSS TOTAL INCOME:**

Deductions in respect of certain payments – Deduction in respect of income (Deductions applicable to Individuals only) (simple problems with basic deductions)

**ASSESMENT OF INDIVIDUALS**

Assessment of Individuals – Tax rates – Computation of Tax liability of Individuals. (Simple problems)



**TEXT BOOKS:**

1. V.P. Gaur & D.B. Narang - Income Tax law and practice.

**REFERENCE BOOKS:**

1. T.S. Reddy & Dr. Y. Hari Prasad Reddy - Income Tax theory, law and practice.
2. Dr. Vinod K Singhania & Dr. Kapil Singhania - Income Tax.

**FINANCE SPECIALIZATION**  
**ELECTIVE – INTERNATIONAL FINANCE**

L	T	P	C
4	0	0	4

**Objective:** To impart knowledge about the concept of Dimensions, monetary system, BOP, FEM and FERM.

**Outcome:** After completing the course, the student can be able to understand the calculation of Tax and the tax deductions

**UNIT – I: International Dimensions of Financial Management**

Role of financial managers in the international context, Emergence of the MNC, Domestic Financial Management & International Financial Management, Components of International Financial System

**UNIT-II: International Monetary System**

Exchange rate regimes, International Monetary Fund (IMF), European Monetary System (EMS), Economic & Monetary Union (EMU)

**UNIT-III: Balance of Payments (BOP)**

Meaning, Principles of BOP Accounting, BOP Components, ‘Deficit’ & ‘Surplus’ in BOP, Importance of BOP Statistics, Disequilibrium of BOP

**UNIT-IV: The Foreign Exchange Market (FEM)**

Organization & Participants of Foreign Exchange Market, Determination of foreign exchange rate – Graphical representation, Methods of foreign exchange control

Spot Market: Spot Quotations, Transaction Costs, Cross Rates, Currency Arbitrage, Mechanics of Spot transactions

Forward Market: Forward Market Participants, Forward Quotations, Forward Contract Maturities

Currency Futures & Currency Options: Concepts only

**UNIT-V: Foreign Exchange Risk Management (FERM)**

Two dimensions of Foreign Exchange Risk Exposure namely Accounting Exposure & Economic Exposure – meaning,

Managing Transactions Exposure through Money Market Hedge, Forward Market Hedge, Risk Shifting, Pricing Decisions, Exposure Netting, Currency Risk Sharing, Foreign Currency Options  
Managing Translation Exposure through Funds Adjustment, Forward contracts & Exposure netting

Managing Economic Exposure: Marketing Management of Exchange Risk, Production Management of Exchange Risk & Financial Management of Exchange Risk

**Text Books:**

1. International Financial Management, Apte, PG: Tata McGraw Hill.
2. International Financial Mgmt. Madhu Viji, EXCEL Books

**Reference Books:**

1. International Financial Management: Text and Cases - Bhalla, V.K, Anmol Publications.

2. Multinational Finance, Buckley, A: Prentice Hall of India.
3. International Finance – Levi, M.D McGraw Hill.
4. International Financial Management, Sharan, V Prentice Hall of India.
5. Multinational Finance Kirt C Butler Vikas

**FINANCE SPECIALIZATION**  
**ELECTIVE – SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

L	T	P	C
4	0	0	4

**Objective:** To impart knowledge about the concept of Investments, capital Market, security valuation, Fundamental and Technical analysis.

**Outcome:** After completing the course, the student can be able to understand the Security Analysis and Portfolio Management

**UNIT I – INTRODUCTION**

**Investment:** Meaning – Investment Objectives and Constraints - Investment Process – Investment avenues in India – Investment Vs. Speculation – Risk and Return – Factors influencing risk – Types of risk – Measuring Risk and Return – Case Studies.

**UNIT II – CAPITAL MARKET**

**Capital Market:** Overview of Capital Market – New Issue Market – Debt Market – Securities Contract Regulations Act - Securities and Exchange Board of India (SEBI) - Investor Protection – NSE – BSE – OTCEI – NSDL – CSDL - Case Studies.

**UNIT III – SECURITY VALUATION**

**Security Valuation:** Meaning – Bond, Equity and Preference Share Valuation – Yield to Maturity – Capital Market Theory – Markowitz Model - CAPM – Arbitrage Pricing Theory – Case Studies.

**UNIT IV – FUNDAMENTAL AND TECHNICAL ANALYSIS**

**Fundamental Analysis:** Meaning – Purpose – Economic analysis – Industry analysis – Company analysis.

**Technical Analysis:** Meaning – Tools for Technical Analysis – Charts – Moving Averages – Theories of Technical Analysis - Dow Theory – Random Walk Theory - Efficient Market Theory – Fundamental Vs. Technical Analysis – Case Studies.

**UNIT V – PORTFOLIO ANALYSIS**

**Portfolio Analysis:** Effects of combining securities – Portfolio Theory – Portfolio Selection – Portfolio Construction – Performance Evaluation - Sharpe Index – Portfolio Revision – Optimum Portfolio – Case Studies.

**Text Books:**

1. V. K. Bhalla, Investment Management, S. Chand and Company Ltd., Seventh edition, 2000.
2. Donald. E. Fischer and Ronald J. Jordan, Security Analysis and Portfolio Management, Prentice Hall of India, 2007.

**Reference Books:**

1. V. A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, 1997.

2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Pub. House, 2001.
3. Prasanna Chandra, Investment Analysis and Portfolio Management, 2<sup>nd</sup> ed, TMH, 2007
4. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India, 2008.
5. Robert A. Strong, Portfolio Management, Jaico Publishing, 2001.

**FINANCE SPECIALIZATION**  
**ELECTIVE – FINANCIAL DERIVATIVES MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** To impart knowledge about the concept of Future contract, Options, SWAP and Derivative in India

**Outcome:** After completing the course, the student can be able to understand the Financial Derivatives Management

**UNIT I INTRODUCTION**

Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps – Differences between Cash and Future Markets – Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives.

**UNIT II FUTURES CONTRACT**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Spot Prices.

**UNIT III OPTIONS**

Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and Put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff, options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.

**UNIT IV SWAPS**

Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.

**UNIT V DERIVATIVES IN INDIA**

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', PHI Learning, 7th Edition, 2008
2. Keith Redhead, 'Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs', – PHI Learning, 2008.

## **REFERENCES**

1. Stulz, Risk Management and Derivatives, Cengage Learning, 1st Edition, 2008.
2. Varma, Derivatives and Risk Management, 1st Edition, 2008.
3. David Dubofsky – ‘Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
4. S.L. Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall of India, 2008.
5. Website of NSE, BSE.

**FINANCE SPECIALIZATION**  
**ELECTIVE – INSURANCE AND RISK MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** To impart knowledge about the concept of Risk identification and evaluation and the Management of Risk

**Outcome:** After completing the course, the student can be able to understand the Insurance and Risk Management

**UNIT – I – Risk Identification**

Risk – Risk identification evaluation, Property and liability Loss exposures, Life, Health, and Loss of Income exposures and non-insurance risk management techniques. Selecting and Implementing Risk management techniques.

**UNIT – II - Property and liability risk Management**

Property and liability risk Management- Risk Management of commercial property, Business liability and risk management insurance - Workers’ compensation and alternative risk managing.

**UNIT - III: Risk Management**

Risk Management of Auto owners - Insurance Claims – the need for insurance-personal automobile policy-personal automobile rating- premium and death rates-cost containment-advances in driver and auto safety. Risk management of home owner’s policy coverage-perils covered by the policy-flood Insurance-personal articles floater-personal risk management

**UNIT – IV - types of life insurance**

Loss of life –types of life insurance- tax incentives for life insurance- Life insurance contract provisions. Loss of Health- Health insurance providers- mechanics of cost sharing- health expense insurance- disability income insurance - health insurance policy provisions - health care reforms. Annuities- structures of annuities- annuity characteristics- annuity taxation. Employees benefits- health and retirement benefits.

**UNIT – V - IRDA**

Life and General insurance industry in India – IRDA Act- Investment norms – Protection of policy holders Interest.

**Text Books:**

1. Jave S. Trieschimam, Sandra G. Gustarson, Robert E Houyt, Risk Management and Insurance Thomson Sowlla Western Singapore 2003.
2. Scoh E Herrington Risk Management and Insurance Mc Graw Hill New Delhi 2003.

**Reference Books:**

1. Dorfman Mark S Introduction to Risk Management and Insurance 8th Edition. Prentice Hill India New Delhi 2007.



2. Harold D Stephen and W Jean Kwon Risk Management and Insurance Blackwell Publinging co., New York 2007.
3. Misra M.N. and Misra S. R Insurance Principles and Practice S. Chand and Co. New Delhi 2007.
4. Gupta P.K. Insurance and Risk Management Himalayan. Publishing House New Delhi 2008

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE - STRATEGIC HUMAN RESOURCE MANAGEMENT**

L	T	P	C
4	0	0	4

**Objectives:** To impart the students to understand the concept of Human Resource Management, and how the strategies used for effective output of the HR in the Organization.

**Outcome:** After completing the course, the student can be able to understand Strategic Human Resource Management with various parameters in Industry

**UNIT - I: Foundations of Strategic HRM**

Conceptual Framework of HRM- Strategic HRM: aim, approaches, limitations, types of HR Strategies, Criteria for an effective strategy - Strategic roles of HR Competencies - Aligning HR Strategies with Business Strategies - Strategic Planning process and Human Resource Role and Contribution – Case studies

**UNIT- II: Practice of Strategic HRM**

Formulating and implementing – Fund medal processes – Characteristics – Developing HR Strategies – setting out the strategies - conducting strategic reviews – Implementing impacts – concepts in practice – Roles: Top Management, Front Line Management, HR director, HR Specialists - HR Audit: A diagnostic tool for aligning with strategy - Proactive role of strategic HRM - Case studies.

**UNIT – III: HR Strategies**

Strategies for improving organizational effectiveness, development, transformation, - cultural management, knowledge management, commitment, developing a climate of trust, quality management and customer services – Learning strategies, learning organizational strategies, Individual learning strategies. Case Studies.

**UNIT – IV: Resourcing and Reward Strategy**

Resourcing: concepts, definitions, objectives, approaches, bundling, activities, components, and resource plan – over view of retention strategy - Retaining best people, knowledge workers. – Flexible strategies – talent management strategies - Employee Resourcing strategy: Recruiting strategy: Strategies for hiring talent - selection norms - talent crisis - Recruiters strategic approaches. – Reward strategies: Concepts, definitions, characteristics, objectives, structure, content, guiding principles, development process, and effective relationship with line management capability. Case Studies.

**UNIT – V: Organizational Strategies and Employee relationship Strategy**

Strategic approach in designing organization - Emerging challenges due to new workplace changes - Ethical concerns in HR management - Managing ethical behavior - Corporate Ethics, Values and SHRM - Competencies of HR professional in a SHRM scenario. Employee Relationship Strategy: Definition – Concerns of employee relationship strategy – Strategic direction – backgrounds to employees – HRM approach to employee relations – Policy options –

formulating employee relationship strategies – Partnership Agreements – Employees Voice Strategies. Case Studies.

**TEXT BOOK:**

1. Michael Armstrong, Strategic Human Resource Management: A Guide To Action, Kogan Page, London – 2006.
2. Bhatia S.K., Strategic Human Resource Management: Winning Through People: Concepts, Practices And Emerging Trends, Deep And Deep Pub, 2007.

**REFERENCE BOOKS**

3. Jeffrey A. Mello, “Strategic Human Resource Management”, Thompson, Singapore, Southern Western 2003.
4. Robert L. Mathis and John H. Jackson, “Human Resource Management”, Thompson, Singapore, Southern Western 2003.
5. Rosemary Harrison, “Employee Development”, University Press, New Delhi, 2003.
6. Strategic Management - Gregory Dess and Alex Miller
7. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
8. Strategic HRM- Charles Greer, Pearson education Asia, New Delhi
9. Strategic HRM-Michael Armstrong, Kogan page, London
10. Strategic HRM- Agarwal, Oxford University press, New Delhi
11. Human Resource Management- Garry desseler, PHI, New Delhi

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE - INDUSTRIAL RELATIONS & LABOUR WELFARE**

L	T	P	C
4	0	0	4

**Objectives:** To impart the students to understand the concept Industrial Relations & Labour Welfare, and providing knowledge of the smooth bridge between the employee and in the Organization.

**Outcome:** After completing the course, the student can be able to understand Industrial Relations & Labour Welfare with various parameters in Industry

**UNIT I: Basics of Industrial Relations:**

Concept Importance, Scope, Impact Factors – Approaches – Dimensions – Prerequisite – Successful Relations – Evolution of Industrial System –Conflicts – Essentials of Disputes – Classifications – Impact of Disputes – Need of Industrial Peace - Case Studies.

**UNIT II: Trade Unions & Collective Bargaining**

Need – Objectives – Functions – Structures – Obstacles - Features - Management of Trade Unions in India. Labour Movement – Reason for Movement – Trade Unions India. Collective Bargaining - Concepts - Nature - The Legal framework - Negotiating Techniques & Skills- Workers Participation in Management-. Content and Coverage of Collective Bargaining Agreement – National Commission on Labour - Status in India - Case Studies.

**Unit – III : Grievances, Discipline & Safety**

Concepts – causes – procedure for settlement – procedure in India - Employee discipline – types – essentials of good disciplinary system – Procedure for taking disciplinary action - Hot stove Rule – kinds of punishment - Indian law on punishment - causes if indiscipline. Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Importance – Problems – Occupational Hazards – Diseases – Psychological problems – Counseling – Statutory Provisions – Case Studies.

**Unit – IV: Labour Welfare**

Meaning – principles – features – Need – scope – approaches - types of labour welfare services – labour welfare in India – worker education in India – machineries connected with labour welfare work – appraisal of welfare services- National Commission on Labour Recommendations – social security – International Labour Organization – case studies.

**Unit –V: Workers Participation Management**

Concept – evolution – objectives – forms of participation – levels of participation – influencing factors –participative schemes in industrially advanced countries – the Indian scene - Forms of workers participation in India – case studies.

**Text Books:**

1. C.S. Venkata Ratnam", Industrial Relations, Oxford University Press, 2006.
2. Memoria, Memoria, Gankar", Dynamics of Industrial Relation, Himalaya Publishing House, 2008.

**References**

3. Ratna Sen", Industrial Relations in India, Macmillan, 2007.
4. Monal Arora", Industrial Relations, Excel Books, 2007.
5. B.D. Singh," Industrial Relations, Excel Books, 2005.
6. T.N. Chhabra and R.K. Suri", Industrial Relations, Dhanpat Rai & co, 20005.
7. S.C. Srivastava", Industrial Relations & Labour Laws, Vikas Publishing Pvt. Ltd., 2007
8. R.S. Davar", Personnel Management, Vikas,2007.
9. Prof.M.V. Pylee", Industrial Relations & Personnel Management, Vikas, 2007.
10. B.D. Singh", Labour Laws for Managers, Excel Books, 2007.

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE - TRAINING & DEVELOPMENT**

L	T	P	C
4	0	0	4

**Objectives:** To impart the students to understand the concept of Training Development, the Practical applications available in the area of Training and development.

**Outcome:** After completing the course, the student can be able to understand Training and Development with various parameters in Industry

**UNIT I: BASICS OF TRAINING**

Job analysis – definition, Tasks performed in a job – job conditions – skills and capabilities required, advantages – job description – specimen of a job description statement. Job evaluation – objectives, Methods of job evaluation: Ranking, Classification, Point and Factor comparison method – advantages. Manpower planning – Definition, characteristics, process, and advantages - Recruitment – sources, factors determining recruitment - Selection – Definition, steps - Placement – orientation: reasons, tips and pointers, what the recruits do not need. Induction: concept, objectives, benefits, contents of induction programme, phases, effective induction programme – Socialization: concept, phases of socialization process - case studies.

**UNIT II: LEARNING**

Principles – Learning Process: Mental and physical processes, learning cycle, Age influences on learning, Implications of the learning process for instruction – Instructional emphasis for learning outcomes – different personality type learns: Introversion vs. extraversion, sensors vs. intuitives, Logic-led learners vs. values-driven learners, structured vs. fluid learners - how to train older workers - increasing learning motivation - Case studies.

**UNIT III: TRAINING DESIGN**

Objectives - concepts – Need – importance – steps in training programme - Training vs. Development - Benefits - Current and Future Trends in Training - Prime Considerations while designing a Training Programme - Factors affecting Training Design - Budgeting for Training - Identification of Evaluation objectives & Needs - Establishing and identifying Training Objectives – considerations in designing effective training programmes: Selecting and preparing the training site, selecting trainers, How trainers can make the training site and instruction conducive to learning , programme design -case studies.

**UNIT IV: METHODS OF TRAINING & EVALUATION**

Presentation method - the lecture, audiovisual techniques - On the job training – Experience, Coaching and counseling, Understudy, job rotation, special projects and task forces, committees assignment, Vestibule training, Multiple Management - off the job training – selected readings, conferences and seminars, case studies, programmed instruction, brain storming, in basket Exercise, role plays, simulations, business games, T-groups, behaviour modeling, group building methods, – choosing a training method – **Evaluation of Training:** Need for evaluation

– Evaluation process – Principles of evaluation – criteria for evaluation - Approaches of Evaluation – Evaluation Instruments – Training Audit - Suggestions for Making Training Effective case studies.

## **UNIT V: CAREER MANAGEMENT& EXECUTIVE DEVELOPMENT**

**Career Management:** Importance of career management – career management influence on career motivation – protean career – Traditional career vs. protean career - Career Anchors - Career Development Cycle - career need assessment – career opportunities – Need-opportunity alignment – Plateaued employees - career Management systems: self-assessment, Reality check, goal setting, action planning – roles in career management: employee's, manager's, company's and HR manager's – Evaluating career management systems – **Executive Development:** concepts – objectives – importance – process – reasons for the failure – suggestion for making effective programme - e-Learning & employee development - case studies.

### **Text Books:**

1. Biswajeet Patanayak, “Human Resource Management”, - PHI, New Delhi – 2004, 2<sup>nd</sup> edition.
2. Kanka.S. Human Resource Management: Text & Cases”, S. Chand, New Delhi.

### **REFERENCES:**

3. Raymond A Noe, “Employee Training & Development”, Tata McGraw Hill, 4<sup>th</sup> ed, 2008.
4. B. Taylor & G. Lippitt: MANAGEMENT DEVELOPMENT AND TRAINING HANDBOOK.
5. William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, Prentice-Hall, New Jersey,1982.

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE - EFFECTIVE LEADERSHIP AND MOTIVATION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept of Effective Leadership, Team spirit and motivation

**Outcome:** After completing the course, the student can be able to understand Effective Leadership and Motivation with various parameters in Industry

**Unit – I: Basics of Leadership**

Leadership - Characteristics of Leadership - Importance of Leadership - Role of Leader - Qualities of Leader - Leadership and Management – Leadership theories - Blake and Mouton’s Managerial Grid, Trait Theory, LMX Theory, Transformational Leadership, Transactional Leadership, Hersey Blanchard Model, Fiedler’s Contingency Model

**Unit – II: TEAM LEADERSHIP & SELF-MANAGED TEAMS**

The use of Teams in Organizations: Groups vs. Teams, Advantages and Disadvantages, Characteristics of Effective Teams. - Types of Teams – Decision Making in Teams – Leadership Skills for Effective Team Meetings - Case studies.

**Unit – III: ORGANISATIONAL LEADERSHIP**

Charismatic and Transformational Leadership – Personal Meaning, Charismatic Leadership, Transformational Leadership, Stewardship and Servant Leadership. - Leadership of Culture and Diversity: Value-Based Leadership – Strategic Leadership – Crisis Leadership. – Leading Change – Case studies.

**Unit – IV: Basics of Motivation**

Definition – Motivation, Personal Motivation, Theories of Motivation - Herzberg’s Motivational Theory

Vroom’s Expectancy Theory, McClelland’s Need Based Model

Maslow’s Hierarchy of Needs

**Unit – V: Motivation**

Motivation through Performance Management, Benefits of Performance Management, Motivation Through Delegation, Understanding Unmotivated Employees, Common Reasons for Poor Motivation, Attitude Problems

**Text Books**

1. Lussier & Achua, “Effective Leadership”, 3<sup>rd</sup> ed, Thomson Pub.
2. David M. Messick, Roderick M. Kramer; The Psychology of Leadership: New Perspectives and Research, Lawrence Erlbaum Associates, 2005.

**Reference Books**



1. Effective Leadership: Strategies for Maximizing Executive Productivity and Health by Len Sperry, brunner and Rouledge, 2002.
2. The Human Factor in Leadership Effectiveness by Senyo Adjibolosoo, Tate Publishing, 2005.
3. Effective Leadership, V.V. Ramani, ICFAI University Press.

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE - PERFORMANCE MANAGEMENT**

L	T	P	C
4	0	0	4

**Unit – I: Introduction**

Performance Management: Introduction to Performance Management – Objectives, Benefits, Issues & Concerns Models: Models for Integrated Performance – High Performance – Performance Excellence – Star Performance – Principles & Effect – Performance Evaluation Techniques.

**Unit – II: Performance Appraisal System**

Appraisal – Objectives of Performance Appraisal – Developing a Performance Appraisal System – Distinction between Performance & Potential Appraisal Systems – New Trends in Performance Appraisal System – 360 Appraisals – Uses – Feed Back

**Unit – III: HR in Knowledge Management**

Identifying Current Knowledge Management Deficit – Knowledge Management Process – Critical Importance of Knowledge Management in Organizations – Knowledge Work Vs Traditional Work – Ten Principles of Knowledge Management – 12 Step Model for Implementation of Knowledge Management Tools.

**Unit – IV: Virtual Organization & Emerging HR Trend**

Virtual Organization – Characteristics of Virtual Organization – Factors – Types – Emerging HR Issues in Virtual Organization

**Unit – V: HR Practices for Innovative Management**

Ten Myths & Truths of Corporate Creativity – HR Practices for Innovation Management – Mozart Effect – Neuro Linguistic Programme (NLP) – Mind Mapping – Brain Storming – Managerial Powerlessness – Delphi Technique Pareto Principles.

**Text Books:**

1. HRM, Biswajeet Pattanayak, 2005, 3<sup>rd</sup> edition, Eastern Economy, Edition, Prentice Hall of India, Pvt limited
2. HRM in Practice: with 360-degree Models, Techniques and Tools, Srinivas R. Kandula, Eastern Economy Edition, entice Hall of India, Pvt limited

**Reference Books:**

3. Performance Management Key Strategies and Practical Guidelines, Michael Armstrong, 3rd Edition, Kogan Page Limited
4. Performance Management: Finding the Missing Pieces (To Close the Intelligence Gap), Gary Cokins, 2004, John Wiley & Sons, Inc.
5. Performance Management, Julnes & Holzer, PHI
6. Performance Management, S.K. Bhatia, Deep & Deep

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE - CHANGE MANAGEMENT**

L	T	P	C
4	0	0	4

**Objectives:** To impart the students to understand the concept of Labour Legislation. The legal issues and the solution for the particular problem, and precautions to avoid the issues.

**Outcome:** After completing the course, the student can be able to understand Labour Legislation with various parameters in Industry

**UNIT—I: ORGANISATIONAL CHANGE**

Introduction -Importance– Imperative – Forces: Internal & External - Determining Factors – Planned & Unplanned Internal changes – Types of Changes – Steps in change – Dramatic or radical change in one fell swoop – Barriers to organizational change – case studies

**Unit – II: Models of Changes & Implementation**

Characteristics of Effective change programmes – systems model of change – Lewin’s Force Field Analysis model – Continuous change Process model – changes and Transition management – Organizational Growth – Overcoming Resistance to change – Minimizing Resistance to change – Change and the person – change and the manager – organization culture and dealing with change - Making sense of organizational change – De’ja’ Vu – Change – Problems, formation, resolution – consideration of change – case studies

**Unit – III: Approaches to change and OD**

Effective change Management – Ten key factors in effective change management – systematic Approach – keys to mastering change – classis skills far leaders – Designing change – Organization Development (OD) – Definition, Characteristics, Evolution, Model – Action Research – Process, Feature – case studies.

**Unit IV: DIAGNOSTIC STRATEGIES AND SKILLS**

Diagnosis – Process – diagnostic models - Diagnostic skills – Methods of obtaining Diagnostic Information – Change Agent – Golden rules of the change Agent – Client – Consultant Relationship – Ethics in OD – power and Control Issues in organizations – case studies.

**Unit – V OD INTERVENTION**

OD Intervention – Definition, selection, Classification– OD Interpersonal Intervention - OD Team Development Interventions – OD Inter group Development Interventions – Executive Development – Key factors for success – Executive Development: Global companies, small business applications – case studies

**Text Book:**

1. Kavita Singh, organization changes and Development, Excel Books, 1<sup>st</sup> Edition, New Delhi, 2005.
2. Kotter, John P, Leading Change, Harvard Business School Press, 1996.

## **Reference Books**

1. Adam, J., Hages J., Hopsen, B, Transitions understanding and Managing Personnel change, Oxford: Martin Robertson, 1976.
2. Burner.B., Managing change: A strategic Approach to organizational Dynamics, 2<sup>nd</sup> ed, Pitman, London, 1996.
3. Pettigrew A.M., Whipp. R. Managing change for corporate success, Basil, Blackwell, London, 1993.
4. Richardson. P., Denton, K., Communicating change, Human resource management, summer, 1996.
5. Kanter. R.M., stein, B.A., Jick, T.D, The challenge of organizational change, Free press, New York, 1992.
6. Ramnarayan S., Grover.P. "Dynamics of planned change: A check List for OD Practitioners" in organization Development, Intervention & strategies (eds) by S. Ramanaryan, T.V. Rao Y Kuldeep sing, Response Book, NewDelhi-1998.
7. Beer.M., Organization changes and Development: A System view, Santh Monica, Calif: Good year, 1980.

**HUMAN RESOURCE MANAGEMENT**  
**ELECTIVE – INNOVATION MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objectives:** To enable learners to understand creativity and innovation management. This course will help to understand individual and group creativity, generation of creative ideas in group and brainstorming.

**Outcome:** After completing the course, the learners will be equipped to apply their creative and innovative skills in solving complex problems confronting corporate realm.

**UNIT- I**

Realm of creativity - can creativity be enhanced – Road blocks and block buster's – Puzzles of creativity – The body and the mind as root of human creativity – Spiritual and social roots of creativity – Entrepreneurial and Empowerment creativities – Quality of creativity. Quiz – Mental Gym – Case study

**UNIT - II**

What is creativity – individual and group creativity – convergent thinking – divergent thinking and Generation of creative ideas is individual- Thinking Hats methods – redefinition techniques – Random stimulus - generation of creative ideas in groups – Brainstorming – Reverse Brainstorming – synaptic – Morphological Method. Creativity Exercises Mental Gym-The way the mind works, Diff between lateral and vertical thinking

**UNIT- III**

Attitudes towards lateral thinking – Basic nature of lateral thinking – techniques – The generation of alternatives – challenging assumptions – innovation – suspended judgment - analogies – The new word PO CASE STUDY

**UNIT - IV**

LATERAL Thinking – Mental Gym -What is a problem – defined problems – Creative Problem Solving – Models of techniques of Creative Problem solving – Creative problem solving – A comparison of creativity Techniques – Mental Gym Quiz-Blocks of creativity – Fears and Disabilities

**UNIT - V**

Energy for your creativity – formative Environment and Creativity – Adult Environments – Pumping your creative muscles – Environmental Stimulants of creative – making your environment more Creativgenic – The creative Life Quiz – Mental Gym – Case Study.

**References:**

1. Training Creative Thinking - Davis Gary and Scott **New York Pub,**
2. Lifelong Creativity – Pradip N 2. Khand Walla **Tata Mc Graw Hill,**
3. Managing creativity For Corporate Excellence – N Rastogi **Mac Millan,**
4. Lateral Thinking – Edward de Bono **Penguin Pub,**
5. innovation and Entrepreneurship- Druker, Peter.

## **OPERATIONS MANAGEMENT SPECIALIZATION**

### **ELECTIVE - LOGISTICS & SUPPLY CHAIN MANAGEMENT**

**Objective:** To mould students in the study of Logistics and Supply Chain Management so that this can be used as a cutting-edge tool for business.

**Outcome:** After end of the course, students will be looking at this field of study as a tool to improve business.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

#### **Unit- I: Overview of Supply Chain Management**

Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains - Strategic, tactical, and operational decisions in supply chains – case studies.

#### **Unit – II: Strategic Sourcing**

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class supply base. World Wide Sourcing and SCM Metrics – Case studies.

#### **Unit – III: Supply Chain Network**

Distribution Network Design – Role, Factors Influencing, Options, Value Addition Framework for Network design decisions - Models for Facility Location and Capacity Location. Impact of uncertainty on Network Design - Network Design decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models – case studies.

#### **Unit – IV: Planning Demand, Inventory and Supply**

Overview of Demand forecasting in the supply chain - Aggregate planning in the supply chain - Managing Predictable Variability- Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory - Determination of Optimal level of product availability. Coordination in the Supply Chain. Supply chain performance measures. Supply chain inventory management, multi-echelon supply chains and Bullwhip effect – case studies.

#### **Unit – V: Emerging Trends**

E-Business – Framework and Role of Supply Chain in e- business and b2b practices. Supply Chain IT Framework. Internal Supply chain management. Supply Chain in IT practice. Supplier relationship management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM. Internet-enabled supply chains: e-marketplaces, e-procurement, e-logistics, e-fulfillment, ERP and supply chains, supply chain automation, and supply chain integration - case studies.

#### **Text books:**

1. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007
2. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

**References**

1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint, 2002.
4. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

## **OPERATIONS MANAGEMENT SPECIALIZATION**

### **ELECTIVE – PROJECT MANAGEMENT**

**Objective:** To inculcate the students in project management for better planning and execution

**Outcome:** After end of the course, students will be looking at this field of study as a tool to solve operational issues.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

#### **UNIT – I**

Project Management Concept-Attributes as a project-Project life cycle-The Project Management process- Benefits of Project Management- Needs, Identification-Project selection-preparing a request for proposal-Soliciting Proposals-Proposed solutions- Proposal Marketing-Bid/No-Bid Decision-Developing Winning Proposal-Proposal Preparation-Proposal Contents-Pricing Consideration-Proposal Submission and Follow-up - Customer evaluation as proposals-Types of contracts-Contracts Provisions-Case study

#### **UNIT – II**

Planning-Project Objective-Work Break-down structure-Responsibility Matrix-Defining Activities-Developing the network plan-Planning for Information system development- Project Management softwares-Scheduling-activity duration estimates-project start and finish times-Schedule Calculation-Scheduling for information systems development-Case study.

#### **UNIT – III**

Schedule control-Project control process-Effects of actual schedule performance - Incorporating project changes into schedule-Updating the project schedule-Approaches to schedule control-Schedule control for information system development – Resource consideration-Constrained Planning-Planned resources utilization – Resources leveling- Limited scheduling-Project Management software – Cost Planning and Performance - Project cost Estimates-Project Budgeting-Determining actual cost-Determining the value of work performed-Cost performance analysis-Cost forecasting-Cost control-Managing Cash Flow-Case study

#### **UNIT – IV**

Managing Risks-Risks Identification-Risks Assessments-Risk's recharge planning-Risks Monitoring-Feasibility-Technical Feasibility-Marketing Feasibility-Socio-Economic Feasibility-Managerial Feasibility and Function Feasibility- Case study

#### **UNIT – V**

Project Manager-Responsibilities of the Project Manager-Skills at the Project Manager - Developing the skill needed to be a Project Manager-Delegation-Managing Change – Project Team-Project Team development and Effectiveness- Ethical Behaviour conflict on project-problem solving-Time Management-Project Communication and Personal Communication-



Effective listening-Meetings-Presentation-Report-Project documentation and Controlling changes-Types of project organization-Functional type of organization- Matrix organization- Case study.

**Reference Books:**

1. Samuel J. Mantel JR., Jack R. Meredith, Project Management, Wiley India, Edition 2006.
2. James P. Clemats and Jack GIGO, Effective Project Management, Thomas South- Western, Edition 2007.
3. Larry Richman-Project Management step by step, PHI New Delhi, Edition 2008.
4. Santakki.V.C., Project Management, Himalaya Publishing House, Edition 2006.
5. Bhanesh M. Patel, Project Management, Vikash Publishing House Pvt Ltd, Edition 2008.
6. Project Management, Jack Gido and James P Clements, (Edition 2009) Cenage Learning India pvt Ltd., New Delhi.

## **OPERATIONS MANAGEMENT SPECIALIZATION**

### **ELECTIVE - TECHNOLOGY MANAGEMENT**

**Objective:** To impart various management concepts that would enable the learners to manage emerging and new technologies in business.

**Outcome:** After end of the course, students will have the ability to use technology as a tool for business.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

#### **Unit – I: Basics of Technology Management**

**The Process of Technological Innovation:** The Need for a Conceptual Approach, Technological Innovation as a Conversion Process, Factors Contributing to Successful Technological Innovation, Evolution of Technology and Effects of New Technology

#### **Unit – II: Strategies for R& D & Creativity and Problem Solving**

R&D as a Business - Resource Allocation to R&D - R&D Strategy in the Decision-Making Process - Selection and Implementation of R&D Strategy - R and D and Competitive Advantage - New Product Development.

Creativity and Problem Solving: The Creative Process, Creative Individuals, Main Characteristics, Techniques for Creative Problem Solving.

#### **Unit – III: Technology development and acquisition**

Forecasting – generation and Development - Invention-Innovation-Diffusion - Product and Process Innovation Technology absorption and diffusion – absorption – assessment – evaluation – diffusion, Selection and implementation of new technologies – automation decisions, strategic decision models – project management in adoption and implementation of new technologies – strategic cost analysis

#### **Unit – IV: Financial Evaluation of R & D Projects:**

The Need for Cost Effectiveness - R&D Financial Forecasts - Risk as a Factor in Financial Analysis - Project Selection Formulae - Allocation of Resources - DCF and Other Techniques of evaluating R&D ventures.

#### **Unit – V: Technological Forecasting for Decision Making:**

Technological Forecasting - Definition, Forecasting System Inputs and Outputs, Classification of Forecasting Techniques, Organization for Technological Forecasting, Current Status - Transfer of Technology: Modes of technology transfer, Price of technology transfer, Negotiation for price of MOT.

#### **Text Books:**

1. V.K. Narayanan, Managing Technology and Innovation for Competitive Advantage, Pearson Education, 2006.
2. Handbook of Technology Management – Gaynor – McGraw Hill

#### **Reference Books:**

1. White: The Management of Technology & Innovation Cengage Learning, 2007.

2. Tarek Khalil, Management of Technology—The Key to Competitiveness and Wealth Creation, McGraw Hill, Boston, 2006.
3. Norma Harrison & Danny Samson, Technology Management—Text and International Cases, McGraw-Hill International, 2005.

**OPERATIONS MANAGEMENT SPECIALIZATION**  
**ELECTIVE - MANAGEMENT CONTROL SYSTEM**

**Objective:** To impart various techniques with regard to developing of control systems for effective management.

**Outcome:** After end of the course, students will be in a position to effectively develop control systems that will suit the need.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Unit – I: Introduction**

Nature of Management control – Control in organizations – phases of management control system – Management control Vs Task control.

**Unit – II: Control and Organisational Behavior**

Control and organizational Behaviour – Types of organizations and their implications – Types of organizations and their implications – Types of control and variations in controls based on organizational structure and design.

**Unit – III: Total Quality Model**

Total quality model – Enables for total quality – quality responsibilities – Archiving total commitment to quality supportive Leadership.

**Unit – IV: Quality Education**

Quality Education, process, quality system – quality objectives and quality policy – quality planning – quality information feedback.

**Unit V: Choice of Markets**

Strategic choice of markets, and customers maintaining competitive advantage – Designing process and products for quality. The Role of ISO 9000 series of quality system standards. Pitfalls in operationalizing total quality – Auditing for TQM.

**Text books:**

1. Total Quality Management, PN. Mukherjee. PHI learning PVT Ltd.,
2. Total Quality Management, Text and cases by B. Janaki Raman and RK. Gopal, PHI learning PVT Ltd.,
3. Total Quality Management, SK. Mandal Vikas Publish House PVT Ltd.,
4. Total Quality Management, James. R. Evans, India Edition, Cengage learning.
5. Principle of Total Quality, Vincent. K Omachonu Joel E. Ross, CRC Press distributed by Ane books PVT Ltd.,

**Reference Books:**

1. Total Quality Management, L. Suganthi and Anand, A. Samvel, PHI learning
2. Juran's Quality Planning and Analysis for Enterprise Quality, India Edition by Tata McGraw Hill Co.
3. Quality Control and Management by Evans and Lindsay India Edition, Cengage learning.

## **OPERATIONS MANAGEMENT SPECIALIZATION**

### **ELECTIVE – ADVANCED MAINTENANCE MANAGEMENT**

**Objective:** To enable the students to understand the principles, practices and applications in Maintenance Management.

**Outcome:** After end of the course, students will be able to maintain the systems effectively.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

#### **UNIT – I**

Objectives, Importance of Maintenance- Roles and responsibilities of maintenance professionals-

#### **UNIT – II**

Safety management- Productivity and maintenance. Scheduled maintenance – preventive maintenance – predictive maintenance – planned maintenance – corrective maintenance routine maintenance – inspection, lubrication, calibration and maintenance quality.

#### **UNIT – III**

Typical causes of BDM- disadvantages- maintenance as a perspective of asset management- Total Productive Management –Contract maintenance – Breakdown history and other maintenance records

#### **UNIT – IV**

Technical and financial factors for replacement – Methods of replacement analysis salvaging spare parts procurement

#### **UNIT – V**

warehousing and logistics management. Emerging trends in maintenance management – Global scenario-Indian experience – need for maintenance training – Managing obsolescence.

#### **References:**

1. Maintenance and spares Parts management – P Gopalakrishnan & A K Banerji. Prentice Hall of India, 2007
2. Industrial Engineering and Management- O P Khanna. Dhanpat Rai & Sons,2008 Handbook of Quality Management – J M Juran.

**OPERATIONS MANAGEMENT SPECIALIZATION**  
**ELECTIVE - PRODUCTION PLANNING AND CONTROL**

**Objective:** To impart various techniques of Production Planning and Control.

**Outcome:** After end of the course, students will gain knowledge to the extent of effectively Planning and Controlling a Production unit.

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**Unit – I: Introduction**

Objectives and benefits of planning and control-Functions of production control-Types of production-job- batch and continuous-Product development and design-Marketing aspect - Functional Aspects-Operational Aspect-Durability and dependability aspect-aesthetic aspect. Profit consideration-Standardization, Simplification & specialization-Break even analysis-Economics of a new design.

**Unit – II: WORK STUDY**

Method study, basic procedure-Selection-Recording of process - Critical analysis, Development - Implementation - Micro motion and memo motion study - work measurement - Techniques of work measurement - Time study - Production study - Work sampling - Synthesis from standard data - Predetermined motion time standards.

**Unit – III: PRODUCT PLANNING AND PROCESS PLANNING**

Product planning-Extending the original product information-Value Analysis-Problems in lack of product planning-Process planning and routing-Pre requisite information needed for process planning-Steps in process planning-Quantity determination in batch production-Machine capacity, balancing-Analysis of process capabilities in a multi-product system.

**Unit – IV: PRODUCTION SCHEDULING**

Production Control Systems>Loading and scheduling-Master Scheduling-Scheduling rules-Gantt Charts-Perpetual Loading-Basic scheduling problems - Line of balance - Flow production scheduling-Batch production scheduling-Product sequencing - Production Control Systems-Periodic batch control-Material requirement planning Kanban – Dispatching-Progress reporting and expediting-Manufacturing lead time-Techniques for aligning completion times and due dates.

**Unit V: INVENTORY CONTROL AND RECENT TRENDS IN PPC**

Inventory control-Purpose of holding stock-Effect of demand on inventories-Ordering procedures.

Two bin system -Ordering cycle system-Determination of Economic order quantity and economic lot size-ABC analysis-Recorder Procedure-Introduction to computer integrated production planning systems-elements of JUST IN TIME SYSTEMS-Fundamentals of MRP II and ERP.

**Text books:**

1. Martand Telsang, “Industrial Engineering and Production Management”, S. Chand and Company, First edition, 2000.
2. Samson Eilon, “Elements of production planning and control”, Universal Book Corpn.1984.
3. Elwood S. Buffa, and Rakesh K. Sarin, “Modern Production / Operations Management”, 8th Ed. John Wiley and Sons, 2000.

**Reference Books:**

1. K.C. Jain & L.N. Aggarwal, “Production Planning Control and Industrial Management”, Khanna Publishers, 1990.
2. N.G. Nair, “Production and Operations Management”, Tata McGraw-Hill, 1996.
5. S.N. Chary, “Theory and Problems in Production & Operations Management”, Tata McGraw Hill, 1995.
3. S.K. Hajra Choudhury, Nirjhar Roy and A.K. Hajra Choudhury, “Production Management”, Media Promoters and Publishers Pvt. Ltd., 1998.



**OPERATIONS MANAGEMENT SPECIALIZATION**  
**ELECTIVE - INTELLECTUAL PROPERTY RIGHTS**

**Objective:** To impart knowledge with regard to Intellectual Property Rights.

**Outcome:** On completion of the course, students will be aware of the Intellectual Property Rights and their effective use in business.

L	T	P	C
4	0	0	4

**Unit – I: Introduction**

Introduction – Invention and Creativity – Intellectual Property (IP) – Importance – Protection of IPR – Basic types of property (i). Movable Property - Immovable Property and - Intellectual Property.

**Unit – II: Patents**

IP – Patents – Copyrights and related rights – Trade Marks and rights arising from Trademark registration – Definitions – Industrial Designs and Integrated circuits – Protection of Geographical Indications at national and international levels – Application Procedures

**Unit – III: International Convention**

International convention relating to Intellectual Property – Establishment of WIPO – Mission and Activities – History – General Agreement on Trade and Tariff (GATT) – TRIPS Agreement.

**Unit – IV: Indian Position Vs WTO and Strategies**

Indian Position Vs WTO and Strategies – Indian IPR legislations – commitments to WTO-Patent Ordinance and the Bill – Draft of a national Intellectual Property Policy – Present against unfair competition.

**Unit V: Case Studies**

Case Studies on – Patents (Basumati rice, turmeric, Neem, etc.) – Copyright and related rights – Trade Marks – Industrial design and Integrated circuits – Geographic indications – Protection against unfair competition.

**Text books:**

1. Subbaram N.R., “Handbook of Indian Patent Law and Practice “, S. Viswanathan Printers and Publishers Pvt. Ltd.,
2. Eli Whitney, United States Patent Number: 72X, Cotton Gin

**References:**

1. Intellectual Property Today: Volume 8, No. 5, May 2001, [www.iptoday.com].
2. Using the Internet for non-patent prior art searches, Derwent IP Matters, July 2000.
3. www.ipmatters.net/features/000707\_gibbs.html.

**LOGISTICS SPECIALIZATION**  
**ELECTIVE: LOGISTICS MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Logistics Management to meet out the demand in information super highway irrespective of the mode of transport.

**Outcome:** After completing the course, the student can be able to understand the logistics operations according to the law of the land.

**UNIT – I**

**Logistics Role in Economy/Organization** -Definitions of Logistics, objectives of logistics, functions of logistics, logistics solution, future of logistics. **Logistics and Customer service** - Elements of customer services, phases in customer services, customer retention **Procurement and Outsourcing** - Making of sourcing decision, logistics out sourcing, benefits, critical issues.

**UNIT – II**

**Inventory Role & Importance of Inventory** - Introduction, role of inventory, importance of inventory, functions of inventory, inventory cost, need of inventory control. **Inventory Management** - Characteristics of logistics of inventory, needs & control of inventory, types, inventory Control, types of inventory control, inventory planning model. **Materials Management** - Objectives of material management, material planning, stores management, material handling & storage system, types of material handling, material storage system. **Transportation** - Purpose, participants in transportation, modes of transportation, documents in transportation, transportation management.

**UNIT – III**

**Warehousing & Distribution** - Functions of Warehousing, benefits of Warehousing, types of Warehousing, nature of Warehousing cost, planning of Warehousing, Warehousing space design, factors of Warehousing, Warehousing management system. **Packaging & material handling** - Functions of Packaging & material handling, Packaging & material handling cost, types of Packaging & material handling, containerization, benefits of containerization, conclusion. **Global logistics** - Activities of global logistics, global supply chain, objective of global logistics, strategic issue in global logistics, barriers of global logistics, conclusion

**UNIT – IV**

**Logistics Strategy** - Features of logistics strategy, components, framework of logistics strategy, conclusion **Logistics Information System** - Functions of logistics information system, flow of logistics information system, communication, bar coding, RFID, principles of logistics information system, conclusion. **Organization for Effective Logistics Performance** - Concept of effective logistics performance, functional aggregation in effective logistics performance, conclusion

## **UNIT – V**

**Financial Issues in Logistics Performance** - Factors, steps of financial issues in logistics performance, SCOR model, ABC costing. **Integrated Logistics** - Logistics management, activity of integrated logistics. Role of 3PL & 4 PL - Different between various logistics services.

## **LOGISTICS SPECIALIZATION**

### **ELECTIVE: WAREHOUSING & INVENTORY MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Warehousing and Inventory Management in Logistics operations and its contexts.

**Outcome:** After completing the course, the student can be able to understand the practices of stock Maintenance in Warehousing.

#### **UNIT – I**

**Warehousing Concept Decisions and Operations** - Introduction, needs of warehousing, facility of warehousing, types of warehousing, functions of warehouse, palletized storage system.

**Introduction to Inventory Management** - Introduction, role in the supply chain, role of inventory control.

#### **UNIT – II**

**Functions of Inventory** - Function, types of inventories, inventory cost, need to hold inventory, levels of stock, methods of controlling stock.

**Warehousing Management System** - Introduction, benefits, location of warehouse, automated material handling system.

**Independent Demand System** - Introduction, material management system.

#### **UNIT – III**

**Depended Demand System** - Introduction, parties within the system, MRP department, activities, DRP.

**ABC Inventory Control** - Introduction, managing by ABC, use of ABC analyses.

**Multi-Echelon Inventory System** - Introduction, managing inventory in multi-echelon system, approach, distribution approach planning, elements of multi-echelon, conclusion.

#### **UNIT – IV**

Introduction, types of power truck for material handling.

**Automated Storage & Retrieval System (ASRS)** - Introduction, application of automated storage.

**Principals of Material Handling System** - Introduction, functions of material handling system, characteristic.

#### **UNIT – V**

The fundamental of material handling equipment. Introduction, components of bar coding, advantages of bar coding, benefits of bar coding. Introduction, principle of RFID, RFID challenges, benefits of RFID, components of RFID, RFID in warehouse.

**LOGISTICS SPECIALIZATION**  
**ELECTIVE - CUSTOMS PROCEDURES & DOCUMENTATION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To meet out the demand in the regulating professionals in the environment of Logistics especially in the super highway irrespective of the mode of transport.

**Outcome:** After completing the course, the student can be able to understand the logistics operations in the regulating aspects.

**UNIT – I**

Dry cargo ships - Introduction, types of ships, Dry cargo ship tonnages, load lines, dimensions and cargoes - Introduction, concept of tonnage and load lines, ship tonnage based on volume, cargoes, cargoes measurement.

Freight market and market practice - Introduction, market practitioners, methods of ship employment, offering and countering, charter parties,

Chartering contracts - Introduction, functions of charter parties, list of voyage charter parties, condition of vessels, list of time charter parties, bareboat charter parties

**UNIT – II**

Financial elements of charter parties - Introduction, voyage chartering, time chartering.

Lay time - Introduction, stages of lay time, calculation of lay time, lay time definitions

Voyage estimating - Introduction, computerization, itinerary.

**UNIT – III**

Bills of lading and cargo claims - The mate's receipt, the bills of lading, types of bills of lading, insurance, rights and immunities.

World trades - Introduction, requirements of world trade, ships for cargoes, navigational restrictions.

Disputes and professional indemnity - Introduction, English court, P&I clubs, office organization.

**UNIT – IV**

**Customs Act** - Preliminary, Officer of the customs, Appointment of customs port, airport, warehousing station, station, etc. Prohibitions on importation and exportation of goods, Detection of illegally imported goods and prevention of the disposal thereof, Prevention or detection of illegal export of goods, Power to exempt from the provisions of chapter 4A and 4B, Levy of, and exemption from, customs duties, Indicating amount of duty in price of goods, etc., for purpose of refund, advance ruling provisions relating to conveyances carrying imported or exported goods, clearance of imported goods and export goods, goods in transit

**UNIT – V**

Warehousing, drawback, special provisions regarding baggage, goods imported or exported by post, and stores, provisions relating to costal goods and vessels carrying costal goods, searches,

seizure and arrest, confiscation of goods and conveyances and imposition of penalties, settlement of cases appeals and revision, offences and prosecutions, miscellaneous.

**Text Books:**

1. Datey. V. S., Customs Law Practice and Procedures, 2014, Taxmann Book Series, New Delhi
2. Thomas E. Johnson, Export/Import Procedures and Documentation, 2010, Amacom pub.

**Reference Books:**

1. Jain Khushpat S., Export-Import Procedures and Documentation, 2010, HPH, Mumbai
2. Ramagopal, Export and Import Procedures: Documentation & Logistics, New Age Pub, New Delhi
3. Khushpat S. Jain & Apexa V. Jain, "Import Export Procedures and Documentations" HPH, Mumbai

**LOGISTICS SPECIALIZATION**  
**ELECTIVE: SHIPPING AGENCY MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Logistics Management to meet out the demand in information super highway irrespective of the mode of transport.

**Outcome:** After completing the course, the student can be able to understand the logistics operations according to the land.

**UNIT – I**

**Reasons for sea transport** - Introduction, why ship, theory of trade, different ship market.

**The ship** - Introduction, tonnage, classification of ship, Ship sale and purchase, ship management, total management. **Supply of ship** - Introduction, history, ship registration, IMO, port state control, ship classification. **Dry cargo chartering market** - Introduction, types of charter, chartering and internet. **Practitioners in shipping business** - Introduction, ship management, ISM code, the merchant, the chartering market. Port agents, the agent's fees, documentation,

**UNIT – II**

**Maritime geography** - Introduction, ocean & seas, longitude, wind & weather, geography of trade. **The tanker chartering market** - Introduction, debt. Of tanker market, types of tanker, negotiating the charter. **Liner** - Introduction, history, containerization, freight tariffs, liner documents, **Accounts** - Introduction, components, types of companies, Business entity - types of business entity, company organisation and management.

**UNIT – III**

**Business ethics** - Introduction, ethics in shipping business, our word our bond **Geography of trade** - Introduction, seaborne trade, structure of ports, weather and navigation

**UNIT – IV**

**Law of carriage** - Introduction, English law, civil court structure, contract, remedies of contract, the Haguenisby rules, the Hamburg rules, Warranty authority.

**International trade and finance: international terms of sale** - Introduction, the basic contract, INCOTERMS, types of INCOTERMS, breach of contract,

**Finance sale in international trade** - Introduction, methods of payment, documents, foreign currency options, types of policies of cargo

**UNIT – V**

International shipping organizations - Ship owner organizations, BIMCO, broker's and agent's organization, FONASBA, FIATA, classification society

Communication in shipping business - Principles of business communication, mode of communication, charts.

**LOGISTICS SPECIALIZATION**  
**ELECTIVE - LOGISTICS & MULTIMODE TRANSPORTATION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Logistics Management to meet out the demand in information super highway irrespective of the mode of transport.

**Outcomes:** After Completion of the course the learners able to practices of various mode of transportation in Logistics.

**UNIT – I**

**Role of distribution in the supply chain** - Introduction, transportation management, inventory control, warehousing.

**Designing distribution channel** - Introduction, customer service level, cost structure of distribution network, advantages of the distribution channel.

**Distribution network planning** - Channel map, factors of distribution network planning.

**Network design & optimization approach and techniques** - Introduction, planning, cost performance, issues of network design

**UNIT – II**

**Role of transportation in the supply chain** - Introduction, distribution channel, factors of transportation in the supply chain, factor.

**Transportation principles and participant** - Introduction, transportation participant, agent/broker/transportation. Transportation modes, performance characteristics and selection - transportation performance, costs and value measures - Factors, cost structure, carrier pricing strategies.

**Transportation routing decisions** - Introduction, heuristic approach, transportation administration, uses of IT applications, ITMS, AVL system.

**Transit operation system** - Computer-aided system, benefits of transit operation system, geography information system.

**UNIT – III**

**Advanced fleet management system** - Functions of advanced fleet management system, benefits to user, benefits to fleet owner.

**Intermodal freight technology** - Introduction, future direction, transportation security initiatives and role of technology - Common technology application

**Definitions of liner trades overview** - Introduction, history, containerisation, unitisation & intermodalism documentation, evolution & development, concepts, liner routes today, major ports.

**Ship type** - Ship size & tonnage, cargo measurement, types of ship, shipboard handling equipment.



**Liner shipping operations** - Introduction, acquisition of vessels, agency company, role of agent, marketing, documentation.

#### **UNIT – IV**

**Cargoes and cargo handling** - IMO, cargo handling, types of equipment, port management, stowage factor.

**Tariffs and freight rates** - Introduction, the freight rates, modern freight tariffs, physical pricing factors.

**Bill of lading and other documentation** - Introduction, the bill of lading, functions of bill of lading, others form of bill of lading, other liner document, international conventions relating to bill of lading.

#### **UNIT – V**

**Financial aspects of the import export business** - Introduction, methods of payment, consignees and endorsees.

**Legal aspects of the liner trades** - Introduction, insurance, legal aspects of the bill of lading, security

Growth of world trade, container dimensions, types of containers, types of leases, FCLs LCLs & ICDs. - conferences, consortia, alliances & independent conference system - structure of conferences, conferences freight tariffs.

## **LOGISTICS SPECIALIZATION**

### **ELECTIVE - FREIGHT FORWARDING, STEVEDORING & PORT OPERATIONS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Logistics Management in Freight and Port operations.

**Outcome:** After completing the course, the student can be able to understand the Freight and Port Operations.

#### **UNIT – I**

Basic concept of cargo work - Bale & grain capacity, stowage factor, cargo documents.

Care of cargo - Precaution before loading, Precaution when carrying cargo, sweat & ventilation, tonnage, separation, cargo related duties. Lifting gear - Test certificate of lifting gear, components. Code of safe practice for solid bulk cargo - Aim of code, definitions, structural hazards, safety precautions, concentrates.

#### **UNIT – II**

Some common cargoes - Coal, sulphur, cotton, rice, cement. The international maritime dangerous goods (IMDG) CODE - Aim, application, classification, packing, marketing, document, types of segregation, precaution for loading dangerous goods. Unit load and containers - Pollicisation, containers, types of containers.

Refrigerated and deck cargoes - Types, refrigeration system, cargo operation, deck cargos. Tanker operations - Definitions, methods of gas-freeing tanks, operation system, types of cargo pipeline system, safety procedures, gas detection instruments.

#### **UNIT – III**

More cargoes - Sugar, salt, rubber, paper roles, pulp, iron & steel cargoes. Cargo plane - Principle of stowing cargo, properties of some cargoes. Dock labourers act,1934 - Inspectors, power of inspector, obligations of dock workers, machinery & gear, handling of cargo, electrical equipment.

#### **UNIT – IV**

Port Agency - Introduction - registration and classification, Registration, flag of convenience, port state control. Safety certificate and surveys - Types of certificates, TTOP, other survey and inspections Charter parties - Introduction, brief description of the vessel, terminology and abbreviation Time counting - Introduction, importance of time, demurrage and dispatch

Operations - Introduction, the cargo, ports of loading and discharge, common requirement of ship

#### **UNIT – V**

Cargo documentation - Introduction, types of documents, bills of lading Geography of trade - Introduction, major canals, the environmental issues Port agents and the law - Introduction, P&I associations, general average Relationship and principals - Introduction, Statement of actual events, agency appointment, division of costs, office organization

**LOGISTICS SPECIALIZATION**  
**ELECTIVE - EXPORT IMPORT DOCUMENTATION**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Course Objectives:**

The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations.

**UNIT 1**

Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

**UNIT II**

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export Cargo Shipment goods, Quality and Pre-Shipment inspection, EGC Services, GSP rules of origin

**UNIT III**

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

**UNIT IV**

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme

**UNIT V**

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

**Reference Books:**

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation– Mahajan

4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE - AIRLINE AND AIRPORT MANAGEMENT**

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**Objectives:** To impart the students to understand the concept and practices of Airport and Airline Management.

**Outcome:** After completing the course, the student can be able to understand the concepts.

**Unit – I**

Introduction – History of Aviation – Organization, Global, Social and ethical environment – History of Indian Airline industry – Major Players in Airline Industry – SWOT analysis in Airline industry – Market Potential of Indian airline Industry – Current Challenges in Airline Industry –case studies.

**Unit – II**

Airport Planning – Terminal planning, design, and operation – Airport Operations – Air Traffic Control – communication and Navigation systems – Know your System of operations at Airports – Airport Functions – Organization Structure of Airline sectors –Airport Authorities – Global and Indian Scenario of Airport Management – case studies.

**Unit – III**

World Aviation & Indian Scenario – Joint Venture Partnerships [JVP's] –Environmental regulations – Regulatory Issues – Meteorological Services for Aviation –Airport fees, rates, and charges – Institutional Framework: Safety Regulation – Economic Regulation – Management of Bilateral – case studies.

**Unit – IV**

Airlines & Airport Services Management – Airline organization structure – functions, duties and responsibilities – Sales, Marketing, Forecasting, Constraints and Restrictions – Total Ground Handling Activities – arrival, departure (Domestic and International) –services – facilities – passenger and baggage regulations – Inter-departmental Coordination – Briefing, debriefing and training Programmes –case studies.

**Unit – V**

Flight operation – in-flight services – Traffic Services–Customer service and passenger complaints – Documents for carriage for domestic flight departure–International flight departure–Load and Trim–Passenger manifest – Cargo manifest – GD (General Declaration) – Carriage of pets in the aircraft – Documents and significance (Operations documents, travel documents, log book and other statutory documents) – External service Agencies – Case Studies.

**References**

1. Graham. A. Managing Airports: An International Perspective Butterworth- Heinemann, Oxford 2001.
2. Wells. A. Airport Planning and Management, 4th Edition, McGraw-Hill, London 2000

3. Doganis. R The Airport Business Routledge, London 1992
4. Alexander T. Wells, Seth Young Principles of Airport Management, McGraw Hill 2003
5. P S Senguttuvan Fundamentals of Air Transport Management Excel Books 2007
6. P S Senguttuvan Principles of Airport Economics Excel Books 2007
7. Richard de Neufville Airport Systems: Planning, Design, and Management McGraw-Hill, London 2007
8. PAT (Passenger Air Tariff General Rules)
9. Airline Airport Handling Manual

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE -AIRLINE OPERATIONS & ROUTE PLANNING MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objectives:** To impart the students to understand the concept and practices of Airline Operations and Management.

**Outcome:** After completing the course, the student can be able to understand the concept and practices of Airport Operations.

**Unit – I**

Aviation Economic Development – International Air Transportation – Logistics Management basics (Cargo – Domestic & International) – Newton’s Law of Motion – Concepts and Types of Aviation – Aviation Technology Transformation (1930 – 2003) – Scope of Aviation –Aircraft Manufacturers – Airbus Industries, Introduction and evolution of aircrafts types – commercial aviation – New Generation Aircraft: Emerging trends – Benefits of Air Transports – case studies

**Unit – II**

Airline Structure & Management – Introduction – Operational Management – Open Skies Policies – Overview of Airline Industry – International and Domestic Air Traffic – Financial Performance of Airlines – New Economic Model for Airline Business – Outlook Muted for Legacy Carriers – Infrastructure Management – Airport Planning Management in perspective of Airline – Airport Infrastructure Industry – Airport Performance – Modern Aviation Infrastructure Business Trend – case studies

**Unit – III**

International Civil Aviation Organization (ICOA) – Introduction – Objectives – Strategic Planning – Annexes – International Air Transport Association (IATA) – Aims – Two Tier Systems – Growth and Development – World Trade Organization – World Tourism Organization –Director General of Civil Aviation (DGCA) – Airport Authority of India – Functions & Duties and responsibilities – Airspace Management – Airports and Airspace Congestion Issues – Regulatory Management – case studies

**Unit- IV**

Concepts of Bilateral, Multilateral and Plurilateral in Air Trade Agreements – Major Factors that Converge Private Sector Initiatives – Modern Airline Trends – Privatization in Indian Civil Aviation Industry – Airport Internalization – Basic Principle behind Privatization – Airport Privatization – Forms of Airport Privatization – Airport Privatization in India – Road Map for the Civil Aviation Sector – case studies.

**Unit – V: Airline Route Planning**

Introduction – Route planning – Basic function – An example of a worked route analysis Flight documentation (general) – General limitations – Airfield performance – Flight planning – Aerodrome operating minima – Emergency procedures - Route monitoring –Route licensing – Aircraft evaluation – Route proving – Sundry considerations – case studies.

**Text Books:**

1. P.S. Senguttuvan, “Fundamentals of Air Transport Management”, Excel Books, First Edition 2006
2. Airline Operations manual



## **AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**

### **ELECTIVE - AVIATION LEGAL SYSTEMS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objectives:** To impart the students to understand the concept and practices of Legal System in Aviation.

**Outcome:** After completing the course, the student can be able to understand the concept of Aviation Regulatory Norms.

#### **Unit – I**

Introduction to Aircraft Rules 1937 – Basic Definitions and Interpretation – General Conditions of Flying – General Safety Conditions – Registration and Marking of Aircraft – Personnel of Aircraft – Warsaw Convention - Hague Protocol – IATA – ICAO - Bilateral agreement – Case studies.

#### **Unit – II**

Airworthiness – Radio Telegraph Apparatus – Aeronautical Beacons, Ground Lights and False Lights – Log Books – Investigation of Accidents – Investigation of Incidents – Aerodromes – Engineering, Inspection and Normal Requirements for Organizations – Regularity Provisions – Shop Act and Labour Law–Security and Security Regulations [BCAS] – Local Security Acts (Includes updates amendments) – Communication Law – Case studies.

#### **Unit – III**

Indian Aircraft Rules 1920 – Aircraft Arriving or Departing – Aircraft Rules 1954 for Public Health – Aircraft Rules 1994 for Demolition of Obstructions caused by Buildings and Trees – Aircraft Rules 2003 for Carriage of Dangerous Goods – Air Corporations Act 1953 – Constitution and Functions – Finance, Accounts and Audits – Acquisition of Undertakings of Existing Air Companies – Air Corporations Act and Ordinance 1994 for Transfer of Undertakings and Repeal – case studies.

#### **Unit –IV**

International Airports Authority Act 1971 – Basics – Property and Contracts – Functions – Finance, Accounts and Audits – Miscellaneous – National Airports Authority Act 1985 – Basics – Property and Contracts – Functions – Finance, Accounts and Audits – Miscellaneous – Airports Authority Act 1994 – Basics – Property and Contracts – Functions – Finance, Accounts and Audits –Miscellaneous – Case studies.

#### **Unit – V**

Carriage by Air Act 1972 – Anti Hijacking Act 1982 – Basics – High Jacking and Connected Offences – Miscellaneous – Suppression of Unlawful Acts Against Safety of Civil Aviation Act 1982 – Basics – Offences – Miscellaneous – case studies.

#### **Text Books:**

“Aircraft Manual – Volume 1 and Volume 2”, Sterling Book House.

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE - AVIATION OPERATIONS & MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objectives:** To impart the students to understand the concept and practices of Aviation Operations and Management.

**Outcome:** After completing the course, the student can be able to understand the concepts of Operations and Management Practices in Aviation Industry.

**Unit – I**

Introduction – Aviation Management – Aviation – Aviation Sector in India – Civil Aviation – Airport – Air Traffic Control – Airline – International Civil Aviation Organization – Aircraft Engineering Management – Aviation Management Consulting Group – Association and Trade Unions – Case Studies.

**Unit – II**

Aircraft Regulations and Guidance – Convention on International Civil Aviation – Inter Agency Committee for Aviation Policy – Active Level of Services Reviews – Aircraft Engineers International Affiliation – Aircraft Characteristics – Airport Capacity Management – Terminal Management – Apron Management – Size of Airport Infrastructure – Airports and their Economics in National Economic Growth and Development – Overview of Indian Air Travel – Case Studies.

**Unit – III**

Aviation Safety Management – The regulatory Framework – Air Safety –Measuring air transportation safety – The nature of accidents – Human factors in aviation safety – Air traffic system technologies – The FAA and similar flight standards as well as rule-making – Airline safety – Managing Human error – Security and safety –Aircraft Management Interagency – Committee for Aviation Policy Safety Standards – Aircraft Management Safety Standards – Bird menaces – accident investigations – ATF and companies – IOC, BPL, Reliance – Tankering and fueling, refueling and defueling systems - Case studies and reference information.

**Unit – IV**

Airline Industry and Profitability – Present State of the Air Transport Industry –Global Aviation Industry – Indian Aviation - International Air Transport Association (IATA) – Fact Sheet – Financial Services – IATA at the Air Transport Industry - IATA Industrial Priorities – IATA Partners – IATA Corporate and Corporate Governance Structure – IATA Human Capital – IATA Committee’s – Case studies

**Unit – V**

Aviation Operations: The airport operational system – Airport peak and airline rescheduling – Airport noise control – Airport operating characteristics – Operational readiness – Ground control –Passenger & Baggage– Passenger Service At airport –terminal operations – Airport

security – Cargo operations – Airport technical services – Airport aircraft emergencies – Cancellation–Delay–Disrupted flight handling – Loading and offloading priorities– Airport access – Operational administration and performance - case studies & Reference information.

**Text Books:**

1. Ratandeep Singh, “Aviation Management”, Kanishka Publishers, 2008
2. Airline Ground Handling Manual

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE - AVIATION SECURITY & CARGO**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objectives:** To impart the students to understand the concept and practices of Security and Cargo Operations and Security Systems in Aviation Industry.

**Outcome:** After completing the course, the student can be able to understand the concepts of Cargo Operations and Security Systems in Aviation Industry.

**Unit – I**

Airport Security – Airlines – Passenger checking – frisking, Secondary ladder Check – Body Frisking – personal Checking – passenger boarding – Anti Hijack rescue – Anti Sabotage check – Airline’s engineering – local police – Bomb Squared – Bomb Threat Drill – Installation and aircraft – sky marshals – Various Threats

**Unit - II**

Carriage – Restricted prohibited articles – in passenger aircraft – in cargo – disposals of items – security hazard items – security procedures for passengers – flow diagrams – cargo – open check – X-Ray screening of baggage’s and cargo – knowledge about dangerous goods tabulation – baggage reconciliation activities – matching – Bar Coding – Personal identification – implementation and implications of baggage screening.

**Unit – III**

Usage of HMD – X-ray unit – digital imaging systems – DFMD – Sniffer Dog – Bomb detection and disposal activities. Handling drill of bomb threat – Installation – Aircraft – Specified – Unspecified – Aircraft – layout – Knowledge of Layouts in Airport and Airlines – Escort and Police protection – Carriage of prisoners – Arms and Ammunitions

**Unit - IV**

Cargo – Weight – Volume –Value – Dangerous goods – Restricted Article Regulation (IATA) – Types of Cargo: Newspaper / Press matters, perishable, live animal, human remain, courier bag, unaccompanied baggage – high & low density cargo, weight, liquid cargo – Floor limitations & Door-size limitations – documents – airway bill – Security declaration – Cargo manifest – cooling off period – cargo delivery and disposal – cargo liability – packing & packing marks – special instruction for package – condition of contract – Delivery disposal, damage, demerge, pilferage, compensation – Consigner – Consignee – clearing and forwarding agency – customs & health authorities – Cargo ready for carriage – Bonded Cargo – Customs warehouse .

**Unit – V**

Transit cargo – local customs security & restrictions – restriction through overflying countries – Carriage of Radio Active Materials – carriage of AOG – Carriage of mail & diplomatic mails (Acceptance, delivery/disposal) – carriage human organs – carriage of cargo by pilot – special notification to pilot (NOTOC) – Cargo, Mandate, Environment, Financial, Legal, Operations, – COD (cash on delivery) – Shippers right –Cargo Arrival Notice – Case studies

**Text Books:**

1. Kathleen M. Sweet, "Aviation and Airport Security", Pearson Education, 2004
2. Airline Cargo manual
3. Reference IATA Restricted Article Regulations
4. Reference IATA Live Animal Regulations

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE -AVIATION ALLIED SERVICES & MANAGEMENT**

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**Objectives:** impart the students to understand the concept and practices of Aviation Allied Services and Management.

**Outcome:** After completing the course, the student can be able to understand the concepts of Aviation Allied Services and Management concepts.

**Unit I**

Housekeeping – Sneak Bar – Restaurant – Trained requirement – Security (APSU) – Medical – Fire & Rescue – Central aviation activities – Infrastructure development – City transport service – Inter Terminal Transportation – Prepaid taxi system – Water supply – other suppliers and vendors – Clearing and forwarding agencies – case studies.

**Unit - II**

Special Handling & Services (Birth on board – Death on board – Delegate women travelling – young mother – Unaccompanied infant & minor – Stretcher and Wheel chair passenger – De Porte) – World geography – Currency regulation – case studies.

**Unit – III**

Engineering – Catering – Cleaning – Partial ground support handling – Transport –Man power supply (trained) – Agencies and GSS – GHA Ground handling Agents – Advertisement – Sales promotion – Call center – Ground support – Profit Center – Bank – Post office services – Floweriest – case studies.

**Unit – IV**

General Definitions and abbreviations – Coding/Decoding – Taxes and surcharges –Passenger Transportation – Aviation communication system – Terminologies – CRS – Appointment of Travel agents and – GSA (General sales agents) – PSA (Passenger sales Agents) Opening an on-line station – Off line stations GHA's Ground Handling Agents)

**Unit – V**

Freedom of air – IATA traffic conference areas – Time Zone and elapsed Travel Times – Out Sourcing activities in aviation in India –Hotel Industry –Distress actions

**Text Books:**

1. Airline manuals
2. Reservations Manual / Communication Manual /Airport Handling Manual
3. International Travel and tourism manual/ International Ticketing Manual

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE – AVIATION SAFETY AND SECURITY**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objective:** The objective of this module is to provide the participants with a good knowledge on Aviation safety and Security Management.

**Unit-I**

A National security asset: importance of Air transportation – Airways – Development of the Aviation industry – Deregulation – Consequences of 9/11 to the industry – Emergency Funding – Protecting Public Air transportation. Hijacking – Security Measures – International Prospective – Trend begins –Diplomatic Conference on Air Law – Ministerial Conference on Terrorism – Financing of Terrorism – United Nations – ICAO/ECAC

**Unit-II**

Aircraft as Missiles: Early Hijackings – Terrorist Hijackings Spread – Initial Public response – Cockpit Doors – Profile of a Hijacker – Sky Marshal Program/Federal Air Marshal Program – History of Significant Air hijackings since 1972. Terrorism – Middle East – Rival Claims – Palestinian Liberation Organization – Abu Nidal – Hamas –Iranian Support of Terrorism – Hezbollah – Afghanistan: Osama Bin Laden – Europe – Japan – Peru – Russia – US – Domestic Terrorism – Nuclear Terrorism.

**Unit-III**

Screening: The last line of Defense – Introduction – Facilities – Screening check Point Augmentation – Law enforcement Officers at the gate – Flexible Law enforcement response Program – Public and Private Security Interface. Airborne Aircraft Security. Increased Supervision: Introduction – Criminal Guards – Ergonomic Solutions – potential Operator concerns – measuring operator Performance –

**Unit-IV**

A Loose End : Introduction – Cargo Carrier responsibility – Air cargo security – Suicides – Baggage Tags – Passenger/ Baggage reconciliation – Airport lockers – Container hardening – Blast containment versus blast management – Airmail security – Indirect air carriers – known and unknown shipper – Vacuum chambers – Inspection of cargo – International Air cargo standards – Irelands air Cargo Security Program – TSA inspection of Air port – Conclusion. A slippery slope:

**Unit-V**

Technological Improvements: Some intrusive and some not: Introduction – Core commission – Micro wave Holographic Imaging – Body orifice security scanner – Flight Vu Aircraft data scanner – New Generation of video security systems – Bio simmer quadruple resonance device – Intelliscan

**Reference Books**

1. Commercial Aviation Safety: Alexander T. Wells, Clarence
2. Commercial Aviation Safety 5/E: Clarence Rodrigues,
3. Aviation and Airport Security: Terrorism and Safety Concerns
4. Aviation and Airport Security: Terrorism and Safety Concerns



**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE – AVIATION RESOURCE MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objective:** The objective of this module is to provide the participants with a good knowledge on Aviation resource Management.

**Unit-I**

The role of crew resources management – The trouble with culture – Creating and implementing human factors’ safety culture – human assessment – traditional flight crew and CRM training in general aviation – crew concepts in the air ambulance services.

**Unit-II**

Safety issues in capital – cabin crew communication – service, teamwork and flight safety – flight attendants’ job performances and job satisfaction.

**Unit-III**

Fatigue management in aviation – Fatigue in air activity – Stress management – the physiological factor

**Unit-IV**

Job requirements of Airline Pilots – Pilot selection process – Personality test for traffic controllers – training of pilots and crew members – the link between human factors and organizational learning.

**Unit-V**

Structure of aviation operational information, management of aviation operational information – User innovation in Aviation operational information – Future of Aviation operational information .

**References:**

1. Brain Mc Allister, Crew Resource Management ,Air life
2. Jensen, Pilot Judgment & Crew Resource Management ,N A
3. Thomas L Seamster, Aviation Information Management – From Documents Data, Ashgate
4. Thomas L Seamster & Barbara G Kanki ,Aviation Information Management, Ashgate
5. Eduardo Sales, Katherine A Wison ,Crew Resource Management, Ashgate.
6. Frank H Hawkins, Human Factors in Flight Ashgate
7. Mary Edwards & Elwyn Edwards, The Aircraft Cabin –Managing Human Factors , Ashgate
8. Harry W Orlady & Linda M Orlady, Human Factors in Multi Crew Flight Operation Ashgate

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE – AIRLINE MARKETING AND STRATEGIC AIRLINE ALLIANCES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objective:** The objective of this module is to provide the participants with a good knowledge on Airline marketing and strategic airline alliances.

**Unit-I**

Maintenance: Marketing Strategy: PESTE analysis : political factors – economic factors – social factors – technological factors – environmental factors – introduction of Airline Business and Marketing Strategies – Porters Five Forces and their application to the Airline Industry – strategic families – differentiation airlines – the future – focus strategies – Airline Business and marketing strategies – common mistakes

**Unit-II**

Product Analysis-What is product- theory of product analysis and its application to the Airline Industry – fleet and schedules – related product features – customer service – related product features – controlling product quality – introduction of Pricing and revenue management – building blocks in airline pricing policy – uniform and differential pricing – the structures of air freight pricing-Distribution Of Product And Brand Relationship-Distribution channel strategies

**Unit-III**

Promotion Marketing-Fundamentals of relationship marketing – components of a relationship marketing strategy – frequent flyer programmers –the anatomy of a sale – sales planning – marketing communication techniques – airline advertising – selling in the air freight market – glossary of aviation terms and marketing terms.

**Unit-IV**

The regulatory framework of Air Transport- Economic characteristics of the Airline IndustryBenefits of scale, scope and density in Air Transport-Types of Alliances between AirlinesCurrent Airline Alliance group-Cases of failed Airline Alliances-A Historical glimpse at Alliancing objectives-Reasons for Airlines building Alliances-Objectives of AlliancesIntroduction- Marketing-driven objectives for

**Unit-V**

Introduction –Sources of financial benefits –Labour cost reduction –Cost reduction in sourcing – marking financial benefits come true- Airline views or financial benefits –Traffic increaserevenue enhancement- Cost reduction-Profit improvement. The problem of local rationales.

**Reference Book:**

1. Marketing Management – Philip Kotler-Pearson Education
2. Marketing Management –Ramaswamy & Namakumari –MacMillan
3. Global Marketing Management –Warren J.Keegan –P.H.I
4. Strategic Management –An Integrated Approach –Hill Jones –(Dreamtech Bictantia)
5. Strategic Management Concept & Cases –Thomson & Strictland –Tata McGraw Hill
6. Cases in Strategic Management –S.B.Budhiraja & M.B.Athreya –Tata McGraw Hill

## **AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**

### **ELECTIVE – AIR LINE FINANCE**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**OBJECTIVE:** To provide understanding of airline financial statements and to address specific airline industry aspects such as treatment of frequent flyer programmes , aircraft leases and evaluation of airline performance by financial ratios.

#### **UNIT I FOUNDATIONS OF FINANCE**

Financial management - An overview, time value of money. Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital budgeting.

#### **UNIT II AIRLINE FINANCIAL PERFORMANCE**

World Airline Financial results - Factor affecting Financial results - Airline Financial Statements - Airline Financial Ratios - Inter Airline Comparison of Financial Ratios - Valuation of Tangible Assets - Valuation of Intangible assets- valuation of Airline as a whole - Rating Agencies.

#### **UNIT III SOURCES OF FINANCE**

Sources of internal finance - sources of external finance - Institution evolved in Aircraft Finance - Equity Finance - Foreign Ownership Limits - Share trading and Share Market Listings - Initial Public Offerings - Airline Privatisation - Full Privatisation - Gradual Privatisation - Partial Privatisation.

#### **UNIT IV AIRLINE FINANCIAL PLANNING**

Budget Preparation and Control - Working capital Management - Principles of working capital: Concepts need; Determinants, issues and estimation of working capital, Accounts Receivables Management and factoring - Financial Planning.

#### **UNIT V RISK MANAGEMENT & LEASING**

Exchange rate volatility - Airline trading exposure to currency movements- Airline Foreign exchange risk management - Fuel price exposure - Aircraft leasing - Finance Lease - Operating Lease - Japanese Operating Lease - Wet Lease - Sale and Leaseback - Aircraft Securitizations.

#### **TEXT BOOK**

1. Peter. S. Morrell , " AIRLINE FINANCE " , Third Edition Ash Gate.

#### **REFERENCE:**

1. I.M.Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 1999\
2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill Publishing company Ltd., 4th edition, 2004.

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE – AIRPORT STRATEGIC PLANNING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**Objectives:** To enable Students to learn the International standards in Airport System Planning and Airport Planning and Design which should match the continuous innovation taking place in Aircraft Characteristics and Airline operations

**UNIT I INTRODUCTION**

Growth of Air Transport, Airport Organization and Associations, Classification of Airports Airfield Components, Air Traffic Zones and Approach Areas. Context of Airport System Planning – Development of Airport Planning Process – Ultimate Consumers – Airline Decision – Other Airport Operations.

**UNIT II AIRPORT CHARACTERISTICS RELATED TO AIRPORT DESIGN**

Components Size, Turning Radius, Speed, Airport Characteristics. CAPACITY AND DELAY: Factors Affecting Capacity, Determination of Runway Capacity related to Delay, Gate Capacity, and Taxiway Capacity.

**Unit III AIRPORT PLANNING AND SURVEYS**

Runway Length and Width, Sight Distances, Longitudinal and Transverse, Runway Intersections, Taxiways, Clearances, Aprons, Numbering, Holding Apron.

**Unit IV PLANNING AND DESIGN OF THE TERMINAL AREA**

Operational Concepts, Space Relationships and Area Requirements, Noise Control, Vehicular Traffic and Parking at Airports.

**Unit V AIR TRAFFIC CONTROL AND AIDS**

Runways and Taxiways markings, Day & Night Landing Aids, Airport Lighting and other Associated Aids.

**TEXT BOOK**

1. Strategic Airport Planning –Robert E.Caves& Geoffrey D.Gosling-Elsevier Science Ltd
2. Airport Marketing –David Jarach –Ashgate Publishing Limited
3. Aviation Safety Programs A Management Hand Book-Richard H.Wood – Jeppesen Sanderson Inc.
4. Strategic Management –Gregory G.Dess and Alex Miller –McGraw Hill
5. Strategic Management: An Integrative Perspective-A.C.Hax and NS-Majifu, Prentice Hall.

**AIRPORT & AIRLINES MANAGEMENT SPECIALIZATION**  
**ELECTIVE – AIRCRAFT MAINTENANCE MANAGEMENT**

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**Objective:** The objective of this module is to provide the participants with a good knowledge on Air craft Maintenance Management.

**Unit-I** Maintenance: Role of the Engineer & Mechanic – Two Types of Maintenance- Reliability Redesign – Failure Rate Patterns – Establishing a Maintenance Program. Development of Maintenance Programs: Introduction – Maintenance steering Group (MSG) approach – Process & Tasks – Oriented Maintenance – Maintenance Program Documents – Maintenance Intervals defined

**Unit-II** Documentation for Maintenance: Types of Documentation – Manufacturer’s Documentation – Regulatory Documentation – Airline Generated Documentation – ATA Document Standards – Summary of FAA Requirements – Additional Maintenance Program Requirements. Maintenance and Engineering Organization: M & E Organizational Chart – General Groupings –Mechanics and Engineers – Engineering Department Functions – Engineering Order Preparation.

**Unit-III** Production Planning and Control: Introduction – Forecasting – Production Planning & Control – Feedback for Planning – Organization of PP & C. Technical Publications: Introduction – Functions of Technical Publications – Airline Libraries – Control of Publications – Document Distribution. Technical Training: Computer Support:– Airline uses of Computers – Computer Program Modules – Selecting a computer System.

**Unit-IV** Line Maintenance ( On – Aircraft) – Make up of Line Maintenance – Functions that Control Maintenance – Maintenance Control Centre Responsibilities – Line Maintenance Operations – General – Aircraft Log Book – Ramp and Terminal Operations – Other Line Maintenance Activities – Line Station Activities – Maintenance Crew Skill Requirements – Morning Meeting. Hanger Maintenance (On – Aircraft) – Introduction – Organization of Hanger Maintenance

**Unit-V** Quality Assurance: Requirement for Quality Assurance – Quality Audits – ISO 9000 Quality Standard – Technical Records – Other Functions of QA. Quality Control: Introduction – Quality Control Organization – FAA and JAA Differences – QC Inspector Qualifications – Basic Inspection Policies. Reliability: Introduction – Types of Reliability – A Definition of Reliability – A Reliability Program – Administration and Management of the Reliability Program.

**Reference Books**

1. Aviation Maintenance Management – Harry A. Kinnison – McGraw Hill

**Reference Books:**

1. Risk Management and Error Reduction in Aviation Maintenance – Manoj S. Patankar and James C. Taylor – Ashgate Publishing Ltd.
2. Managing Maintenance Error – James Reason and Alan Hobbs - Ashgate Publishing Ltd.

**HOSPITAL MANAGEMENT**  
**ELECTIVE: HOSPITAL HAZARDS & DISASTER MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the Hazards and Disaster Management, Waste Management, Safety and Security in Hospitals.

**Outcome:** After completing the course, the student can be able to understand Importance of various Waste Management Practices, Safety and Security Systems in the Hospital.

**Unit – I Hospital Hazards and Impacts**

Meaning – Types – Physical – Biological – Mechanical – Psychological – Its impact on employees – Preventive Measures. **Hospital Hazards Management:** Meaning – Need – Principles – Purpose. **Control of Hospital Acquired Infection:** Types of infection – Common Nosocomial infections and their causative agents – Prevention of hospital acquired infection – Role of the central sterile supply department – Infection control committee- Monitoring and control of cross infection – staff health.

**Unit – II Biomedical Waste Management**

Meaning – Categories of biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Indian Medical Association – TNPCB Rules and Schedules – Standards for waste autoclaving, microwaving and deep burial – segregation, packaging – Transportation and storage. Human Waste Disposal and Sewage Disposal: Diseases carried from excreta – Sanitation barrier – Methods of excreta disposal – Sewage Wastes: Meaning – Composition – Aims of sewage disposal – Decomposition of organic matter – Modern sewage treatment – Drawbacks of improper disposal of wastes – Solid and liquid.

**Unit – III Medical Insurance**

Medical Insurance: National Insurance companies – Paramount health care services – Third party Insurance – Payment terms and conditions – Limitations of liability and indemnity.

**Unit – IV Disaster Management**

Meaning - Types – Man made – Natural – Need for disaster Management of Natural Disaster: Flood, Earthquake, Drought, Cyclone, Tsunami, - Epidemics: Cholera, Plague, Typhoid, Jaundice – Management of epidemics. Management of Man – made Disaster – Accidents: Road, Train, Fire – Management of food poisoning – Alcoholic and drug addiction.

**Unit – V Events Management**

Events Management: Festival, Melas, Bull fight, sports, Races – Organization of medical camps. Management of disaster Management – Prevention – Method – Precautions – Ambulance Management. Role of Hospitals, Community, Voluntary agencies and Government in disaster Management.

**Reference Books:**

1. Park. K, “Text book on Hygiene and preventive Medicine”, Banarsidas, Bhanoy

2. Park. K, "*Preventive and Social Medicine*", Banarsidas, Bhanoy
3. Shahunth and Panekar.V, "*First Aid*", Vora Publication.
4. "*First Aid Manual: Accident & Emergency*", Vora Medical Pub.



**HOSPITAL MANAGEMENT  
ELECTIVE - HOSPITAL COUNSELING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the student to understand the importance of counseling for smooth operations in Hospital Services.

**Outcome:** After completing the course, the student can be able to understand the importance of counseling for smooth operation in Hospital Services.

**Unit – I**

Counselling: Meaning – Need – Types – Approaches – Counselling process – Counselling techniques – Qualities of counselors.

**Unit – II**

Approaches to Counselling: Types – Patient centred – Counsellor centred – patient and counselor centred – The Egan Model of counseling: Stages – Problem's exploration and clarification – Integrative understanding, dynamic self-understanding – Facilitating action – Developing and new perspective – preferred scenario.

**Unit - III**

The Counsellor: Personal growth and effectiveness – Concerns of self, attitude, values, beliefs, relationships, self –esteem and openness to other – Accepting personal responsibility – Realistic levels of aspiration - self- actualization.

**Unit – IV**

Counselling the patients: Drug addiction and Alcoholism counseling – Counselling of HIV and Aids.

**Unit – V**

Counseling the Patients: Critically ill – Prevention of suicide. Management of counseling – Counselling and guidance – Types – Physical – Mental – Nutrition.

**Reference Books**

1. Narayana Rao. S, Counselling and Guidance.
2. Insider's Guide to Graduate Programs in Clinical and Counselling Psychology 2000/2001 by Tracy J. Mayne, Michael A. Sayette, and John C. Norcross, Guilford Publications 2000. **ISBN-10:** 1572304952 **ISBN-13:** 978-1572304956
3. How to Become a Clinical Psychologist: Getting a Foot in the Door by Graham Turpin (Foreword), Alice Knight Publisher: Routledge; 1 edition 2002. **ISBN-10:** 1583912428, **ISBN-13:** 978-1583912423

## **HOSPITAL MANAGEMENT**

### **ELECTIVE -HOSPITAL SERVICES & MEDICAL TOURISM**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Hospital Administration and Medical Tourism activities related to hospitality and personal care.

**Outcome:** After completing the course, the student can be able to understand the Hospital Administration and Medical Tourism concepts and service supports.

#### **UNIT I: CLINICAL SERVICES**

Introduction- scope of patient care services – significance of patient care — classification of Hospitals. Service aspect includes, Clinical - Outpatient – Inpatient – Accident and Emergency – Billing – Laboratory -Blood bank – Radiology and Imaging – Telemedicine -Rehabilitation – Nursing, services in Operation theatre – Intensive care units – Hospital acquired infections – Sterilization – Ward management. -

#### **UNIT II: SUPPORT SERVICES**

Nutrition and Dietary – Pharmacy – Medical Records - Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Need and scope of Biomedical engineering - Laundry & Housekeeping services – CSSD- Energy conservation methods – AMC.- Ambulance & Mortuary services – Security services.- Fire & Engineering Hazards – Radiological hazards.-Outsourcing of Support services –few case studies.

#### **Unit III: BASICS OF MEDICAL TOURISM AND ISSUES**

Introduction - History – Scope - Medical Tourism Process - International healthcare accreditation – Pros & Cons. - Dental Tourism - Fertility Tourism - Subset of medical tourism - reproductive tourism - reproductive outsourcing, - in-vitro fertilization, - surrogate pregnancy and assisted reproductive technology - treatments including freezing embryos for retro-production Issues in Medical Tourism - Risks in Medical Tourism - Legal issues related to Medical Tourism - Ethical issues related to Medical Tourism – Case Study

#### **UNIT IV: MEDICAL TOURISM SERVICES IN DEVELOPED COUNTRIES**

Services included in Medical Tourism – Emerging services - Bone Marrow Transplant - Brain Surgery - Cancer Procedures (Oncology) - Cardiac Care - Cosmetic Surgery - Dialysis and Kidney Transplant - Drug Rehabilitation - Gynecology & Obstetrics - Health Checkups - Internal/Digestive Procedures - Joint Replacement Surgery - Nuclear Medicine - Neurosurgery & Trauma Surgery - Preventive Health Care - Refractive Surgery - Osteoporosis - Spine Related - Urology - Vascular Surgery – and other services – service in India - **Medical Tourism in Developed Countries and Destinations** - Employer-sponsored health care in the US and in

Developed Countries - Destinations - Africa and Middle East - The Americas - Asia/Pacific Europe

## **UNIT V: HOLIDAY PACKAGES IN MEDICAL TOURISM**

Locations For Rich Glories Of The Past, The Culture, Traditions And Values Relative To Geographic Location -Beaches In India - Hill Stations And Retreats - Royal Retreats - Holiday Destinations Covered - Agra - Rajasthan - Kerala - Goa - Delhi - Mumbai (Bombay) - Karnataka – Tamil Nadu And More.

### **REFERENCE BOOKS:**

1. Management process in Health care - S. Srinivasan
2. Hospital department Profiles - Gold Berry A.J
3. Hospital and facilities planning and Design - G.D. Kunders
4. Hand Book of Bio-Medical Engineering - Jacob Kline
5. Clinical Engineering Principles and Practices - Webster J.G and Albert M. Cook
6. Maintenance Planning and Control - Antony Kelly
7. The Complete Medical Tourist by David Hancock, John Blake Publishing Ltd; illustrated edition Mar 2006), ISBN-10: 1844542017
8. The Medical Tourism Travel Guide: Your Complete Reference to Top-Quality, Low-Cost Dental, Cosmetic, Medical Care & Surgery Overseas by Paul Gahlinger, Sunrise River Press, 2008. ISBN-10: 1934716006
9. Medical Tourism in Developing Countries by Milica Zarkovic Bookman, and Karla R. Bookman, Palgrave MacMillan, 2007. ISBN-10: 0230600069

**HOSPITAL MANAGEMENT**  
**ELECTIVE - HOSPITALS RECORDS MANAGEMENT**

L	T	P	C
4	0	0	4

**Objectives:** To impart the students to understand the importance of records documentation in healthcare sector.

**Outcome:** After completing the course, the learners can be able to familiar to practice proper record Documentation in Hospitals.

**Unit- I: Records Management**

Registers, forms: Meaning and importance – Principles of records keeping – Merits and limitations – Latest trends in record maintenance – Electronic forms of records maintenance. - Meaning – Functions – Importance of medical records to Patients, Doctors, Hospitals, Public health, LIC, Police – Court of Law, Education and Research.

**Unit- II: Types of Healthcare Records**

Hospital Records types – Outpatient record, in-patient record, causality, emergency, surgery, obstetrics, gynecology, pediatrics, investigation and diagnosis.

**Unit – III: Healthcare Records Organization**

Classification of Records – Bases for Classification – Indexing and Filing of Records – Problems Associated with Medical Records. - Meaning – Types – Purpose – Advantages

**Unit – IV: Classification of Healthcare Registers**

Principles of Designing Records – Registers in Various Departments – Common Issues. - Meaning – Types and Significance – Principles of designing –Statutory registers and reports to be maintained specimens. Applications of Digital Equipments.

**Unit – V: Medical Record Science**

Definition and types of medical record, Importance of medical record, Flow chart of function, Statutory requirements of maintenance, coding, indexing and filing, Computerization of record, Report and returns by the record department, Statistical information and ICD.

**REFERENCE BOOKS:**

1. Kathleen M, Informatics for Healthcare professional, Deep and Deep Pub.
2. James O'Brien, Management Information system -, Tate McGraw Hill
3. Rajendra Pal & Koralahalli JS, "*Essentials of Business Communication*", Sultan Chand & Sons, New Delhi, 1999.
4. Prasanth Ghosh. K, "*Office Management*", Sultan Chand & Sons, New Delhi, 1995.
5. Francis CM & Mario C de. Souza, "*Hospital Administration*", Jaypee Brothers, New Delhi
6. George, MA, "*The Hospital Administrator*", Jaypee Brothers, New Delhi'

**HOSPITAL MANAGEMENT**  
**ELECTIVE - MARKETING OF HOSPITAL SERVICES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** To impart knowledge to apply marketing concepts and techniques in healthcare.

**Outcome:** After completing the course, the learners will be able to identify, analyse, promote market according to the customer expectations with proper decision-making skills to compete in the global competition in healthcare sector.

**UNIT – I: Basics of Marketing in Healthcare**

Meaning – Definition and Importance of Marketing in healthcare – Difference between Selling and Marketing – Approaches to the study of Marketing – Marketing concept – Importance of Marketing to Healthcare Organizations - Marketing in Healthcare Industry - Marketing Intelligence - Information and Research System - Marketing Organization: Chart, Fulltime Staff and Hiring Consultants - case studies.

**Unit 2: Market Analysis**

Market Measurement and Forecasting: Measuring Current Market Demand - Forecasting Demand Market Segmentation and Targeting: Steps in Segmentation and Targeting - Target Marketing Consumer Analysis: Consumer Buying Process - Organization Buyer Behaviour Consumer Adoption Process – case studies.

**Unit - III: Marketing Mix Decisions**

**Product (Service) Decisions:** Nature and Characteristics of Services - Marketing Approaches to New Services Development - Service Mix Decision - Service Item Decision - Service Life Cycle Decision - Demand Generation. **Pricing Decisions:** Pricing Objectives in Healthcare - Pricing Strategy - Present and Future Situation. **Place Decisions:** Major Distribution Decisions - Strengthening Referral System. **Promotion Decisions:** Sales Force in Healthcare Organizations - Advertising in Healthcare Industry - Sales Promotion Practices in Healthcare Organizations - Publicity Practices.

**Unit – IV: Marketing Strategies and Social Marketing**

**Marketing Strategies:** Service Portfolio Strategy - Market Expansion Strategy - Target Market Strategy - Price Quality Strategy - Competitive Positioning Strategy - Marketing Mix Strategy.

**Social Marketing:** Steps in Social Marketing - Cognitive, Action, Behaviour and Value Changes

**Unit – V: Public Relations**

Introduction to Public Relations: Meaning, Classification of Public from Healthcare Marketing Perspective - Evaluation of Public Relations - Public Relations Process – Market surveys to assess the image of an organization : Methodology of the Study using questionnaire - Public Relations Tools: Materials (Written and Audiovisual) and Media ( News, Events, Speeches and

Telephone Information Services) - Health Service Public Relations Officer: Profile of Public Relations Officer - Changing Role and Responsibilities of Health Service PRO

Textbooks

1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations (Prentice Hall Publication)
2. Roger Silver, Health Service Public Relations (Radcliffe Medical Press Ltd., Oxford, 1995)

**Reference**

1. John F. O'Malley, Healthcare Marketing Sales and Services: An Executive Companion (Health Administration Press)
2. G.D. Kunder, How to Market Your Hospital Without Selling Your Philosophy (Prism Books Pvt. Ltd., Bangalore, 2000)

**HOSPITAL MANAGEMENT**  
**ELECTIVE - HOSPITAL MANAGEMENT INFORMATION SYSTEM**

L	T	P	C
4	0	0	4

**Objective:** To help students understand the value of information and how proper management of the same can create value.

**Outcome:** By the end of the course students will be able to manage information there by maximizing organizational productivity.

**Unit – I: Introduction**

Understanding Information Systems – The Changing face of Business Environment – Emerging trends in Information Technology – Managing E-Transformation – Evolution of Business process, organizational structure, and IT Architecture.

**Unit – II: Information Systems for Decision Making**

Information systems – Types of Information systems – Transaction processing Systems – Management Information Systems – Intelligent support systems – Office Automation Systems – Categories of MIS – MIS and organization structure – characteristics of MIS – Classification of MIS – MIS and Levels of Management – Implementation of MIS.

**Unit – III: Functional Management Systems**

Marketing Information systems – Finance Information systems – Accounting Information system – Personnel Information Systems – Production Information Systems – Inter relationship of functional management Information Systems.

**Unit – IV: Enterprise Information Systems**

Introduction – Evolution of Enterprise Information Systems – ERP- the Enterprise solutions – ERP market – Introduction to E-business, E-CRM Systems – Sales force Automation – Customer service and support Automation – Enterprise marketing automation (EMA) – Comparative Analysis of E-CRM software vendors and products – Evaluating an E-CRM product.

**Unit – V: Information System for Business effectiveness**

The Role of CIO-Challenges of a CIO – The Impact of Information Systems on organizational performance – Importance of Evaluating the Impact of Information Systems on Business effectiveness – Business Effectiveness as a Function of cost, value, performance, and competitive positioning- valuation process of Information systems Applications.

**Text Books:**

1. Mahadeo Jaiswal, Monika Mital, Management Information systems – Oxford University Press, New Delhi.
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems-Managing the Digital firm, Pearson Education, Asia-2002.

3. James AO'Brein. Management Information System. Tata Mc Graw Hill, New Delhi-1999.

**Reference Books:**

1. Gordon B. Davis, Management Information System: Conceptual Foundations, Structure and Development, McGraw Hill, 1974.
2. Joyce J Elam, Case series for Management Information Systems, Simon and Schuster Custom Publishing-1996.
3. Steven Alter Information Systems-A Management Perspective-Addison-Wesley 1999.
4. Turban, Mc. Lean and Wether be. Information Technology for Management-Making connections for strategic advantage John Wiley-1999.



## HOSPITAL MANAGEMENT

### ELECTIVE - HOSPITAL GOVERNANCE & SOCIAL RESPONSIBILITY

L	T	P	C
4	0	0	4

**Objective:** To have grounding on theory through the understanding of real-life situations and cases.

**Outcome:** To understand ethical issues in workplace and be able to find solution for best.

#### **Unit: I – Basics of Ethics in Hospital**

Ethics – Introduction - Ethical theories - Causes of unethical behavior - Ethical abuses - Code of conduct - Management of Ethics - Ethical dilemma; - Ethics for managers in hospital - Role and function of ethical managers in hospital - Comparative ethical behavior of managers in hospitals - Code of ethics - Competitiveness, organizational size, profitability and ethics.

#### **Unit: II - Legal Aspects of Ethics**

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

#### **Unit: III - Environmental Ethics**

Economic Environment; Philosophy of economic growth and its implications for business, Main features of Economic Planning with respect to business; Industrial policy and framework of government control over Business; Role of chamber of commerce and confederation of Indian Industries - Cost of ethics in corporate ethics evaluation. Business and ecological /environmental issues in the Indian context and case studies

#### **Unit: IV - Ethical Issues in Functional Areas of Hospitals**

**Marketing:** Characteristics of Free and Perfect competitive market, Monopoly, oligopoly, Ethics in Advertising (Truth in Advertising). **Finance:** Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, Golden parachute.

**HR:** Rights and Duties: Workplace safety, sexual harassment, whistle blowing- case studies.

#### **Unit V – Hospital Social Responsibility and Governance**

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.

#### **TEXTBOOKS**

1. S.A. Sherlekar, Ethics in Management, Himalaya Publishing House, 2009.
2. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2011
3. Robert A.G. Monks and Nell Minow, Corporate governance, John Wiley and Sons, 2011.

## **REFERENCES**

1. W.H. Shaw, Business Ethics, Cengage Learning, 2007.
2. Beeslory, Michel and Evens, Corporate Social Responsibility, Taylor and Francis, 1978.
3. Philip Kotler and Nancy Lee, Corporate social responsibility: doing the best for company and your cause, Wiley, 2005.
4. Subhabrata Bobby Banerjee, Corporate social responsibility: the good, the bad and the ugly, Edward Elgar Publishing, 2007.
5. Satheesh Kumar, Corporate governance, Oxford University, Press, 2010.
6. Bob Tricker, Corporate governance- Principles, policies and practices, Oxford University Press, 2009.
7. Larue Tone Hosmer and Richard D., The Ethics of Management, Irwin Inc., 1995.
8. Joseph A. Patrick and John F. Quinn, Management Ethics - integrity at work, Sage, 1997.

**HOSPITAL MANAGEMENT**  
**ELECTIVE - HOSPITAL SUPPLY CHAIN MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** To mould students in the study of Logistics and Supply Chain Management so that this can be used as a cutting-edge tool for business.

**Outcome:** After end of the course, the learners will be looking at this field of study as a tool to improve business.

**Unit- I: Overview of Supply Chain Management**

Supply Chain – Fundamentals, Importance, Decision Phases, Process View. Supplier-Manufacturer-Customer chain. Drivers of Supply Chain Performance. Structuring Supply Chain Drivers. Overview of Supply Chain Models and Modeling Systems. Building blocks of a supply chain network, Business processes in supply chains, Types of supply chains - Strategic, tactical, and operational decisions in supply chains – case studies.

**Unit – II: Strategic Sourcing**

In-sourcing and Out-sourcing – Types of Purchasing Strategies. Supplier Evaluation, Selection and Measurement. Supplier Quality Management. Creating a world class supply base. World Wide Sourcing and SCM Metrics – Case studies.

**Unit – III: Supply Chain Network**

Distribution Network Design – Role, Factors Influencing, Options, Value Addition Framework for Network design decisions - Models for Facility Location and Capacity Location. Impact of uncertainty on Network Design - Network Design decisions using Decision trees. Distribution Center Location Models. Supply Chain Network optimization models – case studies.

**Unit – IV: Planning Demand, Inventory and Supply**

Overview of Demand forecasting in the supply chain - Aggregate planning in the supply chain - Managing Predictable Variability- Managing supply chain cycle inventory. Uncertainty in the supply chain – Safety Inventory - Determination of Optimal level of product availability. Coordination in the Supply Chain. Supply chain performance measures. Supply chain inventory management, multi-echelon supply chains and Bullwhip effect – case studies.

**Unit – V: Emerging Trends**

E-Business – Framework and Role of Supply Chain in e- business and B2B practices. Supply Chain IT Framework. Internal Supply chain management. Supply Chain in IT practice. Supplier relationship management. Information Systems development. Packages in Supply Chain –eSRM, eLRM, eSCM. Internet-enabled supply chains: e-marketplaces, e-procurement, e-logistics, e-fulfillment, ERP and supply chains, supply chain automation, and supply chain integration - case studies.

**Text books:**

1. Joel D. Wisner, Principles of Supply chain management, Cengage Learning, 2007
2. Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.

**References**

1. Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.
2. Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.
3. Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint, 2002.
4. Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.

**HOSPITAL MANAGEMENT**  
**ELECTIVE - HOSPITAL INVENTORY MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** To impart the concepts of procurement, and to understand stores management and inventory control system in healthcare administration.

**Outcome:** At the end of this course, the learners can be able to familiarize to practice the procurement of materials and inventory control system in hospitals.

**UNIT - I: Principles of Logistic Management**

Definition of Logistics Management – Functions of Logistics Management – Principles of Purchase Management - Tendering procedures – procurement procedure -Vendor development and rating – Methods of payment – Letter of credit – Foreign currency-payments. -Import documentation.

**UNIT – II: Inventory control**

Definition -objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto’s law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.

**UNIT – III: Stores Management**

Location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation – condemnation and disposal of scrap, surplus and obsolete materials – Types of stores in a hospital.

**UNIT – IV: Equipment Planning and Procurement**

Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories / consumables.

**UNIT – V: Recent trends in Materials Management**

Types of Materials used and stored in a hospital – Computerization of Materials function – MIS Reports – Concept and frame work of supply chain management -concept of Just in time and Central purchasing.

**REFERENCES:**

1. Mr. K S Menon, Stores Management 2ed., Macmillan India Ltd.,
2. Mr. Rupnarayan Bose, An Introduction To Documentary Credits, *Macmillan India Ltd*
3. Mr. B S Sahay, Supply Chain Management, *Macmillan India Ltd*
4. Mr. Gopalakrishnan & Sunderasan, Materials Management, Phi Pub.

**HOSPITAL MANAGEMENT**  
**ELECTIVE - HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE**

L	T	P	C
4	0	0	4

Objective: to understand the necessity of architecture and planning in Hospitals and to get familiarized with the designing and maintenance of hospital systems.

**Outcome:** At the end of this course, the learners can be able to familiarize the structural planning and layout design in hospitals.

**UNIT - I: Hospital as a system**

Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

**UNIT – II: Planning**

Principles of planning – regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety.

**UNIT - III: Technical analysis**

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.

**UNIT - IV: Hospital standards and design**

Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste.

**UNIT – V: Facilities planning**

Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

**Reference Books**

1. G.D. Kunders, Designing for Total Quality in Health Care.
2. Gupta S.K; Sunil Kant, Chandra Shekhar; R Satpathy, Modern Trends in Planning and Designing of Hospitals.
3. Syed Amin Tabish, Hospital and Nursing Homes Planning, Organisations & Management.
4. G.D. Kunders, Hospitals, Facilities Planning and Management.

## HOSPITAL MANAGEMENT

### ELECTIVE - RESOURCE MANAGEMENT TECHNIQUES FOR HOSPITALS

L	T	P	C
4	0	0	4

**Objective:** To provide sufficient knowledge and skills to use Operations Research Techniques for effective decisions-making, model formulation and applications and also utilize the available resources for optimization and solving healthcare problems.

**Outcome:** After completion of this course, the learners can be able to allocate the scarce resources, formulate the problem in quantitative nature, reduce wastage of resources, and profit maximization in the hospitals.

#### **Unit – I: Linear Programming Problems (LPP)**

Introduction to OR, Nature, scope and limitations- Basic concepts - LPP- Meaning – Formulation of LPP - Graphical Method - Simplex solution- Two Phase simplex method.

#### **Unit – II: Transportation & Assignment Problems**

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**Transportation problem** - North-West corner Solution – Least Cost Method – Vogel's Approximation Method - MODI Method-Degeneracy, balanced, unbalanced problems – maximization and minimization problems. **Assignment model** - Hungarian method- maximization and minimization problems - Travelling salesmen problem.

#### **Unit – III: Sequencing Problem and Game theory**

11

**Sequencing Problem** – Processing N jobs through 2 Machines- Processing N jobs through 3 Machines -Processing N jobs through M Machines- Processing 2 jobs through M Machines. **Game Theory** – Meaning – Saddle Point – Two persons Zero Sum Games- mixed strategies for (2X2) games - Dominance Property – Graphical Method.

#### **Unit – IV: Network Project Scheduling & Replacement Theory**

**Network and Basic Components**- Rules – CPM and PERT for project scheduling- Resource levelling, crashing, Resource planning. **Replacement Theory** – Introduction- Replacement of items with gradual Deterioration – Items that fail completely and suddenly.

#### **Unit – V: Decision Theory**

Decision making under certainty - Decision making under Uncertainty- Decision making under risk: Expected value, EVPI- Decision trees Analysis.

#### **TEXT BOOKS:**

1. R. Panneerselvam, "Operations Research", Prentice Hall of India-2002.
2. Hamdy A Taha, "An Introduction to Operations Research Prentice Hall, Sixth edition-2000.
3. J.K. Sharma, "Operations Research. Theory and Applications", Macmillan-1997.
4. Gupta, Manmohan and Kantiswarup, "Operations Research", Sultan Chand Pub, New Delhi

**Reference Books:**

1. P.K. Gupta., D.S. Hira, "Problems in Operations Research", S. Chand & Company-2002.
2. P.K. Gupta and D.S. Hira, "Operations Research", S. Chand & Co.Ltd., New Delhi-2002.
3. C.K. Mustafi, "Operations Research: Methods and Practice", New Age International (P) Ltd., Publisher-2000.
4. Salalah, "Operations Research", Vikas Publishing House (P) Ltd-2000.
5. Dr.N.G. Nair, "Resource Management Techniques" Vikas Publishing House(P)Ltd.
6. Kapoor. K, "Operations Research", Sultan Chand & Sons, New Delhi.



**HOSPITAL MANAGEMENT**  
**ELECTIVE - HOSPITAL PROJECT MANAGEMENT**

L	T	P	C
4	0	0	4

**Objective:** The course will help to gain confidence in managing hospital project programmes effectively.

**Outcome:** After completion of the course, the learners can be able to gain confidence in managing programmes by apply project management tools and techniques in hospital projects.

**Unit - I: Fundamentals**

Programme, Project, Tasks, Subtasks, Sub-subtasks - Linking Vision, Mission and Strategic Plans to Project - Pre-project Phases: Needs Analysis - Characteristics of Project - Advantages of Project Framework for Healthcare Programmes - Key Stages, Elements, Phases and Project Life Cycle

**Unit - II: Project Planning**

Problem Analysis: Cause and Effect - Process of Developing Objectives - Planning Cycle - Forecasting: Time Series, Correlation, Regression and Delphi Technique - Project Implementation Plan - Project Sustainability - Proposal Writing - Resources Budgeting, Mobilization and Utilization

**Unit - III: Planning Tools and Techniques**

Estimating - Contingency - Milestones - Gantt Chart - Programme Evaluation and Review Technique (PERT) - Critical Path Method (CPM) – Crashing of a Project Network. - Simulation: Deterministic Simulation Models and Probabilistic Simulation Models Dynamic Programming

**Unit - IV: Project Manager, Execution and Implementation**

Role of Project Manager and Skills Inventory - Managing Time - Managing Risk - Factors that Lead to Successful Projects - Project Tracking - Job Description, Staffing Pattern and Training Plan - Main Activities: Regular Monitoring, Regular Reviewing Progress, Re-plan - Recordkeeping and Reporting - Online Project Management

**Unit - V: Project Disengagement**

Review and Evaluation – Feedback - Audit Trail - Publicise the Success – case studies.

**Textbooks**

1. Donna Deep rose, Project Management (Capstone Publishing, Oxford)
2. H. Kerzner, Project Management: A System Approach to Planning Scheduling and Controlling (Wiley Eastern, New York)
3. Kanti Swarup and et al, Operations Research (Sultan Chand and Sons, New Delhi)

**HOSPITAL MANAGEMENT**  
**ELECTIVE - PATIENT CARE PLANNING AND MANAGEMENT**

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**Objective:** To enhance the knowledge, skills and attitude in managing patient care planning and management in hospitals.

**Outcome:** At the end of this course, the learners can be able to serve in administrator in patient care planning and management, develop the skills to optimally utilize the available resources and to develop the skills of developing Policy and Procedures for Clinical Services.

**Unit - I: Hospital Planning**

Concept of Planning - Guiding Principles in Planning Hospital Facilities and Services - Regional Planning and Factors to be emphasized - Steps in Hospital Planning; Planning Team and Stages of Project - Estimation, Architect Brief and Master Plan - Selection of Site and Decision on Land, Space and Utilities.

**Unit - II: Outpatient Services**

Objectives – Functions -Location, Design and Layout -Policy and Procedures – Organization - Staffing- Equipment and Facilities - Key Result Areas and Performance / Quality Indicators - Daily Planning and Scheduling of Work - Managing Time : Waiting Time and Total Time - Specialty, Sub-specialty and Super Specialty Clinics- Diagnosis, Physiotherapy and Occupational Therapy - Emerging Concepts : Day Care, Reservation, Appointment by Phone - Medico-social Works / Patient Counselling - Other Facilities : Pharmacy, Gifts Shop, Prayer / Meditation Room.

**Unit - III: Trauma Care : Emergency and Casualty Services**

Objectives – Functions - Location, Design and Layout - Policy and Procedures – Organization – Staffing - Equipment and Facilities - Key Result Areas and Performance / Quality Indicators - Disaster Management : Principles and Classification - Life Saving Drugs - Ambulance and Paramedic Services - Medico-legal Procedures - Forms and Registers to be maintained - Communication System

**Unit - IV: Inpatient Services**

Inpatient Care - Objectives – Functions- Locations, Design and Layout - Policy and Procedures – Organization – Staffing - Equipment and Facilities - Key Result Areas and Performance / Quality Indicators - Admission, Transfer, Billing and Discharge Procedures - Managing Deaths - Intensive Care Units - Objectives – Functions - Location, Design and Layout - Policy and Procedures - Organization – Staffing - Equipment and Facilities - Key Result Areas and Performance / Quality Indicators - Types of ICUs.

## **Unit - V: Operation Theatre**

Objectives- Functions - Location, Design and Layout- Policy and Procedures – Organization- Staffing- Equipment and Facilities - Key Result Areas - Daily Planning and Scheduling - Determinants of number of Operating Rooms - Zoning and Aseptic / Sterile Techniques - Clinical Protocols - Sub-stores, CSSD, Immediate Postoperative Recovery Rooms - Safety Issues.

### **Textbooks**

1. NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London)
2. R. Llewelyn Davies and HMC Macaulay, Hospital Planning and Administration (Jaypee Brothers Medical Publishers P. Ltd., New Delhi)
3. Syed Amin Tabish, Hospital and Health Services Administration Principles and Practice (Oxford University Press, New Delhi)

### **References**

1. B.M. Sakharkar, Principles of Hospital Administration and Planning (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
2. C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi)
3. G.D. Kundurs, Designing for Total Quality in Health Care (Prism Books Pvt. Ltd., Bangalore)

**HOSPITAL MANAGEMENT**  
**ELECTIVE - MANAGEMENT PRINCIPLES IN HOSPITAL ADMINISTRATION**

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**Objective:** To impart basic concepts of management for bring out an effective manager in future.

**Outcome:** After completing the course, they can be able to become a potential manager with basic knowledge of management.

**Unit – I: Basics of Management:**

Nature and Scope of Management - Evolution of Management thought – Early & Modern Approaches - levels in Management - Managerial Skills – Roles of Managers - Management Vs. Administration – Managers Vs. Leaders - Managers vs. Entrepreneurs Management as Science or Art- Social Responsibilities of business - case studies

**Unit – II: Planning**

Planning- Basics, steps, types and Limitations – Types of Plans – Flexibility in Planning – Characteristics of a sound Plan – Management by Objectives (MBO)- Management by Exception (MBE).

**Unit – III: Organizing**

Nature of organizing- formal and informal organization-structure and process of organizing- authority and responsibility - Delegation of authority- Departmentation and its basis - Decision Making – Techniques and Processes -Styles of Decision Making – Case studies

**Unit – IV: Directing**

Staffing- purpose of staffing- recruitment and selection- training and development- performance appraisal- principles of direction- elements of direction- span of supervision- Motivation- Leadership – Communication.

**Unit –V: Controlling**

Concept of Managerial Control - Nature of control - Needs for control - Significance and limitations of control - Types of control - Control process – Control techniques: Traditional and Modern Techniques.

**Text Books:**

1. Prasad. L.M., Principles of Management, Sultan Chand & Sons.
2. Rajendra pal, J.S Korlahalli Essentials of Business Communication , Sultan chand & Sons
3. Koontz & Weirich, Management, McGraw Hill.
4. Lesikar, Lesikar's Basic Business Communication, PHI Pub

**References Books:**

1. Tripathi & Reddi, Principles of Management, Tata McGraw Hill Pub, New Delhi.
2. Hampton, Management, McGraw Hill, New Delhi
3. Stonner & Wankerl, Management, Prentice Hall of India

4. Ray W Poe, Rose Marry T Fruehling , Business Communications – a case method approach, AITBS Publishers and Distributers, 2000
5. KK Sinha, Business Communication, Galgotia Publishing Company, 2000.
6. Sharma & Mohan, Business Communication and Report Writing

## **REAL ESTATE MANAGEMENT**

### **Elective: CONVEYANCING AND LITIGATION IN PROPERTY MANAGEMENT**

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#### **Unit – I**

General Principles for Drafting of Agreements relating to Real estate transactions - Principles for drafting – Components of a Deed – Attestation and Schedule – Kinds of Deed – case laws.

#### **Unit – II**

Sale Deed: Registration – Attesters – Essential Components – Schedule of Property - Agreement for Sale: Price and earnest money – Essential Components – case laws.

#### **Unit – III**

Mortgage Deed: Definition – Mortgager – Mortgage Property – Mortgage money – Kinds – Simple mortgage – Usufructuary – Renewal – Lease Deed: Period – Registration – kinds – parties – Essentials - Licence - Distinction between Licence and Lease - Power of attorney: Types – Parties – Registration - Cancellation – Case laws.

#### **Unit – IV**

Gift Deed: Conditions – Registrations – Special Purpose - Settlement deed: Difference between Gift and Settlement – Attestation - Conditional many life interest – Enjoyment Rights – Revocation – Will: Special Clauses – Procedures – Exemptions- parties – Attesters – Codicil – Trust Deed – Deed of Exchange: Registration Fees – Partition deed – Release deed – Arbitration agreement - Case Laws.

#### **Unit – V**

Partnership deed: Registration – Stamp Duty – Essentials – Admission – Dissolution - Deed of adoption: Indemnity bond – contract of guarantee – security bond – Assurance Ratification deed – receipt –cancellation deed - Error Ratification Deed – Indian Stamp Act, 1899 & 1925 – The Registration Act, 2004 schedule – I & II.

#### **Text Books:**

1. Jayarajan P. R., “Conveyancing & Model Forms”, Sri Pathi Rajan Publishers.
2. Shukla. S. N., “Transfer of Property Act”, Allahabad Law Agency, Law Publishers, Allahabad.

## **REAL ESTATE MANAGEMENT**

### **Elective: PROJECT MANAGEMENT FOR REAL ESTATE MANAGEMENT**

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#### **Unit – I**

Project Management –Introduction - Office – Types - Functional organisation - Matrix organisation - Weak matrix - Balanced matrix- Strong matrix - Project life cycle - characteristics – Various levels of management - Project information - Process.

#### **Unit - II**

Project Integration Management - Project scope management - Components - Outcomes – Plan - Project Time management - Tools, Techniques and Output - Schedule Management- Tools & Techniques - Direct and Manage project work - Monitor and Control.

#### **Unit – III**

Project Cost management - Types of costs - Plan cost management - Tools - Project Quality management - Customer satisfaction - Prevention - Improvement - Fitness for use - Plan quality management - Basic quality tools. - Planning tools - Plan Human Resource management - tools - Interpersonal skills, Training, Team Building Activities, and Ground Rules - Stages of team building.

#### **Unit – IV**

Project Communication management – Tools, Techniques - Basic communication Model – Encoding – Transmit – Decoding – Acknowledgement - Feedback - Communication Methods - Interactive Communication - Push communication - Pull communication – Meetings - Risk management - Plan risk management - Plan areas – Methodology - Roles and Responsibilities – Budgeting – Timing - Strategies for Negative risks.

#### **Unit – V**

Project Procurement Management. - Consideration - Force Majeure - Invitation for Bid - Request for Proposal - Planned Procurement management. - Procurement document - Make or Buy decisions - Source selection criteria. - Stakeholder Management - Pictorial representation of relationship - Plan stakeholder management - Manage - Engagement - Control stakeholder - Multiple classification models.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: REAL ESTATE PROPERTY RECORD MANAGEMENT**

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**Unit - I**

Village Administration Accounts for Lands and Related – Administrator – Roles and Responsibilities - Fasali - Theervai - ‘A’ – Register - Azmoish - Poramboke and Reserve Land Darkhast - Village Accounts – other Accounts related to Properties.

**Unit - II**

Alienation of Land - Assignment of House Site - Birth and Death Records and Certificates – Encroachment – Irrigation - Transfer of Lands – other Property transfers.

**Unit - III**

Various Certificates issuing Authorities - Inam – Jamabandhi - Land Acquisition - Land Reforms Department - Patta transfer and other Transfers.

**Unit - IV**

Acquisition - Encroachment - Adangal - Patta – Chitta – Kanthayam - Ayacut and Tank Water spread - FMB Register - Japthi Formalities - Survey Advanced Accounts - UDR Patta - Natham PATTA - Patta Transfer - Water Spread Land – Related Rights.

**Unit - V**

Land Revenue - Land Assignment - Land A-Z - Land Survey A – Z - Maanavari Land - Mamool Waste – Padugai - Poramboke Land - Grama Natham Land – Temple Land - Relinquishment of Land - Ryotwari Settlement – other Levy details.



**REAL ESTATE MANAGEMENT**  
**ELECTIVE: VALUATION & DOCUMENTATION WRITING**

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**Unit – I: Introduction**

Forms of Report – Types of report – Process of Preparation of valuation report – Attitudes and Skills – The Client – Essential qualities of a Report.

**Unit – II: General Structure of a Report**

Purpose of valuation – General Structure – Data collection salient factors – Factual evidence – Sources of information and data – weightage score system – Techniques of inquiry – inception – Description of a property – Instances of sale, rentals and other data – Analysis – Supporting material – General framework – Format Reports.

**Unit – III: Details required according to the purpose of valuation**

Classification of purposes of valuation – Purposes requiring all the details - Purposes requiring reasonable details - Purposes requiring brief description.

**Unit – IV: Details required according to the type of properties**

Introduction – Agricultural Properties – Orchards – Residential Bungalows/Buildings – Residential Flats – Office Properties – Shops – Factory Buildings – Cinemas, Theatres and malls – Quarries.

**Unit – V: Writing a Report**

Consequences of report – Writing a report – International valuation standard 105: Valuation Reporting Basics

**Reference Books:**

1. P.T.Hardikkar, Report writing, Academic Book Center (2006), Ahmadabad.
2. Joseph C. Mancuso, Mastering Technical Writing.
3. Matt Young, The Technical Writer's handbook.
4. Arlen C. Mills, MAI, Communicating the Appraisal, /The individual condominium or PUD Unit Appraisal Report.
5. S. Sreenivas Rao, Hand book for writers and editors, academic Book Centre, 10 Walkeshwar, Ambawadi, Ahmedabad 380 015.

**REAL ESTATE MANAGEMENT  
ELECTIVE: PROPERTY LAWS**

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**Unit - I**

Laws Relating to Property and Easement - Immovable property: meaning; ownership and possession; joint tenancy and tenancy in common; life interest, remainder and reversion - Co-ownership and concurrent ownership-co-operatives and condominiums

**Unit - II**

Transfer of Property Act, 1882 - Transfer of immovable property: sale, mortgage, gift, exchange, assignment, charge, lien, tenancies/sub-tenancies – Case Laws.

**Unit - III**

Leases: lessor and lessee; sublease, period of lease, ground rent; covenants of leases, terms and conditions; termination, expiration and renewal of leases - Leases granted by private and statutory bodies, impact of each on valuation – Case Laws.

**Unit - IV**

Indian Easement Act, 1882 - Easement of air, light, water, way and support - Natural rights, profits render, customary rights and public rights - Leave and license - Emerging property concepts; Development rights, time shared property – Case Laws.

**Unit - V**

Laws of Evidence; Burden of proof, presumptions, conclusive proof - Effect of Laws Relating to Inheritance/Succession on Value - Personal Laws affecting inheritance of property - Indian Succession Act; Will & testament; succession certificate. Benami Transactions (Prohibition) Act, 1988 – Amendments – Case Laws.

**Reference Books**

1. S.M. Shah & N.M. Tripathi, Principles of the Law of Transfer, Mulla Publishing House (1995), Bombay 400 002.
2. Sarathi V.P., Law of Transfer of Property, Eastern Book Co. (1996), Lucknow-1
3. V.G. Ramchandra, Land Acquisition & Compensation Volume I and II
4. M.N. Das, Laws Relating to Partition, Jawahar publishers (p) Ltd. (2001), New Delhi.
5. Bockrath, Joseph, Plotnick & Fredric, Contracts and the Legal Environment for Engineers and Architects, Mc Graw Hill Education (Asia) 7<sup>th</sup> Edition (2010), New Delhi (ISBN-13: 978-0-07-339784-9).
6. Property Law 2nd Edition (Paperback, Dr. Poonam Pradhan Saxena), LEXIS NEXIS-NEW DELHI

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: BUILDING OPERATIONS & MAINTENANCE MANAGEMENT**

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**UNIT - I : INTRODUCTION**

Quality of Concrete – Damages & Deterioration of Structures – Repairs & Rehabilitation – Maintenance of Structures – Causes, types and Control of Cracks – Wall Cracks – Causes and Stages of Disintegration.

**UNIT - II : CORROSION DETERIORATION OF CONCRETE STRUCTURES**

Causes, Effects, and control of Corrosion of Reinforced concrete – Carbonation & Chloride Induced – Corrosion control Measures.

**UNIT - III: DAMAGE ASSESSMENT**

NDT – Types of Concrete Structures – Composition of Concrete – Concrete Preparation Procedures – Factors for Durability of Concrete – Testing – Damage Assessment Procedures [Visual Observation, Sketches of Typical defects thru Visual Inspection, Impact test, Rebound hammer Test – Ultrasonic Pulse Velocity Test, Acoustic Emission Test Only ].

**UNIT - IV: METHODS OF SURVEY & REPAIRS**

Principles – Methods and Inspection Techniques – Purpose of I, II & III Survey – Assessment of Cracks, Water Leakage, a Large Deflection and Surface Deterioration. Repair - Rehabilitation – Retrofitting - Repairs Methods – Materials — Factors & Parameters for Repair Material Selection – Classifications – Patch Repairing. Basic Ideas of Repairing [about Polyester Resins, Acrylic Concrete, Quick setting compounds, Bituminous Materials, Ferrocement, SIFLON, SIMCON, Grouts, Shotcrete, Bonding Agents, Polymer] Latex Emulsion, Surface Coating and Sealants.

**UNIT - V : STRENGTHENING TECHNIQUES & STRUCTURE MAINTENANCE**

Techniques for RC Elements – Crack Injection Repair for Concrete Structure – Jacketing – Plate Bonding – Strengthening of Foundation – Techniques for Restoring [Columns, Beams, Slabs], Stitching – Maintenance - objectives – Services – Classifications - Preventive Measures - Maintenance Procedure for Corrosion damaged elements, Distressed floors – Toilet & Kitchen.

**References:**

1. Blake. B.G., Building Repairs, B.T. Batsford Press [1990] UK
2. Jagadish, K.S. Reddy, B.V. Venkataraman & Rao, K.S. Nanjunda, Alternative Building Materials and Technologies, New Age Publisher (2007) New Delhi.
3. Lan A. Meivice, Repairs and Maintenance of Houses, Estate Gazette [1999]
4. Malcolm Hollis, Surveying for Dilapidation, estate Gazetter (1999).
5. Raikar. R.N., Learning from Failures, Dhanpatrai & Sons [ 2008], New Delhi

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: PRINCIPLES OF RATING AND INSURANCE**

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**Unit – I: Sources of Rating Law in India**

Introduction – Rating Law in India – Difference between rating law in India – Valuation and Levy Tax on Property – Municipal Taxation Purposes in the Indian Context – Gross Value – Annual Letting Value – Reasonable letting value – Hypothetical Value – Statutory Deductions.

**Unit – II: Methods of Assessing rate able value**

Unit of assessment – Municipal taxes as percentage of annual value – Straight-line method and graduated scale method – Rental method – Comparison Method – Profit basis and contractor's method – Effect of rent laws in fixing rateable value – Judicial decisions on rating.

**Unit – III: Principles of Insurance**

Principles of legal concepts in relation to insurance of building and plant & machinery – The contract of Insurance – Insurable Interest and liability – Duties of the insurer and the insured – Insurance policy – terms and conditions.

**Unit – IV: Perils and Risk Management**

The perils – beneficial and restrictive clauses – Classification of risk – Safeguard – Property protection and risk management – Insurance market and functions of the insurance brokers. Insurance loss assessment – Value at risk. Obsolescence and betterment.

**Unit – V: Principles of Claim Settlement**

Claim Settlement procedure – Functions of the loss assessor and loss adjustor – Rights of insurer – Third party claims – Loss insurance – Scope and intention, Policy Conditions – Approach to the consequential loss claim.

**References**

1. Roshan H. Namavati, Theory and Practice of Valuation, Lakshmi Book Dept., Near Girgaon Chruch, Bombay.
2. Joseph K. Eckert, Property Appraisal and Assessment Administration (USA).
3. D.B. Angadi, Civic Property Tax, Radha Publications (2005), Madras.
4. Practice of General Insurance by federation of Insurance institutes, Universal Insurance Building, Bombay.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: Real Estate (Regulation and Development) Act, 2016**

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**Unit – I: Introduction to Real Estate Regulation Act (RERA)**

Status of the Act – Sections – Notified – Not Notified - To be Notified – Need - Objects and Reasons – Meaning and Definition – Responsibilities – Promoter – Allottee - Defaulter – Jurisdiction – Completion certificate and occupancy certificate. Various Definitions - Terms un-notified, coverage (Residential, Commercial, ongoing incomplete, urban areas) – Exemption – Stages of advertisements, Registration formalities, Duration, Deemed Registration, Validity – Escrow Account – Auditing – Extension of Registration, Revocation, Completion, Duties and Responsibilities of Agent.

**Unit – II: Functions and Duties of Promoter**

Functions and Duties of Promoters – Disclosure through website – Obligation for advertisement – Norms for booking, Agreement for Sale, Bindings – Amendments Liability of the promoter – Structural defects – Project Transfer – Insurance – Transfer of Title – Return of Amount - Compensation.

**Unit – III: Allottees, Central Advisory Council**

Rights and Duties of Allottees - Regulatory Authority – Timeline – Appointments – Roles and Responsibilities - Filing for violation – Timeline for Disposal - Central Advisory Council – Composition – Roles and Responsibilities.

**Unit – IV: Appellate Tribunal and Adjudication**

Real Estate Appellate Tribunal - Timeline for Establishment - Responsibilities - Appeal – Disposal – Appointments - Offences, Penalties, Adjudication - Punishments for Non-Registration, Violation, Non-compliance – Violation - Appellate Tribunal, Allottees - Role of Adjudicating Officer.

**Unit – V: Project Auditing and Reports**

Mechanism for Finance, Accounts, Audits and Reports – Function of the Authorities - Penalties – Budget - Annual Report - Status of Civil courts, Consumer Forum, Regulatory Authority, Adjudicating Officer – Functions – Timeline for Notifications – Power to issue orders.

**Reference**

1. Durga Prasad. M.V., Law relating to Real Estate Regulation in India, Asia law House, Hyderabad.
2. Taxmann Series, Real Estate (Regulation and Development) Act 2016 [Act No. 16 of 2016] with State Rules, (English, Paperback,).  
Natarajan. K, & Nedunchezhiyan. B, Indian Real Estate Law 2016 : A Compendium of New Real Estate Act and Rules 2016, Agreement for Sale Rules 2016, Allied Acts and Regulations, Case Law Digest with issues and latest developments, Notion Press.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: SURVEYING AND ELEMENTARY DRAWING**

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**Unit – I: Introduction of Survey and Scales**

Concepts of survey – various surveys – Engineering, Geodetic , Plane , Miscellaneous – Principles – Uses –Measurements – Role of Surveyor – Precision and Accuracy – General Scale – Requirements – Classifications – Plans and Maps - Correction.

**Unit – II: Surveying and Ranging**

**Chain Survey:** Accessories for chain survey – Conventional signs chaining line, method of booking, beastie and check lines – setting out angle using chain, cross staff and optical square traverse by chain.

**Compass Survey:** Description, setting up and use of prismatic compass bearing local attraction and its correction, magnetic and true meridians declination traverse by compass and plotting co-ordinary system of plotting, adjustments of closing error.

**Unit- III: Leveling**

Definitions and Common terms – Principles of leveling – Types – Accessories – Difficulties – Correction measures – Contouring – Characteristics – Uses – Location

**Unit – IV: Plane Table Survey & Computation**

Instruments – adjustments – problems – advantages and disadvantages – Areas: Methods of Computation – Planimeter - zero circle – Volumes: Methods – cross sections – Corrections – Minor Instruments.

**Unit – V: Drawing**

Conventional arrangement of views; first and third angle - projections; types of lines, lettering and dimensioning - Introduction to projection of simple solids with varying position of axes and ground lines - Conversion of pictorial views in orthographic views; sectional views - Conventional signs and symbols used in building drawing – Introduction to Vaastu Sastra

**Reference Books**

1. Rangwala. S. C, & Ketki B. Dalal, Surveying and Levelling, Charotar Pub, Gujarat, 7th ed. 2014.
2. Kumaraswamy. N & Kameswara Rao, Building Planning and Drawing, Charotar Pub, Gujarat, 8th rev.ed. 2015.
3. Punmia B.C., A text book of surveying, Lakshmi Publications, New Delhi.
4. Kanetkar, Elementary Surveying, TMH, Noida
5. Arora, A Text Book of Surveying, Dhanpatrai & Sons, New Delhi.
6. David Clark, Plane and Geodetic Surveying – Vol – I, CBS Publisher & Distributors, New Delhi
7. Basak. N.N, Surveying and Leveling, TMH, New Delhi.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: REAL ESTATE ESTIMATING, COSTING & VALUATION**

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**Unit I: Estimation**

Introduction – Types of Estimates – Taking out Quantities – Modes and Units of Measurements – specifications – Market Survey - Rate Analysis - Definitions of – Amortization – Annuity – Capitalized Value – Deferred land Value – Encumbrance Factors – years Purchase – Problems and Solutions.

**Unit – II : Real Estate Costing**

Estimates – Various types of Building – Different R.C.C., Structures and Formworks – Roofs and Steel Structure – Bridges – Culverts – Piers – Irrigation works – Road works –

**Unit – III: Contracts and Tenders**

Contracts and Tenders – Conditions of Contracts – Introduction to arbitration – Construction Management Planning - Problems and Solutions.

**Unit – IV Valuation**

Definitions – Cost – Price – Value – Mortgage – Freehold – Leasehold Properties – Outgoings and Net Income – Easements – Valuation of Licensed Premises – Tables.

**Unit – V: Depreciation**

Accounts – Stores – Records - Depreciation – Standard Rent – Methods - Problems and Solutions – Functional and Economic obsolescence – Methods for depreciation – Cost of Construction – Depreciation and depletion – Problems.

**Reference Books**

1. Rangawala.S.C. and Ketki B. Dalal, Estimating, Costing, Valuation - Charotar Publishing House Pvt., Ltd., Gujarat. 17<sup>th</sup> Edition.2015.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: LAWS FOR ACQUISITION AND CONTRACT**

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**UNIT - I: LAWS OF CONTRACT:**

Definitions – Essentials – Forms – Types - Terminations – Documents – Qualifications – Breach - Responsibilities of Agencies.

**UNIT - II: CONDITIONS FOR CONTRACT & TENDERS**

Definitions – Importance – Peculiarities – General provisions – Various Clauses of the Conditions of Contract – Escalation Clause – Other Conditions. Tenders: Meanings – Notice – Forms – Submission – Openings – Scrutiny – Acceptance – Revocation – Damages – Unbalanced Tenders.

**UNIT - III: PRINCIPLES OF TORT AND CONVEYANCE**

Principles of Tort – Definitions – Nature – Conditions – Tort affecting Valuation - Provisions in Transfer of Property – Agreement to Purchase – Precautions & Rules for Deed – Title Requisition and Searches – Verifications – Encumbrances – Rights of Minors & Inheritance – Power of Attorney and Holder – Sale Deed.

**UNIT - IV: ENACTMENTS FOR ACQUISITION AND REQUISITION**

Land Acquisition Act 1894 – Procedures – Conditions – Factors for Compensation – Acquisition for Company - Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013 - Land Acquisition under the Municipal Laws – Rent Control Laws - Tamil Nadu Buildings [Leas and Rent Control ] Act 1960.

**UNIT - V: ARBITRATION AND CONCILATION ACT 1996.**

Definitions – Kinds – Features - Arbitrator – Powers – Disabilities – Agreement – Revocation – Process – Award – Judicial Remedies - Favorable Conditions – Advantages – QDR – ADR Procedures



**REAL ESTATE MANAGEMENT**  
**ELECTIVE: TOWN AND REGIONAL PLANNING**

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**UNIT I: TOWN PLANING AND ZONING**

Evolution of Planning – Objectives – Principles – Importance – Stages – Distribution of Land Uses – Forms – Planning Requirements – Planning in Ancient and Present India - Meaning of Zoning– History – Objectives – Principles – Importance - Advantages – Aspects - Maps

**UNIT II VARIOUS FEATURES**

Features such as Importance – Classifications – Designs – Causes – Characteristics – Preventive measures of Formation – Landscape requirements – Townships – Environmental Planning – Aesthetics – for Housing, Slums Parks, Playgrounds, Industries Public Buildings

**UNIT III: REPLANNING AND BYLAWS**

Objectives of Preplanning – Defects of Existing Towns - Urban renewal Projects – Surface Drains – Refuses of Towns - Objectives of Byelaws – importance – Local Authority – Applicability –for Buildings in Gamtal Areas - for Buildings of various purposes, Cinema, Multiplex, Meetings Halls, Lecture Halls, Town Halls, auditorium, Drive in Cinemas and Gasoline Filling & Service Stations

**UNIT IV: DEVELOPMENT PLANS & LAWS AFFECTING PLANNING**

Objectives – Importance – Features – Standards – for Military town, Hill Station – Preparation Stages - The Development Control Regulations - Ribbon development rules – Madras Revenue Codes – Agencies involved for Code Preparation – Municipal Corporation Acts and the Municipal Acts.

**UNIT V: RECENT DEVELOPMENT IN PLANNING**

Land Use Planning – Neighborhood Planning – Radburn Layouts – Rapid Transit System - Various aspects of Urban Roads- Traffic Management – Airports – City Blocks – Conurbation – Greenbelt - Recently planned cities: Lavasa, GIFT, DSIR and SMART cities.

**References.**

1. S.C. Rangwala. K.S. Rangwala, A Text Book of Town Planning, Charotar Publishing House Pvt Ltd., (2015) Anand Gujarat India.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: REAL ESTATE MANAGEMENT &**  
**LAND ECONOMICS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Unit – I**

Concept of management in real-estate development and administration; aims, objects and practices renewal of leases and alternate methods for efficient estate management.

**Unit – II**

Urban development finance with particular reference to real-estate: role of Housing Finance Development Corporation and other financial institutions and agencies - Private development enterprises by developers and promoters; regulatory laws for construction of multi-storied buildings, transfers and administration.

**Unit – III**

Management of co-operative housing, apartment housing, corporate housing and public buildings - Ownership and tenancies in real estate: effect of rent control and other laws - Methods of fixing rent, rigidity and flexibility

**Unit – IV: Urban Economics**

Features of growth: geographical area of settlement-Migration population and density occupational pattern - Uses of urban land : factors in supply; effects of zoning and development control - Urban infra-structure : bulk delivery of civic services: communication and transportation.

**Unit – V: Land Economics**

Real-estate market: investments in real estate - Development decisions: agencies for decisions - Factors affecting urban land value - Land prices in the major cities: determining forces: comparative variation: globalization and its effect.

**Reference Books:**

1. Michael Thorncroft, Principles of Estates Management
2. W.A Leach, Urban Estates Management Vol. I and II
3. John P. Macey, Housing Management, Estate Gazettes.
4. Lichfield, Economics of Planning development.
5. Fredrick Gibbered, Town Design, Architecture Press (2002), London
6. Richard U. Rtchiff, Urban Land Economics, Mc Graw Hill Publishing Company Pvt. Ltd, (2009), Singapore.
7. A.W. Evan, An introduction to Urban Economics, Macmillan Publishing Company Pvt. Ltd, (2006) 1221 Avenue of the Americas, New York 10020.
8. E.M.Mills & BA., Hausiltor, Land resource economics, Prentice Hall (2007), New York.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: BUILDING CONSTRUCTION MANAGEMENT & PRACTICES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Unit – I**

Introduction – Types of Buildings –Functional Planning – Importance Building components – Site investigation – Ground Techniques – Foundations – Deep Excavation – Construction Equipments - Definitions, Benefits.

**Unit – II**

Pile foundations – cofferdams – caissons - Stone and brick masonry with structures.

**Unit - III**

Partitions – Scaffolding, shoring and underpinning – Proofing: Damp, Water and termites – Concrete Constructions – Arches – Lintels

**Unit – IV:**

Stairs – framework – Doors – Windows – Ventilators – Carpentry and joinery – Floors and Flooring roofs

**Unit - V**

Pointing and plastering – Painting – Varnishing – Distempering – wall papering – and washing – Structural steel work – aquatics – Fire protection in buildings – Ventilation and air-conditioning

**Reference Books**

1. Rangwala R.C & Ketki B.Dalal, Building Construction, Charotar Pub, Company Ltd, Gujarat, 33<sup>rd</sup> ed, 2016.
2. Punmia B.C., A text book of Building Construction, Lakshmi Publications, New Delhi.
3. Arora and Bindra, Text book of Building Construction, Dhanpatrai & Sons, New Delhi.
4. S.C. Rangwala, Estimation and Valuation, Charotar Pub, Company Ltd, New Delhi.
5. Duggal.S.K, Building Materials, New Age International Pub, New Delhi.

**REAL ESTATE MANAGEMENT**  
**ELECTIVE: VALUATION OF REAL ESTATE**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**UNIT – I: VALUATION & DEPRECIATION**

Introduction – Methods of valuation for open land, lands with buildings, Rental Method. Valuation by Reference, Cost, & Development. Basic Problems. – Depreciation as cost and decrease in worth, Obsolescence – Functional and Economic, Various methods of Depreciation - Differences – Obsolescence and Depreciation — Cost and Value Depreciation – Depreciation and Depletion

**UNIT – II: VALUATION OF LICENSED PREMISES**

Valuation Principles – Valuation of Cinema, Hotels – Methods - Important Factors - Basic Problems.

**Unit – III: VALUATION OF LIFE INTEREST**

Introduction – Types of Life Interest – Compilation & Application of Mortality Tables – Basic Problems.

**UNIT – IV: VALUATION FOR AGRICULTURAL LANDS**

Introduction – Importance – Factors affecting valuation – Methods of Valuation – Income Capitalization Methods – Sales Statistics Method – Relevant Tax Laws.

**UNIT V – APPLICATIONS OF VALUATION TABLES**

Introduction – Valuation Tables – Importance – Applications of Tables and Simple Problems [Covering Tables I, II, III, & IV Only]

**Reference Books:**

1. Ashok Nain, Professional Valuation Practice, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
2. D.N. Banerjee, Parks' Valuation – 5th Edition (1998) by– Eastern Law House, Calcutta.
3. David Isaac and Terry Steley, Property Valuation Techniques, Published by Macmillan available at RICS Book Shop, London.
4. Henry A. Babcock, Appraisal Principles and Procedures, American Society Appraisers, P.O. Box 17265, Washington D.C. 20041, U.S.A
5. Jack P Freedman/Nicholas, Income Property Appraisal and Analysis Ordway Publication of American Society of Appraisers Box No. 17265 Washington DC 20041 U.S.A, ISBN - 0911780 - 87 – 40
6. Kirit Budhbhatti, Valuation of Plant & Machinery (Theory & Practice)

7. Property Valuation Handbook, Published by College of Estate Management U.K. R.I.C.S.  
Books stall - 12 A., Great George ST. Parliament Square, London
8. Rangwala, Valuation of Real Properties, Charotar Pub, Gujarat, 10<sup>th</sup> Ed, 2015.

**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: MARKETING OF AGRICULTURAL INPUTS**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective** The objective of this course is to give the students an understanding of different marketing concept and marketing system in context of agricultural inputs.

**UNIT I**

Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in Agri- input marketing.

**UNIT II**

Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export-import of seeds; Role of NSC and State Seed Corporation.

**UNIT III**

Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing.

**UNIT IV**

Plant Protection Chemicals- Production, export/import, consumption, marketing system – marketing channels; Electricity/Diesel Oil- marketing and distribution system; pricing of electricity for agriculture use; subsidy on electricity.

**UNIT V**

Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Argo-industries Corporation and marketing of farm machines / implements/Equipments.

**Reference Books:**

1. Acharya SS & Agarwal NL. 2004. Agricultural Marketing in India. 4th Ed. Oxford & IBH. Broadway AC & Broadway Arif A. 2003.
2. A Text Book of Agri-Business Management. Kalyani. Singh AK & Pandey S. 2005.
3. Rural Marketing. New Age. Singh Sukhpal 2004.
4. Rural Marketing- Focus on Agricultural Inputs. Vikas Publ. House.

**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: AGRIBUSINESS ENVIRONMENT AND POLICY**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective**

To expose learners to the environment in which the agri-business is conducted. Focus will be on understanding micro and macro environmental forces and their impact on agri-business.

**UNIT I**

Role of agriculture in Indian economy; problems and policy changes relating to farm supplies, farm production, agro processing, agricultural marketing, agricultural finance etc. in the country.

**UNIT II**

Structure of Agriculture - Linkages among sub-sectors of the Agribusiness sector; economic reforms and Indian agriculture; impact of liberalization, privatization and globalization on Agri business sector.

**UNIT III**

Emerging trends in production, processing, marketing and exports; policy controls and regulations relating to the industrial sector with specific reference to agro-industries.

**UNIT IV**

Agribusiness policies- concept and formulation; and new dimensions in Agri business environment and policy.

**UNIT V**

Agricultural price and marketing policies; public distribution system and other policies.

**Reference Books:**

1. Adhikary M. 1986. Economic Environment of Business. S. Chand & Sons.
2. Aswathappa K. 1997. Essentials of Business Environment. Himalaya Publ.
3. Francis Cherunilam 2003. Business Environment. Himalaya Publ.

**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: FOOD SUPPLY CHAIN MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective** The course introduces students to the concepts and processes of agricultural supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

**UNIT I**

Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.

**UNIT II**

Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.

**UNIT III**

Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory

**UNIT IV**

Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third-Party Logistics; GPS Technology.

**UNIT V**

Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking.

**Reference Books:**

1. Altekar RV. 2006. Supply Chain Management: Concepts and Cases.
2. Prentice Hall of India. Monczka R, Trent R & Handfield R. 2002.
3. Purchasing and Supply Chain Management. Thomson Asia. van Weele AJ. 2000.
4. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House



**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: MANAGEMENT OF AGRIBUSINESS COOPERATIVES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective**

To provide the students an understanding about the agribusiness cooperative organizations and their management.

**UNIT I**

Cooperative administration- a global perspective, ecology of cooperative administration, cooperative sector and economic development.

**UNIT II**

Cooperative management- nature, functions and purpose of cooperatives – procurement, storage, processing, marketing, process of cooperative formation, role of leadership in cooperative management.

**UNIT III**

The state and cooperative movement, effects of cooperative law in management, long range planning for cooperative expansion, policy making.

**UNIT IV**

Human resource management, placement and role of board of directors in cooperative management.

**UNIT V**

Overview of agribusiness cooperative – credit cooperatives, cooperative marketing, dairy cooperative; financing agribusiness cooperative.

**Reference Books:**

1. Akmat JS. 1978. New Dimensions of Cooperative Management. Himalaya Publ. House.
2. Ansari AA. 1990. Cooperative Management Patterns. Anmol Publ.
3. Sah AK. 1984. Professional Management for the Cooperatives. Vikas Publ. House.

**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: FARM BUSINESS MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective**

To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions.

**UNIT I**

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems.

**UNIT II**

Principles of farm management decisions – principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

**UNIT III**

Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

**UNIT IV**

Management of farm resources – Land, Labour, Farm machinery, Farm building, etc.

**UNIT V**

Risk and uncertainty in farming -sources of uncertainty in farming, management strategy to counteract uncertainty and decision-making process in farm business management under risks and uncertainty.

**Reference Books:**

1. Heady EO & Jensen H. 1960. Farm Management Economics. Prentice Hall.
2. Johl SS & Kapoor TR. 1973. Fundamentals of Farm Business Management. Kalyani Publ.
3. Kahlon AS & Singh K. 1992. Economics of Farm Management in India. Allied Publ.
4. Panda SC. 2007. Farm Management & Agricultural Marketing. Kalyani Publ.

**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: FOOD RETAIL MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective**

The objective of this course is to assist students in understanding the structure and working of food marketing system in India, to examine how the system affects farmers, consumers and middlemen and to illustrate the response of this dynamic marketing system to technological, socio-cultural, political and economic forces over time.

**UNIT I**

Introduction to International Food market, India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting Food Pattern of Indian Consumer.

**UNIT II**

Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing, the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing.

**UNIT III**

4 Ps in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and nonconventional food retailing, public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.

**UNIT IV**

Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling, Merchandise Pricing, Logistics, procurement of Food products and Handling Transportation of Food Products.

**UNIT V**

Retail Sales Management Types of Retail Selling, Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing.

**Reference Books:**

1. Berman & Evans. 2008. Retail Management: A Strategic Approach. 10th Ed. Prentice Hall of India.
2. Cox. 2006. Retailing: An Introduction. 5th Ed. Pearson Edu.
3. Levy M & Weitz BW. 2004. Retailing Management. 5th Ed. McGraw Hill.

**AGRI-BUSINESS MANAGEMENT**  
**ELECTIVE: FOOD TECHNOLOGY AND PROCESSING MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective**

The objective of this course is to acquaint the students with different food processing techniques and their management.

**UNIT I**

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry; Deteriorative factors and hazards during processing, storage, handling and distribution.

**UNIT II**

Basic principles of food processing and food preservation by manipulation of parameters and factors and application of energy, radiations, chemicals and biotechnological agents; Packaging of foods.

**UNIT III**

Analysis of costs in food organization; Risk management; Laws and regulations related to food industry and food production and marketing; Quality management – quality standards, PFA, ISO, etc.

**UNIT IV**

Case studies on project formulation in various types of food industries –milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing, etc.

**UNIT V**

Organic farming-concept, definition, principles and components. Status of organic farming in India and in other countries. Organic certification system. National programme on organic production in India. Organic livestock and crops. Organic horticulture. Conversion to organic production. Organic farming project development.

**Reference Books:**

1. Acharya SS & Aggarwal NL. 2004. Agricultural Marketing in India. Oxford & IBH.
2. Early R. 1995. Guide to Quality Management Systems for Food Industries. Blackie.
3. Jelen P. 1985. Introduction to Food Processing. Reston Publishing.
4. Potly VH & Mulky MJ. 1993. Food Processing. Oxford & IBH.

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE COMMUNICATION**

L	T	P	C
4	0	0	4

**Objective:** This course will help the students to understand the fundamentals, types and levels of communication in healthcare, process of communication planning in healthcare, Identify and apply different methods and media of communication in the hospital & community as part of their job responsibility as well as develop appropriate media to use, the strategies of implementing communication programmes and develop the skills to evaluate communication and campaign programmes.

**Outcome:** After completing the course, the learners can be able to become a potential hospital manager with sound communication skills in healthcare sector.

**Unit - I : Communication : Fundamentals and Process**

Meaning and Process of Communication - Barriers to Communication - Key to overcome Barriers: Awareness, Self-assessment, Openness and Objectivity - Leadership and Motivation - Learning and Change Process - Types : Formal, Supportive, Rigid, Purposeful and Complex - Levels : Intra- Personal, Interpersonal, Public and Mass - Process of Communication Planning - Analysis of Audience and Situation - Setting Objectives - Designing strategy : Message, Methods and Media Planning Activities : Scheduling, Budgeting and Implementation - Evaluation Phase.

**Unit - II : Strategies of Implementation of Communication Programme**

Building Commitment - Training Manpower - Community Participation - Utilizing Resources

**Unit - III : Evaluation of Health Communication / Campaign Programme**

Stages of Evaluation - Criteria of Evaluation - Methods of evaluation.

**Unit - IV : Methods of Communication**

Individual Methods (Individual teaching) - Interview : Meaning, types and techniques of taking interview- Counselling : Meaning and techniques of counselling - Group Methods (Group teaching) - Group discussion : Meaning, categories of members and their functions, factors - affecting good discussion and decision making - Role play : Meaning, techniques of conducting role play - Symposium : Meaning, procedures of conducting the symposium - Mass Methods (Mass teaching) Lecture : Meaning, types, techniques of delivering lecture effectively

**Unit - V: Media of Communication**

Audio Aids – Visual Player : Meaning, advantage of using visual player in teaching - Visual Aids Pamphlet : Meaning and Advantages - Poster : Meaning and Techniques - Chart : Meaning, Types, Sources and Advantages - Flip Chart : Meaning and Techniques - Flannel Graph : Meaning and Techniques - Bulletin Board : Meaning and Procedures - Audio-visual Aids - Television (TV) : Meaning and Advantages- Video Show : Meaning and Advantages - Computer Networks, Websites, E-mails, etc.

**Textbooks**

1. L. Ramachandran and et al, A Textbook of Health Education (Vikas Publishing House Pvt. Ltd., New Delhi)
2. WHO, Health Education: Comprehensive Guidelines of Planning, Implementation and Evaluation (WHO Regional Office for South Asia, New Delhi)
3. Marry Munter, Guide to Managerial Communication (Prentice Hall, New Jersey) ISBN 0130462152
4. Robert J Bensley and Jodi Brookins Fisher, Community Health Education Methods: A Practical Guide (Jones and Bartlett Publishers, Boston) ISBN 0763718017
5. Hari Bhakta Pradhan, A Text Book of Health Education: Philosophy and Principles (Educational Publishing House, Kathmandu)
6. Michael E. Hattersley, Linda J. McJannet, Management Communication : Principles and Practice (McGraw-Hill Co.) ISBN 0070270414

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE ECONOMICS**

L	T	P	C
4	0	0	4

**Objective:** The course will help to improve the decision-making process in health sector, analyze issues in utilization of health services from an economic perspective, strengthen capacity to apply economics principles in health sector and develop critical understanding of micro/macroeconomics concepts in Healthcare

**Outcome:** After completion of the course, the learners can be able to know the basics of healthcare economics, market trend for price fixation and utilize the scarce resources in the optimum level in healthcare.

**Unit - I : Introduction and Microeconomics Tools for Health Economics**

Principles of Economics; Meaning, Relevance and its Application in Healthcare - Production and Distribution of Healthcare - Scarcity and Production Possibilities Curve and Tradeoffs - Demand, Supply and Pricing System - Market Equilibrium - Elasticity of Demand and Supply - Production Function, Isoquants, Isocosts, Law of Diminishing Returns - Consumer Behaviour: Demand Curve, Utility Maximization, Indifference Curve Analysis

**Unit - II : Production and Cost of Healthcare**

Cost Function and Economies of Scale - Cost of delivering health services - Change in Technology / Technology Diffusion - Aging Population and Long-term Care - Asymmetric Information and Agency - Imperfect Agency and Supplier Induced Demand - Managed Care and Health Maintenance Organizations.

**Unit - III : Market and Market Failure in Healthcare**

Market and how does it work - Market Mechanism in Healthcare - Public goods / Merit goods - Externalities / Spillover effect - Role of Government and Market in health - Preventive, Curative and Rehabilitative care.

**Unit - IV : Concepts of Costs and Economic Evaluation**

Financial Costs Vs Economics Costs (opportunity costs) - Direct, Indirect, Average, Marginal, Total and Unit Costs - Component of Costs : Fixed and Variable; Capital and Recurrent Costs - Issues to be considered in costs calculation - Costs to whom, cost classification, shadow pricing, costs apportion, NPV, discounting factor, IRR, cost recovery, BEP - Meaning, Importance and Basis of Economic Evaluation; Analytical techniques - Steps of Economics Analysis : Identification, Measurement and Valuation of costs and consequences - Forms of Economics Evaluation: Cost-minimization Analysis (CMA), Cost – Effectiveness Analysis (CEA), Health Outcomes; Disability Adjusted Life Years - Three general approaches to Monetary Valuation of Health Outcomes: human capital approach, revealed preference and contingent valuation; expected costs, expected benefits; net benefit - Cost-Utility Analysis (CUA): Utility, value, preference; Quality Adjusted Life Years (QALY), Healthy Years Equivalent (HYE), C/U Ratio.

## **Unit - V : Health Planning and Priority Setting**

Approaches to Planning - Planning Cycle - Setting Priorities - Resources Allocation and Budgeting

### **Textbooks**

1. Sherman Folland, Allen C. Goodman and Miron Stano the Economics of Health and Health Care (Prentice-Hall Inc, New Jersey).
2. Michael Drummond and et al, Methods for the Economics Evaluation of Health Care Programme (Oxford University Press, Second Edition).

### **Reference Books:**

1. Anne Mills and Lucy Gilson Health Economics for Developing Countries : A Survival Kit (London School of Hygiene and Tropical Disease)
2. Rexford E. Santerre and Stephen P. Neun, Health Economics: Theories, Insights and Industry Studies (The Dryden Press, Harcourt Brace & Co., Orlando)
3. Government of India, Five Year Plan



**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE COUNSELLING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To import the student to understand the importance of counselling for smooth operations in healthcare services.

**Outcome:** After completing the course, the learners can be able to understand the importance of counselling for smooth operation in healthcare services.

**Unit – I: Introduction**

Counselling: Meaning – Need – Types – Approaches – Counselling process – Counselling techniques – Qualities of counsellors.

**Unit – II: Counselling Approaches**

Approaches to Counselling: Types – Patient centred – Counsellor centered – patient and counsellor centred – The Egan Model of counselling: Stages – Problem’s exploration and clarification – Integrative understanding, dynamic self-understanding – Facilitating action – Developing and new perspective – preferred scenario.

**Unit - III : Qualities of Counsellors**

The Counsellor: Personal growth and effectiveness – Concerns of self, attitude, values, beliefs, relationships, self – esteem and openness to other – Accepting personal responsibility – Realistic levels of aspiration - self- actualization.

**Unit – IV: Counselling the patients – I**

Counselling the patients: Drug addiction and Alcoholism counselling – Counselling of HIV and Aids.

**Unit – V: Counselling the patients – II**

Counseling the Patients: Critically ill – Prevention of suicide. Management of counselling – Counselling and guidance – Types – Physical – Mental – Nutrition.

**Reference Books**

1. Narayana Rao. S, Counselling and Guidance.
2. Insider's Guide to Graduate Programs in Clinical and Counselling Psychology 2000/2001 by Tracy J. Mayne, Michael A. Sayette, and John C. Norcross, Guilford Publications 2000. **ISBN-10:** 1572304952 **ISBN-13:** 978-1572304956
3. How to Become a Clinical Psychologist: Getting a Foot in the Door by Graham Turpin (Foreword), Alice Knight Publisher: Routledge; 1 edition 2002. ISBN-10: 1583912428, ISBN-13: 978-1583912423

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: LEGAL ASPECTS OF HEALTHCARE**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** The course will help to understand the legal implications of forming an organization, Apply the relevance of labour laws in hospital context, the doctor's patient relationship in medical care and the legal aspects of day-to-day administration of the hospital

**Outcome:** After completing the course, the student can be able to understand Legal aspects in healthcare with various parameters.

**Unit - I: Promotion**

Forming Society - The Companies Act - Law of Partnership - A Sample Constitution for the Hospital - The Tamil Nadu Clinics Act

**Unit - II : Labour Relations**

Factories Act - Shops and Establishment Act - The Workmen's Compensation Act - The Employee's State Insurance Act - The Employees' Provident Funds Act - The Payment of Gratuity Act - The Maternity Benefit Act - The Payment of Wages Act - The Minimum Wages Act

The Industrial Disputes Act - The Industrial Employment (Standing Orders) Act - The Trade Union Act - The Apprentices Act - The Employment Exchanges (Compulsory Notification of Vacancies) Act - The Collection of Statistics Act

**Unit - III : Medical Care**

Medical Council of India - Medical Licensure Law - Doctors Patient Relationship - Medical Malpractice - Quality and Standard of Medical Care – Negligence - Medical Consent - Emergency Care - The Consumer Protection Act - Patients' Rights and Responsibilities - Medical Ethics

**Unit - IV : Medico Legal Commitments**

Mental Illness – Tuberculosis - Drugs Addicts and Alcoholics - Legal Issue in Death Cases Legal Testimony in Medico-legal cases - Narcotic Laws - The Drugs and Cosmetic Act - Drug Control Policy - Clinical Investigation - Blood Transfusion - The Medical Termination of Pregnancy Act - The Prenatal Diagnostic Techniques Act - Dying Declaration - Medical Jurisprudence - The Human Organ Transplantation Act – Toxicology.

**Unit - V: Hospital Administration**

The Biomedical Waste (Management and Handling) Rules - Radiation Safety System - Law of Insurance - Export Import Policy - Exemption of Income Tax for Donations - Tax Obligations: Filling Returns and Deductions at Source.

Textbooks

1. Raj Kumar, Acts Applicable to Hospitals in India (The Christian Medical Association of India, New Delhi)
2. N.D. Kapoor, Elements of Mercantile Law (Sultan Chand and Sons, New Delhi)

**References**

1. Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies (Jaypee Brothers, New Delhi)
2. R.C. Anand and Siddhartha Satpathy, Hospital Waste Management :A Holistic Approach (Jaypee Brothers, New Delhi)
3. P.P.S.Gogna, Mercantile Law.S.Chand & Co.Ltd.New Delhi

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE QUALITY MANAGEMENT**

L	T	P	C
4	0	0	4

**Objectives:** To understand the importance of TQM and quality systems and its principles, usage of TQM in healthcare sector.

**Outcome:** After completion of this course, the learners can be able to get sufficient knowledge and skills to using TQM concepts in healthcare sector.

**UNIT – I: Introduction**

Quality mission, policy and objectives; concepts, evolution and determinants of quality - interpretation and process of quality audits - cost of quality and economics of quality - Concepts of quality improvement - quality assurance - Contribution of quality gurus: Shewhart, Juran, Figenbaum, Ishikawa, Deming and Taguchi.

**UNIT – II: TQM Principles**

Definition, underlying concepts, implementation and measurement of TQM - internal customer supplier relationship, QFD, Quality Circles, Quality improvement teams, team work and motivation in TQM implementation, training and education, role of communication in implementing TQM, policy deployment.

**UNIT - III: Statistical Quality Control**

Processes in service organization and their control - simple seven tools of quality control: check sheet, Histogram, Scatter diagram, Process Mapping, Cause and Effect diagram, Pareto analysis, control charts and Advanced tools of quality – SQC: control charts for variables: Mean and Range

Charts and control charts for attributes: p, np, and c charts. Acceptance sampling plan and occurrence – New seven tools of quality.

**UNIT – IV: Quality Systems**

Facets of quality - quality planning - quality improvement methods: Kaizen, Kairo - quality audits, accreditation, nursing care standards, Six Sigma, JIT and NABL - Introduction to ISO 2000, ISO 14000, and ISO 18000 - Documentation of quality systems - quality manual, procedure manuals, work instruction manuals and records for ISO 2000 - Bench marking

**UNIT- V: Current Trends in TQM**

Current trends in TQM: Quality in healthcare, Accreditation - with special emphasis on NABH Accreditation.

**REFERENCES:**

1. Bester field H. Dale, TOTAL QUALITY MANAGEMENT, *Pearson New Delhi*, 2005.
2. Sridhar Bhat, TOTAL QUALITY MANAGEMENT, *Himalaya House pub., Mumbai*, 2002
3. Sundara Raju S.M., TOTAL QUALITY MANAGEMENT: A PRIMER, *Tata McGraw Hill*,
4. Srinivasan, N.S. AND V. NARAYANA, MANAGING QUALITY- CONCEPTS AND TASKS, *New Age International*, 1996.
5. Kume, H., MANAGEMENT OF QUALITY, *Productivity Press*, 1996

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE HUMAN RESOURCES MANAGEMENT**

L	T	P	C
4	0	0	4

**Objective:** To teach the basic principles of HRM for how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

**Outcome:** After completion of this course, the learners can be able to understand the need for HR functions, and policies, manpower planning, various compensation techniques and develop a compensation system, the importance of health and safety and need for a grievance redressal system and the importance of HR accounting

**Unit - I: Basics of HRM and Sourcing**

Introduction and Relationship between HRM and HRD - Objectives of HRM - HR Planning: Short term and long term - Productivity Analysis in Healthcare - HR Policy and Procedure - Recruitment – Selection – Placement - Induction / Orientation – Case Studies.

**Unit - II: Training and Development**

Staff Training and Development Trends - Structural Issues of Delivery of Training Assessing - Training Needs - Evaluating Training Development - Career Growth and Development - Management Development - Organizational Development – Case Studies.

**Unit - III: Compensation Management & Issues in healthcare**

Pay and Incentive System - Rationale Wage and Salary Policy - Wages and Salary Administration - Employee Benefits & Social Security - Issues Relating to Management of Professionals, Consultants, Specialists, Medical Officers, Nursing Staff, Other Paramedical Staff.

**Unit - IV: Performances Management and Human Resources Information**

Conceptual Model of Performances Management and Application of Basic Modes: Process, Need, Purpose and Content - Performance Indicators: Individual and Organization - Degree Feedback - Information and Records - Periodic Reports on Manpower, Turnover and Compensation - Information on Planned Changes, Performance, Turnover, Absenteeism and Labour Market – Case Studies.

**Unit - V: Emerging Concepts in HRM**

Leadership and Learning Organization - Organization Culture and Change - Code of Conduct - Values and Work Ethics - Staff Communication Succession Planning - Health Issues and Repatriation - Occupational Hazards : Health and Safety, Welfare Programmes and Counselling – Case Studies.

**Textbooks**

1. David A. DeCenzo and Stephen P. Robbins, Human Resource Management (John Wiley & Sons Inc., New York)
2. R.C. Goyal, Handbook of Hospital Personnel Management (Prentice – Hall India Pvt .Ltd., New Delhi.

**Reference Books**

1. Vincent K. Omachonu, Healthcare Performance (Engineering Management \, Pr, USA
2. Nair. N.G, Personnel Management & Industrial Relations, S. Chand Pub.
3. Raymond Noe, Hollenbeck, Gerhart, & Wright, Human Resource Management, TMH
4. Prasad. L. M., Human Resource Management, Sultan Chand & Sons.
5. Biswajeet Patnayak, Human Resource Management, PHI Pub.
6. Bohlander et. al, Managing Human Resources, Cengage Learning

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE ENVIRONMENT MANAGEMENT**

L	T	P	C
4	0	0	4

**Objective:** to enable the learners to understand the demography, community health and epidemiology as foundations of healthcare planning.

**Outcome:** At the end of this course, the learners can be able to interpret population structure; the factors influencing population growth and the impact of population explosion on health, understand the influences of social, cultural and environmental factors on health and disease. Create awareness of the origin and evolution in the field of community / public health.

**Unit - I: Demography**

Demographic Cycle - World Population Trend - Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population - Density, Family size, Urbanization, Literacy, and Life Expectancy

**Unit - II: Family Planning**

Fertility and Fertility Related Statistics - Family Planning - Population Policy - National Demographic Goals

**Unit - III: Epidemiology**

Concept of Disease - Epidemiological Triad - Concepts of Control and Prevention - Principles of Epidemiology: Components, Measurements, Prevalence and Incidence - Epidemiologic Methods: Descriptive, Analytical and Experimental Studies - Uses of Epidemiology.

**Unit - IV: Community Health**

Community Diagnosis and Treatment - Communicable and Non-communicable Diseases.

**Unit - V: National and International Health**

National Health Programmes in India - International Health: WHO and Other United Nations Agencies.

**Textbooks:**

1. K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)
2. B.K. Mahajan and M.C. Gupta, Text Book of Prevention and Social Medicine (Jaypee Medical Publishers P. Ltd., New Delhi)
3. VHAI, State of India's Health – 1992 (VHAI, New Delhi)



**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HUMAN ANATOMY, PHYSIOLOGY AND**  
**MEDICAL TERMINOLOGY**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objective:** to understand different body systems and their functioning, familiarise with the common terms used in the clinical practice.

**Outcome:** At the end of this course, the learners can be able to familiarise anatomy and physiology of human body, medical terms and terminologies in use in hospitals.

**Unit - I: Human Anatomy and Physiology**

Digestive System - Respiratory System - Circulatory System - Central Nervous System - Muscular Skeletal System - Reproductive System - Excretory System - Endocrine Glands - Special Senses.

**Unit - II: Medical Terminology**

Reasons for using medical terms - Glossary of medical terms: major diseases and medical specialties.

**Unit - III: Roots, Prefixes, Suffixes, Abbreviations and Symbols**

Common roots : element referring to, usage and definition - Common prefixes and suffixes - Common abbreviations: departments, time, general healthcare, routes of medication, and laboratory – Symbols.

**Unit - IV: Illness**

Defining Illness : Direct and indirect causes - Classification and description of disease.

**Unit - V: Infection Control**

Medical asepsis, Nosocomial infection and communicable diseases - Reservoir, carrier and mode of transmission - Infection control measures - Sterilization and aseptic techniques - Infection control committee : purpose, composition and terms of reference.

**Textbooks**

1. John V. Basmajian and Charles E. Sloncker, Grant's Method of Anatomy: A Clinical Problem – solving Approach (BI Waverly Pvt. Ltd., New Delhi)
2. Roger Waston, Anatomy and Physiology for Nurses (Prism Books Pvt. Ltd., Bangalore)

**References**

1. William F. Ganong, Review of Medical Physiology (McGraw Hill, Boston).
2. Stedman's Medical Dictionary (Williams & Winkins, Baltimore).
3. K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur).

## **HEALTHCARE MANAGEMENT**

### **ELECTIVE: PRINCIPLES OF EPIDEMIOLOGY AND COMMUNITY MEDICINE**

**Objective:** To understand List the epidemiological methods and techniques. Outline the demographic pattern of the country and appreciate the roles of the individuals, family, community and socio-cultural milieu in health and disease..

**Outcome:** At the end of this course, the learners can be able to Use epidemiology as a scientific tool to make rational decisions relevant to community and individual patient intervention. Collect, analyse, interpret and present simple community and hospital base data.

#### **UNIT-I**

Definitions of epidemiology - Epidemiology in Public Health- Natural history of disease - Historical aspects of Epidemiology - Common risk factors- Tools of Epidemiology- Measures of Disease, Risk Rates, Descriptive Epidemiology, Measuring infectivity, Survey methodology including census procedures, Surveillance, outbreak investigation in public health & contact investigation

#### **Unit-II**

Research Question, Study Designs, Literature Retrieval, Organising Literature, Critical Appraisal, Diagnostic tests, Measurement issues qualitative research, Mixed designs- Statistical support to epidemiology (Sample selection, Sample size), Tools, Bias, Outcome measures, Analysis and reporting, Research Ethics

#### **Unit -III**

Historical perspectives & Introduction to Bioethics, Nuremberg Code, Declaration of Helsinki, Principle of essentiality, informed consent, confidentiality, minimisation of risk, accountability and responsibility. Ethics of clinical trials: Drug trials, vaccine trials, Clinical trials with medical devices/surgical procedures/radioactive materials, Research in transplantation and stem cell therapy. Regulatory framework and guidelines for conduction of human research: Review processes, Institutional ethical committees, composition of committees, review procedures, WHO, UNESCO and ICMR guidelines.

#### **UNIT - IV**

Introduction – Evolution of Community Medicine. - Health – Definition, spectrum of health and factors affecting – indicators of health. - Health Problem of World – Urban and Rural – Indian Health. - Health Care Delivery system in India – Urban and Rural. - Demography, Demographic cycle, Population trends – World and India.

#### **UNIT - V**

Fertility and factors affecting it - Family welfare and Population control - Medical ethics and Doctor – patient relationship – Consumer Protection Act. - Sociology and Social factors effecting

health. - Social Psychology – introduction, Group Behaviour, Motivation Personality.  
Economics and health - Health Education and Communication.

**Textbooks**

1. Text book of Community Medicine, Kulkarni A.P. and Baride J.P.
2. Park's Textbook of Preventive and Social Medicine, Park
3. Principles of Preventive and Social Medicine, K. Mahajan
4. Textbook of Community Medicine, B. Shridhar Rao.
5. Essentials of Community Medicine, Suresh Chandra.

## **HEALTHCARE MANAGEMENT**

### **ELECTIVE: PUBLIC HEALTH SYSTEMS AND HEALTH INSURANCE**

**Objective:** The primary objective of this course is for the student to understand the policies and theories for creating a better provision for health care. To develop the knowledge in the

**Outcome:** At the end of this course, the learners can be able to identify the area of Health Sector Reform with a special emphasis on Indian health sector related policies.

#### **UNIT – I: PUBLIC HEALTH CONCEPTS AND NATIONAL HEALTH POLICY**

Concept of Public Health – WHO Definition – Functions of Public Health – Population Health Analysis – Disciplines in Public Health – Delivery of Health Services – Role and Responsibility of Government in Health Sector – National Health Policy – Planning Commission – Five Year Plans on Public Health – Public Expenditure in Health Mobilization of Private Resources – Health For All by the year 2000.

**UNIT – II: PLANNING AND IMPLEMENTATION OF PUBLIC HEALTH** Health Planning – Planning Cycle – Implementation of Plan – Tools improving planning process – National Health Programme – Health System Research (HSR) – Aims and Types of HSR – regulation and Guidelines of Health System Research – application of HSR – Steps in HSR – Measurement of Health – Health Sector Reforms – Public Private Partnership in Health Sector – Control Mechanism.

**UNIT – III: HEALTH INSURANCE** Concepts & definition – Need for Health Insurance – Types of Health Insurance – Principles of Health Insurance – Historical Background – Health Insurance products – Mediclaim Policy – Group Insurance Products – Product design – Types of Individual Health Insurance Coverage – Health Insurance in India, United States, Canada and Australia.

**UNIT – IV: STRUCTURE AND FUNCTIONS OF INSURANCE** Structure of Insurance Companies – Nature, Characteristics and Functions – Private Insurance Players – Underwriting and Premium Setting – Claims Management – Steps in settlement of Claims – Third Party administration – Procedure for Licensing of TPA – Insurance Application – Rate making.

**UNIT – V: RISK AND INSURANCE MANAGEMENT** Introduction to Risk – Objectives of Risk – Peril and Hazard – Basic Categories of Risk – Methods of Handling Risk – Steps in Risk Management Process – Risk Financing – Reinsurance – Risk identification and Risk evaluation – Insurance Laws and regulation – IRDA – Role and functions of IRDA – Legal Framework and documentation.

#### **Reference Books:**

1. Health Policy and Management – Paton, Chapman Publication
2. Health Sector Reforms in Developing Countries – Peter Berman, Harvard University Press
3. Insurance Laws and Practice – Rajiv Jain and Rakhi Gupta
4. Principles of Insurance, M.N.Mishra

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTHCARE & ADMINISTRATION OF CLINICAL**  
**& NON-CLINICAL SERVICES**

L	T	P	C
4	0	0	4

**Objective:** To impart the various clinical and non-clinical services practiced in hospitals.

**Outcome:** After end of the course, the learners will be familiar to practice clinical and non-clinical services in hospital administration.

**Unit – I: Introduction to Health Administration**

Health Administration in India - Health Care Delivery System - National Health Policy - National Health Programmes: Tuberculosis's control Programme, Dots, Programme for control of Blindness, Family welfare programme, AIDS control programme, role & functions of National AIDS Control Organisation (NACO).

**Unit – II: Healthcare Administration & Research Methods**

Epidemiological Triad, Levels of Disease Prevention - Research Methodology.

**Unit – III: Clinical Services**

Radiology Services - Pathology & Clinical Laboratory - Central Sterile Supply Department - Laundry & Linen Services - House Keeping Services - Disposal of Biomedical Waste - Kitchen Canteen Services - Medical Records Department - Engineering Services: Maintenance of Building, Campus & Utilities, Biomedical services, Fire safety.

**Unit – IV: Non-Clinical Services – I**

Quality Management in Health Care - Quality control - ISO, ISO standards - Hospital Accreditation - Role of Quality Council of India (QCI) - National Accreditation Board of Hospitals (NABH).

**Unit – V: Non-Clinical Services – II**

Marketing - Billing, Claiming, Insurance Companies/Employers - Public Relations.

**Reference :**

1. K. Park, Banarasidas Bhanot, Park's Text Book of Preventive & Social Medicine, Jabalpur.
2. Madhuri Sharma, Essential of Hospital Support Services & Physical Infrastructure , Jaypee Brothers, New Delhi.
3. S.K. Parthsarathi, Hospital Services Management, K.J. Hospital, Madras.
4. G.P. Mogli, Medical Records Organisation & Management, Jaypee Brothers, New Delhi.
5. Waman s. Javdekar, Management Information System, McGraw Hill Pub.
6. Joan C. Branson, Margaret & Lennox , Hotel, Hostel & House Keeping — Book Power.
7. V.V. Gopal, Total Quality Management, ICFAI University Press.
8. Rogera Kerin & Steven W. Hartcey, . Marketing, McGraw Hill.
9. Rao, Methods of Bio-statistics , PHI Pub.

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: HEALTH CARE POLICY MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart the students to understand the concept and practices of Health Care Management in the aspect of Personal Administration in the Hospital environment and Policy Framing and Implementations.

**Outcome:** After completion of the course the learners can be able to understand the healthcare policy and practices.

**Unit – I**

**Demography Trends:** World population trends – Indian population trends – Demographic structure and health implications.

**Unit – II**

**Health policy:** Meaning – need - National health policy – Features- National health programmes in India – health planning – Planning less than Five Years plans – plan outlays. Insurance schemes for Needy People.

**Unit – III**

**Health Care:** Concept of health care – Levels: Primary, Secondary, Tertiary – Health for all by 2000 A.D – Health care system in India – Structure of Government Machinery – Private, Government, and Corporate Hospitals.

**Unit – IV**

**Determinants of Health:** Life style – Socio-economic conditions – Heredity – Environment – Health and family welfare services – other factors. Concepts of disease – Natural history of disease – concepts of prevention – Mode of intervention – Changing pattern of diseases.

**Unit – V**

**Organisations for Health:** Voluntary health agencies in India – Indian Red Cross Society – Indian council for child welfare – Tuberculosis Association of India – PAI – Rockefeller Foundation – Ford Foundation – CARE – International Organisations – WHO – UNICEF – UNDP.

**Reference Books:**

1. Park. K, “Text book on Hygiene and preventive Medicine”, Banarsidas, Bhanoy
2. Park. K, “Preventive and Social Medicine”, Banarsidas, Bhanoy

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: ICT IN HEALTHCARE MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To identify and appreciate areas of ICT Applications in hospitals and healthcare programs, and get an overview of appropriate software and hardware for hospitals and practice basic skills of using computers in healthcare.

**Outcome:** After completing the course, the student can be able to use ICT application, would help the Health Care Administrators to take effective decisions as well as enhance their managerial skills

**Unit - I: Basics of Computers and Management Information System**

IT : Appropriateness and as focus of Organizational Change - Software and Hardware Selection: Factors to be Considered, Methods of Selecting and Optimize the Selection Procedures - Networking: Importance, Types, Methods of Networking, Network Planning and Management - LAN Security : Protecting Health Care Information, Internal Vs External Threats - MS Windows : Word, PowerPoint Presentations, Excel, Outlook Express, and Internet Exploring MIS : How to Process Information, Information and Records, Importance of Planning; Training and Educating Staff, Testing MIS - Role of IT in Office - Future Edge of Information Technology.

**Unit - II: Systems Management, Software Applications and Developmental Process**

System – SSAD Approach : Meaning, System Analysis, Design, Development, Testing, Implementation, Maintenance; Computer Systems Control and Auditing; Approaches to Conversion of a New System Managing System Personnel – Difference in Managing System Personnel; Types; Users, Data Operators, Programmers / Software Engineers, Hardware Engineers, Maintenance Team, In-charge / Department Head, External Consultants; Orientation, Training, Retaining Need Analysis System Analysis Feasibility Test : Economic, Technical, Political & Socio-cultural Factors. Tender Procedure : Bid Documentation Preparation, Tender, Technical Document Analysis, Financial Document Analysis and Contract Software Development Procedure : Detail System Analysis, System Design, Database Design, Software Development, Testing and Implementation. After Development Procedure : Maintenance, Updates, Modules Addition Features of Software in Hospitals and Health Care.

**Unit - III: Hospital / Health Information System**

HIS: Objectives, Characteristics, Elements, Categories - HIS for Various Levels of Management Integrated HIS (IHMS) Comprehensive Single Hospital MIS (CSHS), Comprehensive Multi-hospitals MIS (CMHS), Business Office Multi-hospital MIS (BMHS) and Special Purpose Single Hospital MIS (SSHS)

**Unit - IV: Application of Computers in Hospitals and Health Programs**

Need and Importance of IT in Health Care Centralized Vs Decentralized Integrated Online HIS Computerizing Medical Records, OPD, Ward, Admission and Discharge,

OT, Clinical Laboratory, Blood Bank, Eye Bank, Clinical Quality Assurance, Pharmacy Community Outreach, Reception / Front Office, Materials Management, Financial Accounting, HRM, Training and Development, Medical Research, Library and Literature Search, Housekeeping - Implementing wireless computerized patient records Complexity in computerizing Hospitals - Computerizing Health Programs / Projects and widely used latest Statistical and Evaluation Software.

#### **Unit - V: Latest Advancement in Technology**

Geographical Information System (GIS): Digitizing Map, Software and Hardware Required for GIS - Clinical Practices through Internet and Tele-health - Electronic Medical Documentation and Smart Cards - Useful Websites in Health Care Future Trends in Health Care Information Systems.

#### **Reference Books:**

1. Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey)
2. John Abbott Worthley and Philip S. Disabris, Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan).
3. WHO, Informatics and Telematics in Health – Present and Potential Use (WHO, Geneva)
4. Marlene Maheu, Pamela Whitten & Ace Allen, E-Health, Telehealth and Telemedicine: A Guide to Startup and Success (Jossey-Bass)



**HEALTHCARE MANAGEMENT**  
**ELECTIVE: SUPPORTIVE SERVICES AND FACILITIES MANAGEMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To impart and nurturing the students about supportive services rendered in hospital and hospital infrastructure maintenance management.

**Outcome:** After completing the course, the learners can be able to practice supportive services in healthcare and how to utilize the hospital infrastructure facilities optimally.

**Unit – I**

Nutrition and Dietary services – Pharmacy services – Medical Records services.

**Unit – II**

Facilities Engineering – Maintenance of Civil Assets – Electrical supply and Water supply – Medical gas pipeline – Plumbing and Sanitation – Air conditioning system – Hot water and Steam supply – Communication Systems – Need and scope of Biomedical engineering departments in modern hospitals.

**Unit – III**

Laundry services – Housekeeping services – CSSD-Energy conservation methods – AMC.

**Unit – IV**

Ambulance services – Mortuary services – Hospital security services.

**Unit – V**

Disaster management – Fire hazards – Engineering Hazards – Radiological hazards.- Outsourcing of Support services –few case studies.

**REFERENCE BOOKS:**

1. G. D. Kunders, Hospital and facilities planning and Design.
2. Jacob Kline, Hand Book of Bio-Medical Engineering.
3. Webster J.G and Albert M. Cook, Clinical Engineering Principles and Practices.
4. Antony Kelly, Maintenance Planning and Control.

**HEALTHCARE MANAGEMENT**  
**ELECTIVE: PUBLIC HEALTH SYSTEM AND OUTREACH PROGRAMMES**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**Objectives:** To understand the basic concepts and methods of epidemiology, and to get familiarized with the Emergency Epidemic Management System.

**Outcome:** After completing the course, the learners can be able to do outreach programme for the betterment to the society/public.

**UNIT – I**

Basic concepts and methods of Epidemiology and application to the variety of disease problems – Health for all and primary Health care – Clinical trials – community trails – ethical considerations – inference from epidemiological studies.

**UNIT – II**

National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to non-Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health-Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme, water supply and sanitation, minimum needs programme.

**UNIT – III**

Alcoholism and drug dependency: Alcohol and alcoholism – opiod drug use – cocaine and other commonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers.

**UNIT – IV**

Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators.

**UNIT – V**

Emergency Epidemic Management System – Safety systems – Immunization and Isolation systems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

**REFERENCE BOOKS:**

1. Gilienfeld, Foundation of Epidemiology
2. Brilliant Lawrence, Smallpox Eradication in India.
3. Ronald Gold et.el., Pre-Test Self-Assessment and Review Principles of Internal Medicine Harrisons Volume 2.

**ENTREPRENEURSHIP**  
**ELECTIVE:ENTREPRENEURSHIP DEVELOPMENT**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVE**

To explain development of entrepreneurs.

**UNIT – I**

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic and differences between Entrepreneur and Intrapreneur. Entrepreneurship development-its importance- Role of Entrepreneurship -Entrepreneurial environment.

**UNIT – II**

Evolution of Entrepreneurs- Entrepreneurial promotion. Training and developing motivation : factors - mobility of Entrepreneurs - Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy organizations in promoting Entrepreneurs-Forms of business for Entrepreneurs.

**UNIT – III**

Creating and starting the venture - Steps for starting a small industry - selection of types of organization - International entrepreneurship opportunities.

**UNIT – IV**

Managing, growing and ending the new venture - Preparing for the new venture launch -early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public - ending the venture.

**UNIT – V**

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available. Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects

**REFERENCE BOOKS:**

1. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House. 11th Edition ISBN: 8178665832
2. N.P.Srinivasan & G.P.Gupta, Entrepreneurial Development, Sultan Chand & Sons. 1st edition ISBN no 978-81-8054-979-3
3. S.S. Khanaka, Entrepreneurship Development, S. Chand Limited, 2006 reprint ISBN NO 8121918014, 9788121918015
4. Satish Taneja, Entrepreneur Development New Venture Creation, 1st Edition ISBN 9788185989594
5. Robert D.Hisrich, Michael P.Peters, Entrepreneurship Development, Tata McGraw Hill Edition Reprint ISBN NO 007125952

**ENTREPRENEURSHIP**  
**ELECTIVE: MANAGING DIVERSITY**

L	T	P	C
4	0	0	4

**OBJECTIVE:**

To explain relevance of ethics while taking business decisions.

**UNIT – I**

Business - Concepts and Significance - Entry of Multinationals - New Changes in Business – Innovation of new products - Technological changes – Competition in Business - Social Responsibility of Business.

**UNIT – II**

Cultural concept - Cultural change - Culture and Workplace - Cross culture - Culture and Competition - Differences in culture - Cultural theories - Impact of Culture on Business - Managing Cultural impacts and changes.

**UNIT – III**

Nature of Competition - Heckscher Ohlin Theory - The new Trade Theory - National Competitive Advantage - Porter's Diamond - Impact of Competition - Managing Competition - Updating of new technology. Era of Globalization - Significance - Strategy and the firm - Profiting from Global Expansion - Pressures for cost reductions and Local responsiveness - Strategic Choice - Entry mode - Liberalization of Indian economy - Export and Import acts.

**UNIT – IV**

Strategic Responses to changing environment-Portfolio Related, Process Related and Structure Related- Aligning HR Strategy-strategic Changes- Planned Changes – drawbacks Unplanned Change- Steps in Planned Change -Changes and Amendments in Labors Laws International Trade Unions and Business Associations.

**UNIT – V**

Legal acts in India - Industrial Developmental Regulation Act (IDRA) - New Industrial Policy - New Economic Policy - Abolition of MRTP Act and introduction of Competitive Act -Consumer Protection Act - Imposing of MODVAT in India. Political Environment -Political uncertainty - Impact of Politics on Business- GATT -WTO-TRIPS-TRIMS-Consumer movements, right to information.

**REFERENCE BOOKS:**

1. Francis Cherunilam, Business Environment, (Himalaya Publishers) 17th Edition ISBN NO 8183182240
2. Aswathappa, Business Environment, (Himalaya Publishers) New Edition ISBN-10: 8183189156 ISBN-13: 978-8183189156
3. Francis Cherunilarn, International Business, (Prentice Hall of India). New Edition ISBN no 8120342143

4. Competing in the Global Market Place International Business, Hill. C. W. (Tata McGraw -Hill Publishing Corporation Limited, New Delhi). New Edition ISBN-10: 0070221790 ISBN-13: 978-0070221796
5. N. Agarwal, Indian Economy, (Wishwa Prakashan). 4th Edition, ISBN no 8173280983, 9788173280986.

**ENTREPRENEURSHIP**  
**ELECTIVE: INNOVATION TECHNOLOGY AND MANAGEMENT**

L	T	P	C
4	0	0	4

**OBJECTIVES**

To introduce students to the framework on impact of technology on society and business.

To make the students aware of impact of technology and innovation on business management.

To make the students understand the human issues and ethics involved the technology usage and implementation.

**UNIT I**– Technology and innovation conceptual foundation Concepts–meaning–brief history of technology development–characteristics of technology–evolution and growth of technology–impact of technology on business and societies–technology typology–role of technology in formulating and implementing strategy–innovation in business using technology–conceptual framework for management of technology

**UNIT II**– Technology management What is technology management–need–gap between product and product requirements–technology as value creator–role of technology in innovation–innovation and technology–role of government in technology–components of technology management–lifecycle of technology and its impact of technology– three perspectives of technology management

**UNIT III**– Innovation Management Theories of technological change–difference between creativity and innovation–innovation and creativity in business context–design thinking–types of innovation–process of innovation–life cycle of innovation–disruptive and continuous innovation– emerging technologies—iot– neuro–marketing–gamification–apple pay

**UNIT IV**– Technology and business model Business model–competition–sustainable business model–role of technology in business model–successful business model–crafting and documenting business model–value chain business model–emerging technology adoption–business model appraisal–TIM implementation process–role of CTO

**UNIT V**– Human aspects and social issues in technology Technology and humanity–understanding values–concept of stake holders–theory of technological determinism–socio technical systems and models–technology risk management–technology and ethics–technology impact in sales –retail–telecom–travel–transport and media industry

**REFERENCE BOOKS:**

1. Sanjiva Shankar, Technology and innovation management, Dubey publisher: PHI learning, 2017.
2. Margaret A. White , Garry D. Bruton, The Management of Technology and Innovation: A Strategic Approach, 2nd Edition, 2014.
3. Joe Tidd, John Bessant, Managing Innovation: Integrating Technological, Market and Organizational Change, 2014.

**ENTREPRENEURSHIP**  
**ELECTIVE: SOCIAL ENTREPRENEURSHIP**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVES**

To make the students understand the working and impact of social entrepreneurship.  
To evaluate the role of financial and banking institutions in social entrepreneurship and corporate entrepreneurship.

**UNIT I** Social entrepreneurship – dimensions of social entrepreneurship – social change theories – equilibrium and complexity – theory of social emergence

**UNIT II** Social entrepreneurs – mindset, characteristics and competencies – developing a social venture sustainability model – feasibility study – planning – marketing challenges for social ventures

**UNIT III** Microfinance– MFI (Micro Finance Institutions) in India – regulatory framework of MFI – Banks and MFIs – sustainability of MFI – Self Help Groups– successful MFI models

**UNIT IV** Angel Investors & Venture Capitalists – difference – valuation of firm – negotiating the funding agreement – pitching idea to the investor

**UNIT V** Corporate entrepreneurship – behavioral aspects – identifying, evaluating and selecting the opportunity – venture– location – organization – control – developing business plan – funding the venture – implementing corporate venturing in organization.

**REFERENCE BOOKS:**

1. Constant Beugré, Social Entrepreneurship: Managing the Creation of Social Value, Routledge, 2016.
2. Björn Bjerke, Mathias Karlsson, Social Entrepreneurship: To Act as If and Make a Difference, Edward Elgar Publishing, 2013.
3. Jason Calacanis, Angel: How to Invest in Technology Startups—Timeless Advice from an Angel Investor Who Turned \$100,000 into \$100,000,000, HarperCollins, 2017.
4. Ryszard Praszkiar, Andrzej Nowak, Social Entrepreneurship: Theory and Practice, Cambridge University Press, 2011.
5. Johanna Mair, Social Entrepreneurship, Springer, 2006.
6. Alex Nicholls, Social Entrepreneurship: New Models of Sustainable Social Change, OUP Oxford, 2008.
7. David Bornstein, Susan Davis, Social Entrepreneurship: What Everyone Needs to Know, Oxford University Press, 2010.
8. K G Karmakar, Microfinance in India, SAGE Publications India, 2008.
9. Robert Hisrich, Claudine Kearney, Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company, McGraw Hill Professional, 2011.

**ENTREPRENEURSHIP**  
**ELECTIVE: VENTURE VALUATION AND ACCOUNTING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVES**

To understand the fundamentals of Venture valuation.

To analyze the choice of approaches for Valuation

To assess the impact of stakeholders in the Valuation process

**UNIT I** Venture capital – definition – history – evolution of contemporary venture capital – venture capital institutions in India – angel investors–macroeconomic impact of venture capital

**UNIT II** Traditional approaches to valuation – market approach – cost approach – income approach –option pricing model – pros and cons of option pricing model – probability weighted expected returns method – assumptions

**UNIT III** Structuring – risk management strategies – staging of investments –choice of financial instruments – monitoring mechanism – replacement of CEOs in investee companies

**UNIT IV** Valuing companies in emerging markets – importance and challenges – fundamental discounted cash flow valuation in emerging markets – cost of equity capital – unsystematic risk and synthetic company value

**UNIT V** Implications for policy makers – implications of entrepreneurs – implications for finance practitioners

**REFERENCE BOOKS:**

1. AICPA, Accounting and Valuation Guide: Valuation of Privately–Held–Company Equity Securities Issued as Compensation, John Wiley & Sons, 2016
2. Luis E. Pereiro, Valuation of Companies in Emerging Markets: A Practical Approach, John Wiley & Sons, 2002
3. M. Durrani, G. Boocock, Venture Capital, Islamic Finance and SMEs: Valuation, Structuring and Monitoring Practices in India, Springer, 2006
4. Neil J. Beaton, Valuing Early Stage and Venture–Backed Companies, John Wiley & Sons, 2010.
5. Lorenzo Carver, Venture Capital Valuation, + Website: Case Studies and Methodology, John Wiley & Sons, 2011



**ENTREPRENEURSHIP**  
**ELECTIVE: ENTREPRENEURIAL MARKETING**

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**OBJECTIVES**

To develop strategies to pitch the product/service to the potential customers.

To equip the students with segmentation of market and positioning to customers.

To effectively manage marketing campaigns and assess the effectiveness.

**UNIT I** Entrepreneurship as opportunity seeking – marketing and sales – evaluation criteria of experienced entrepreneur –role of marketing – entrepreneurial marketing strategy

**UNIT II** Conceptualizing the market – importance of customer segmentation –understanding customer value – targeting using effectuation –developing a positioning statement

**UNIT III** Sales learning curve – sales process and activities – developing customer relationships – developing the sales message – managing customer expectations

**UNIT IV** Price and perceived value – perceived value in use for business-to-business products – pricing of intellectual property – customer determined pricing – revisiting costs in determining price – methods for determining price at alternative price levels

**UNIT V** Viral marketing – event marketing – product placements – campaign management

**REFERENCE BOOKS:**

1. Edwin J. Nijssen, Entrepreneurial Marketing: An Effectual Approach, Taylor & Francis, 2017
2. Leonard M. Lodish, Howard L. Morgan, Shellye Archambeau, Jeffrey Babin, Marketing That Works: How Entrepreneurial Marketing Can Add Sustainable Value to Any Sized Companyll, Pearson Education, 2015

## BUSINESS ANALYTICS

Paper - 1	SUPPLY CHAIN ANALYTICS	L	T	P	C
		2	0	2	3

**Objective:** This course is aimed to impart fundamental knowledge on Supply Chain Management and its metrics and to offer the knowledge on Quality Planning and Control aspects of Supply Chain Management

**Outcome:** After completing the course, the students are exposed to various Integrated Supply Chain and Resource Planning Models

<b>UNIT I –Introduction to Supply Chain Management</b> Overview on Supply Chain–Requirements of Manufacturing, Supply Chain Management, Purchasing in Supply Chain, E–Commerce, Types of Supply Chain, Supply Chain Metrics, Relationship between Supply Chain Metrics and Financial Metrics	5
<b>UNIT II –Integrated Supply Chain Models</b> Location and Distribution Decisions in Supply Chain–Modeling with Binary Variables – Capital Budgeting, Fixed Charge, Set covering, Continuous Location Models–Single Facility, Gravity and Minimax methods, Production Planning Decisions–Graphical Approach, Linear Programming, Transportation Problem, Dynamic Programming, Production Control Decisions–Sequencing and Scheduling, JIT and Theory of Constraints. Numerical Examples	7
<b>UNIT III – Resource Planning Models</b> Cycle Inventory Models–Continuous Demand Instantaneous Replenishment Model, Backordering, Inventory Model with Discount, Multiple Item Inventory Models, Production Consumption Model, Lot Sizing Time Varying Demands, Numerical Examples	6
<b>UNIT IV –Quality Planning and Control</b> Overview on application of SQC, SPC, TQM and TPM for quality planning and control, application of experimental design and analysis. Numerical Examples	6
<b>UNIT V –Analyses for Optimizing all the Process across Supply Chain and designing automated Dashboards</b> Application of OR Tools for resource optimization, Application of OR Tools for Distribution System Optimization, For the above KPIs for understanding the deviations from the Optimum along with root causes, and Designing Dashboards. Numerical Examples and Case Studies	6
<b>Total Hours</b>	<b>30</b>

### References Books:

1. A Ravi Ravindran, Donald P. Warshawsky, —Supply Chain Engineering, Models and Application, CRC Press, Taylor and Francis Group, New York, 2013

2. G.Srinivasan, —Quantitate Models in Operations and Supply Chain Managementll, PHI Learning Pvt Limited, New Delhi, 2018
3. MuthuMathirajan, —Analytics in Operations/Supply Chain Managementll, I.K International Publishing House Private Ltd, New Delhi,2021.
4. Benjamin S.Blanchard, —Logistics Engineering and Managementll, PHI Pvt Limited, 2015

## BUSINESS ANALYTICS

Paper -2	SOCIAL NETWORK ANALYTICS	L	T	P	C
		3	0	0	3

**Objective:** To impart the students to understand the concept of social network analysis, homophily, and affiliation and the recent trends in Predictive analytics and social media.

**Outcome:** After completing the course, the student can be able to understand and demonstrate advanced proficiency in the use of the tools and techniques of social network analysis for political and social data and understand the fundamental concepts in analyzing the large-scale data that are derived from social networks.

<b>UNIT I –Introduction</b> The need to measure customer network value- Predictive analytics and social media- Google social media analytics	6
<b>UNIT II –Social networks</b> Introduction to social networks-Social network metrics-Social network analysis, homophily, and affiliation	6
<b>UNIT III – Social influence</b> Social influence- Analyzing Twitter and Face book- Analyzing Email and Wikis	6
<b>UNIT IV –Sentiment analysis</b> Sentiment analysis- Hands on session with social media tools-Hands on session, project discussion.	6
<b>UNIT V –Text analytics</b> Text analytics-Social media ROI-Mobile social web	6
<b>Total Hours</b>	<b>30</b>

### References Books:

1. Tushar Sharma Dipanjan Sarkar Raghav Bali, “Learning Social Media Analytics with R: Transform data from social media platforms into actionable business insights”, Ingram short title, 2017.
2. Ganis and Kohirkar, “Social Media Analytics”, Pearson Education India, 2016.
3. Siddhartha Chatterjee and Michal Krystianczuk, “Python Social Media Analytics”, Packt Publishing Limited, 2017.

## BUSINESS ANALYTICS

Paper - 3	BUSINESS PROCESS ANALYTICS	L	T	P	C
		4	0	0	4

**Objective:** To impart knowledge about the concept of BPM & Identification of Business Process, Define Quality management, Recollect the meaning of Transaction monitoring, Recall the Fundamentals of Data analytics & Phases in Data Analytics.

**Outcome:** After completing the course, the student can be able to analyse the components of Process Management, Examine the Typical Business Processes outsourced, Infer SIPOC & Swimlane diagrams, Categorize the Quality assurance methods, Simplify the Delivery management process, Examine the variation measures (mean, median, mode) & Characteristics of Normal distribution, Examine the Metrics using SPSS: Entering Data & Variable Classification, Test the Correlational Analysis & Visualize Data in R.

<b>UNIT I – Process Management</b> Process management-Definition-Identification of Business Process-Core Vs Support Processes- Components of Process Management- Understanding Internal/External Customer and End User requirements	6
<b>UNIT II – Process Mapping Techniques</b> Role of BPO in Process Management- Typical Business Processes outsourced -Operating Models - Process Mapping Techniques – SIPOC-Swim Lane diagram-Process Mapping Tools.	5
<b>UNIT III – Quality &amp; Delivery Management</b> Quality management - Introduction-Transaction monitoring -Quality assurance methods - Delivery Management-Customer Management – Knowledge Management- Capacity planning – People management- Transition management -Finance management.	6
<b>UNIT IV – Business Process Improvement</b> Meaning of Six Sigma- Application of Six Sigma - Variation measures (mean, median, mode)- Characteristics of Normal distribution – CTQ- Six sigma approaches- DMAIC/DFSSS - Six Sigma project methodology - Introduction to Lean – Lean Principles-Kaizen- LEAN tools.	6
<b>UNIT V – Introduction to Data Analytics</b> Data Analytics - Fundamentals of Data analytics - Phases in Data Analytics – Types of Data Analytics - Metrics using SPSS – Entering Data – Variable Classification- Using basic tools like T-test, Chi-Square and Correlation – Graphical Interpretation of Results – Exploratory Analytics using ‘R’ programming – Regression – Principal Component Analysis – Correlational Analysis – Visualizing Data in R – Automation of Data Analytics.	7
<b>Total Hours</b>	<b>30</b>

**References Books:**

1. Anil Maheshwari, Data Analytics. McGraw Hill, 2017.
2. Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click,Buy, Lie, or Die, Willey, 2013.
3. T N Srivastava, Shailaja Rego, Statistics for Management Paperback, 2017.
4. Manas A. Pathak, Beginning Data Science with R, Springer, 2014
5. Ravi Anupindi, Sunil Chopra, Sudhakar Deshmukh, Jan Van Mieghem, Eitan Zemel - Managing Business Process Flows, 3e Paperback – Pearson, 2013.

## BUSINESS ANALYTICS

Paper - 4	HR ANALYTICS	L	T	P	C
		4	0	0	4

**Objective:** To impart knowledge about Evolution of Analytics, Reinstate the importance of analytics in the HR Field, Define HR Analytics, State the Value. Propositions of HR, Specify HR Regulations and Reporting Requirements, Relate the Gartner's Analytics Maturity Model for data, effectively present the HR Data, Define the best practices in use of HR Analytics in the industry.

**Outcome:** After completing the course, the student can be able to Construct a Framework of HR Analytics, Plan and implement new HRIS, Build Security and privacy considerations, Tabulate data using Excel, develop benchmarking and best practices, Enable Talent acquisition & talent development inside the workforce, Enhance Talent compensation, talent engagement and retention.

<b>UNIT I –Human Resource Metrics and Analytics</b> Understanding HR indicators, metrics and data, Data collection– tracking, entry, assess IT requirements to meet HR needs, Relational databases and HR systems, The Role of Analytics in HR–A Brief History of the Evolution of Analytics – Importance of analytics in the HR Field – HR Analytics Defined –HR's Value Proposition.	6
<b>UNIT II –Importance of HR Analytics</b> An Overview of HR Regulations and Reporting Requirements– HR Policies, Procedures, and Guidelines–Role and Responsibilities of HR Analytics, Framework of contemporary HR Analytics, Predictive tools and Applications in solving problems using HR analytics, Gartner's Analytics Maturity Model.	5
<b>UNIT III – Analytics for HR Professionals</b> Techniques for HR Professionals– Key Systems of Record for HR Data– Software Tools– Excel Quantitative Techniques– Excel Visualization– Excel Analytic techniques– Planning and implementing a new HRIS, Security and privacy considerations, Statistical analysis for HR (regression analysis, measures of central tendency) Graphs, tables, spreadsheets, data manipulation (using Excel), Benchmarking and best practices.	7
<b>UNIT IV –Analytic Process Model</b> Using the Analytics Process Model– The Analytics Process Model and Its Phases– Applying the Analytics Process Model, Robust competency mapping, Decision framework, Use of HR analytics in workforce planning: talent acquisition, talent development, talent compensation, talent engagement and retention.	6
<b>UNIT V –Presentation of HR Data</b> Effectively Presenting HR Data– Staffing, Supply and demand forecasting, total compensation analyses, Cost justification–return on investment, communicating recommendations – Learning from Analysis: Case studies and best	6

practices in use of HR Analytics in industry.	
<b>Total Hours</b>	<b>30</b>

**References Books:**

1. HR Analytics: The What, Why and How. by Tracey Smith 2013
2. Predictive Analytics for Human Resources (WILEY & SAS Business) Hardcover – 2014 by JacFitz–Enz (Author), John R. Mattox II (Author) Alan C Shaprio, Multinational Financial System, PHI, 10th Edition, 2013.
3. James Taylor, “Decision Management Systems-A Practical guide to using Business rules and Predictive Analytics”, IBM Press, 2016
4. HR Analytics: A case study on the internal employee mobility in a large multinational: <http://arno.uvt.nl/show.cgi?fid=144935>



## BUSINESS ANALYTICS

Paper - 5	FUNCTIONAL ANALYTICS	L	T	P	C
		4	0	0	4

**Objective:** This course is aimed to impart the basic foundations of marketing analytics, Business rules management systems, product and customer analytics, HR analytics, finance analytics and logistics & Supplychain analytics for various aspects of management for better work in the organization

**Outcome:** After completing the course, the student can be able to Create strategic pricing- implementing tools to support pricing strategies, integrated talent management and workforce planning, recruiting and forecasting- moving average, trend cyclical and seasonability components.

<b>UNIT I –Introduction to Functional Analytics</b> Introduction to Functional Analytics Marketing Analytics as an enabler of Marketing Strategy Statistical, Technology Enablers - Business Rules Management Systems, Predictive Analytics Workbenches, Optimization Systems, Pre-Configured Decision Management Systems, Data Infrastructure, A Service-Oriented Platform.	6
<b>UNIT II –Product and Customer Analytics</b> Product and Customer Analytics: Pricing and Revenue Management: Point-of-sale Data – Deciding on the “Right” Pricing Approach, Strategic Pricing - Implementing tools to support pricing strategy- Managing the prices to meet revenue goals, Tactical Pricing Assortment Optimization: Panel and Point-of-Sale data - Customer meets product - A retailer’s nightmare: shelf-space optimization – Site-to-store - Product meets customer. Customer Lifetime Value: Loyalty Data - What is a customer’s lifetime? - How can we predict it? Market Basket Analysis: Market-Basket Data -Product Affinities.	6
<b>UNIT III – HR Analytics</b> Hr Analytics: Defining HR Analytics, Connecting HR Analytics to business benefit – Obtaining data, cleaning data and supplementing data. When to use Predictive analytics in HR – Predictive talent Models and HR Analytics, Business driven talent analytics, Integrated talent management and workforce planning. Recruiting, learning and performance measurement.	6
<b>UNIT IV –Finance Analytics</b> Finance Analytics: Analytics in Finance: Discounted Cash Flows (DCF), Profitability Analysis. Asset performance: Sharpe ratio, Calmar ratio, Value at risk (VaR), Pricing options and Black-Scholes Formula. Game Theory: Insurance loss models, Discrete time ruin models and continuous time ruin models.	6
<b>UNIT V –Logistics and Supply Chain Analytics</b> Logistics and Supply Chain Analytics: Logistics and multinomial regression: Logistics function, Estimation of profitability using logistic regression, Deviance, Wald Test and	6

Hosmer LemshowTest. Integrated supply chain. Application of predictive analytics in supply chain. Forecasting:Moving average, Exponential smoothing, Trend, Cyclical and seasonality components.	
<b>Total Hours</b>	<b>30</b>

**References Books:**

1. James Taylor, “Decision Management Systems-A Practical guide to using Business rules andPredictive Analytics”, IBM Press, 2016.
2. Alberto Cordoba, “Understanding the Predictive Analytics Lifecycle”, Wiley, 2014.
3. Efraim Turban , Jay E. Aronson , Ting-Peng Liang, “Decision Support Systems & IntelligentSystems”, 9th edition, Prentice Hall, 2016.
4. Data, data everywhere, “Special report on managing information, Economist”, 2016.

## BUSINESS ANALYTICS

Paper - 6	MARKETING AND RETAIL ANALYTICS	L	T	P	C
		4	0	0	4

**Objective:** To impart the students to understand the concept of the basic concepts and framework of analytic domains like product decisionanalytics, customer -centric marketing, retailing in digital era, merchandising analyticsto foster in various aspects through better solutions.

**Outcome:** After completing the course, the student can be able toevaluate the analytic models for Marketing and retail to align with challenges for resolvingconflict and enhancing problem solving to adapt to the changing business environment.

<b>UNIT I –Introduction to Marketing Analytics</b> Introduction to Marketing Analytics: Definition, relevance and scope of marketing analytics, recent trends in marketing analytics. Retailing in the Digital Era: New Age Retailing	5
<b>UNIT II –Product Decision Analytics</b> Product: Decision Models for Product Design, New Product Planning, Types of New ProductSituations, The adoption process for new products, Aggregate Diffusion Models: Models of FirstPurchase, Repeat-Purchase Models for New Products, brand switching and loyalty modelling.	6
<b>UNIT III – Customer-Centric Marketing</b> Advertisement and Promotions: Message and Copy Decisions, Media Selection and Scheduling,Sales Promotion: Types and Effects Promotion Models, measuring effectiveness of retailpromotions and warranty analytics, Aggregate advertising models. Customer-Centric Marketing Models: Models of Customer Value, Decision Models for CustomerRelationship Management (CRM), RFM Analysis, Customer Management	7
<b>UNIT IV –Retailing in the Digital Era</b> Digital Consumers Characteristics – interconnected, involved, co-creation, collaboration, Customer Data – Big Data, Business Analytics, Customer Insights, Data Characteristics - Variety, Volume, Velocity, Veracity. Critical issues in Modern day Retail, The Digital organization, Retailanalytics for decision making, Informed and Risk-Aware Decisions, Benefits of Retail Analytics– Informed Decisions, Risk mitigation, Gaining visibility, Retail Analytics for Strategic – Tacticaland Operational decisions.	6
<b>UNIT V –Merchandising Analytics</b> Merchandising Analytics: Assortment planning, GeoSpatial Analytics, Product placement, SpaceOptimization, Product adjacency, aligningstore-level assortment with demand, CategoryIntelligence, Developing dynamic retail assortments, Prioritization of Product categories.	6
<b>Total Hours</b>	<b>30</b>

**References Books:**

1. Wayne L Wintson, "Marketing Analytics: Data Driven Techniques with Excel", Wiley Publication, 2014
2. Fisher and Raman, "The New Science of Retailing: How Analytics are Transforming the Supply Chain and Improving Performance", Harvard Business Review Press, 2010.
3. Stephan Sorger, "Marketing Analytics: Strategic Models and Metrics", Amazon, 2013.
4. Brea Cesar, "Marketing and Sales Analytics: Proven Techniques and Powerful Applications from Industry" Pearson Education, 2018.
5. Moutusy Maity and Pavankumar Gurazada, "Marketing Analytics - For Strategic Decision-Making", Oxford University Press, 2021

## BUSINESS ANALYTICS

Paper - 7	BUSINESS STRATEGY	L	T	P	C
		4	0	0	4

**Objective:** To impart knowledge about the organizational structure, backend systems, people issues and strategy dynamics and entrepreneurship strategy in international expansion and e-business model.

**Outcome:** After completing the course, the student can be able to analyse basic and macro markets environment, resource like finance, human resource and operations in internet business model about competition and co-operation

<b>UNIT I –Defining Business Idea</b> Introduction: defining your business idea, creating an e-business plan, getting your business off the ground, Components, linkages, dynamics and evaluation of business models, dynamics and appraisals of business models. Corporate strategy-A review of theory and practice - Analyzing the environment - the basics. Analyzing markets, competition and co-operation-Developing customer driven strategy.	6
<b>UNIT II –Analyzing the Resources</b> Business Environment: the role of competitive and macro environments, applying the concepts models and tools, sample analysis of an internet business model case Analyzing the resources - the basics - Analyzing human resources - Analyzing financial resources- Analyzing operations resources.	6
<b>UNIT III – Developing Strategic Options</b> Developing strategic options- the prescriptive process - Strategy evaluation and development- the prescriptive process - Finding the route forward- emergent and prescriptive approaches -Organizational structure and style people issues.	6
<b>UNIT IV –The Implementation Process</b> Resource allocation, strategic planning and control - Government, public sector and not-for-profit strategies - International expansion and globalization strategy - Strategy dynamics and entrepreneurial strategy - Managing strategic change - Building a cohesive corporate strategy	6
<b>UNIT V –E-Business Concept</b> Customs: Import and Export. Basic concepts of international taxation- An overview from Indian perspective, objectives, tax treaty, domestic tax reforms, double taxation avoidance agreement, purpose and types, tax heavens.	6
<b>Total Hours</b>	<b>30</b>

### References Books:

1. Charles W.L.Hill, Gareth R. Jones, Strategic Management–An integrated approach, Cengage Learning, 9th edition, 2016.
2. David, Fred and Forest R.David, Strategic Management: A competitive advantage approach, concepts and cases, 2016.

3. Angelo Dringoli, *New perspectives on the Modern Corporation: Corporate strategy and Firm growth*, Edward Elgar Publishing Limited, 2011

## **RETAIL MANAGEMENT**

### **ELECTIVE: RETAIL PLANNING**

**Objective :** To understand the application of retail planning in marketing, operations, finance, HR, legal compliances and mall management.

**Outcome:** On completion of the course, the pupil will be able to comprehend the applications of retail planning in marketing, operations, finance, HR, legal and mall management.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**UNIT I - Marketing & Strategic management** Marketing: Retailing, Role, Relevance & Trends.- Retail Customer-Retail market segmentation & franchising-Relationship marketing in Retailing.- Retailing in banking and other financial services, mutual funds and Insurance-Quantitative methods in marketing.-Social Marketing in Retail management Strategic management :Retail in India.-Services marketing and management.-Brand Management- International / Strategies-Pricing -Advertising & sales promotion

**UNIT II - Operations & Finance in Retailing**

Operations: Retail location strategy-Product and Merchandise management-TQM-Mathematics / Statistics-EDP / MIS -Logistics & SCM-Security measures-Footfalls / computerized methods & non computerized methods-Visual / display methods -Merchandising & Management-Fashion designing Finance: Accounting Methods-Capex planning-Risks-Capex planning-Accounting Processes-Accounting software's-WIP -Accounting methods-Strategic cost management-Management of Obsolete goods

**UNIT III - Human Resources Management in Retailing**

Human Resources: Retail organization- Laws involved in HR.- Motivation-Customer psychology-Training needs for employee-Top grading-Obstacles to Top grading- Astronomical Costs of Mis- Hires- Company killers and Company Derailers- recruitment Best Practices- How to Avoid Mis Hires- CIDS (Chronological in Depth Structure) based Model – Coaching to fix weakness-Interviews guide- Avoiding Legal Problems: Bulletproof Approach.

**UNIT IV - Legal & compliances for a Retail Store**

Legal & compliances: License-Contracts & Recovery-Legal Process-PF/ESIC & Exemptions-Food & Restaurants-PPF-IR – Law-Shops & establishments-IPR Patents, Copyright & Trademarks- Inclusion of Service Mark- Procedure and Duration of Registration-Collective Mark- Certification Mark- Procedural Compliance for Establishing an Retail Store- Customer Rights- Consumer Protection Acts- -Unfair Trade Practices- -Holding of Contests and Schemes-Disparaging Products of Competitors- Correctness of Representation- The Standards of Weights and Measures Act – Procedures applicable for a Retail Store

**UNIT V - Mall Management**

Mall Management:-Types of Various retail formats-Concepts in mall design-Factors influencing Malls establishments-Aspects in Finance-Aspects in security / accounting -Aspects in HR-Aspects in Quality management-Statistical methods used in measuring mall performance.

**TEXT BOOKS**

1. Pradhan, S. (2020). *Retailing Management*. The McGraw Hill Companies.
2. Retailing Management -Levy & Weitz- The McGraw Hill Companies
3. Retail Management A Strategic Approach – Barry Berman & Joel R.Evans- Pearson, 2018

**REFERENCE BOOKS**

1. Marketing Channel- Bert Rosenbloom- South Western –Thomson, 2012
2. Marketing Creating and Keeping Customers in an e-commerce world- William G Zikmund & Michael d Amico- South-Western College Pub., 2001
3. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies,2018
4. Top Grading – How Leading Companies Win by Hiring, Coaching and Keeping the Best People- Portfolio; Revised edition (April 7, 2005)



**RETAIL MANAGEMENT**  
**ELECTIVE: BUYER BEHAVIOUR**

**Objective :** To make the students aware of the buyer's product analysis, attention and marketing strategy in retail shopping.

**Outcome:** Students will recognize the patterns of behavior by the buyers in retail shopping.

L	T	P	C
4	0	0	4

**UNIT-I :** A Perspective on Buyer Behaviour- what is Buyer Behaviour- Buyer Behaviour – is Dynamic, Involves Interactions, Involves Exchanges Levels of Buyer Analysis: - Individual Buyer, Market Segments-Industries- Societies-Cognitive Process in Buyer Decision Making

**UNIT-II: Buyer Product Knowledge and Involvement:** Buyers Product Knowledge: Products as Bundles of Attributes, Benefits and Value Satisfiers Means-End Chains-Developing Deeper Buyer Understanding-ZMET Approach to Buyer Knowledge-The ZMET Interview-The Means and Basis-For Involvements-Understanding Key Reasons for Purchase-Understanding Buyer-Product Relationship. **UNIT-III: Attention And Comprehension:** Information: The Power of Advertising/Display-Exposure to information-marketing implications-Attention Processes: Variation, factors Influencing Attention-Marketing Implications-Comprehension: Variation/inferences during Comprehensions/Factors Influencing Comprehensions/Marketing Implications.

**UNIT-IV: Buyer Behaviour and Marketing Strategy:** Conditioning and Learning Processes-Influencing Buyer Behaviour-Environment-Cultural and cross Cultural Influences-reference Groups-Family-Market Segmentation and Product Positioning-buyer Behaviour and product Strategy/Promotions Strategy-Brand Endorsing-Pricing Strategy-Channel Strategy.

**UNIT-V: Buyer Behavior Theory Predict Retail Shopping Behavior-**Major BB areas: demographics, lifestyle data, group and individual attributes. How do people shop given the time scarcity they experience? What are their attitudes towards shopping instore vs. online? Decision process and impulse purchases – research on ADD/ADHD and impulsive Buyer Behaviour

**TEXT BOOKS**

1. J.Paul Peter and JERRY L.OLSON, Consumer Behaviour and marketing Strategy,9<sup>th</sup> Edition, Tata Mcgraw Hill,Newyork-2010.
2. David L Mothersbaugh, Del I. Hawkins, Amit Mookerjee, Consumer Behaviour: Building Marketing Strategy 13th Edition, Tata Mcgraw Hill, NewDelhi, 2019.

**REFERENCE BOOKS:**

1. Upinder Dhar and Sathish Dhar, New franklin of Management, Cases In Indian Context, Excel Books, NewDelhi-2005.
2. Alries, Focus, Harper Collins Business,2005.
3. Harrey Thompson, Who stole My Customer?-Winning Strategies for Creating and Sustaining Customer Loyalty, Edition 2, Pearson Education, NewDelhi-2015.

4. S.Ramesh Kumar, Conceptual Issues in Consumer Behaviour, Pearson Education, Delhi-2008.
5. Gerard.J.Tellis, Effective Advertising, Understanding When, How and Why Advertising Works, Sage Response; First edition , NewDelhi,2004.

## RETAIL MANAGEMENT

### ELECTIVE: INTERNATIONAL RETAILING

**Objective :** To explain the channels of International retailing.

**Outcome:** Students become gain knowledge in foreign market, retailing and structure

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**UNIT I : International Marketing** -Scope and Concepts of International Mktg.- International Marketing Environment - International Trade – Barriers and Facilitators- Regional Economic/Political Integration- Cultural Influences on International Marketing- International Marketing research- International Marketing Segmentation, Positioning- The Marketing Plan and Entry Mode Selection- Products and Services – Branding Decisions- International Product and Service Strategies- International Distribution and Logistics

**UNIT II: International Retailing-** Alternative conceptions of international retailing, definitions, interpretations and classification- Trends in the internationalisation of retailing and evolution of international retailing - Motives for international retailing, the changing nature of boundaries –International- Where retailers internationalise, assessing the potential of retail markets - Methods of international retailing, accessing retail markets, the form of entry, joint ventures, franchising, acquisition etc. marketing planning for differing international and regional requirements-Why retailers internationalise.

**UNIT III: Competing in Foreign Markets-** Why Companies Expand into Foreign Markets- Cross- Country Differences in Cultural, Demographic and Market Conditions- Concept of Multi country Competition and Global Competition- Strategy Options for Entering and Competing in Foreign Markets- Quest for competitive Advantage in Foreign Markets-Profit Sanctuaries, Cross market Subsidization and Global; Strategic Offensives- Strategic Alliances and Joint Ventures with F Foreign partners.-Competing in Emerging Foreign Markets-Cross Border Strategic Alliances

**UNIT IV: Retail Structure-** Enterprise Density- market Concentration- Product Sector- Innovation- Employment Structure- Merging Structure-Global Structure- Developing markets- Stages in development of International Operations- Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations-Non Domestic market.- Retail Positioning and Brand Image- Measurement of Store Image –Open ended Techniques-Attitude Scaling Techniques-Multi Attribute model- Multi dimensional Scaling-Conjoint analysis

**UNIT V: Market Research-** Segmentation- Targeting- Positioning – The Market Mix- Image- Product range- Format- Price- Location\_ Distribution- Promotion-- Promotional Mix and Advertising- Publicity, PR, and Sales Promotion Strategies- Personal Selling and Sales Management- International Pricing Strategy- Developing and Controlling an Intl. Marketing Plan

**TEXT BOOKS**

1. Nicolas Alexander, Anne Marie Doherty International Retailing-Oxford University Press, 2009.

**REFERENCE BOOKS**

1. Abbas J Ali Globalization of Business- Practice and Theory – Jaico Publishing House, 2006
2. Margaret Bruce, Chistopher Moore, Grete Birtwistle International Retail Marketing: A Case Study Approach, 2004
3. Allan M Findlay, Ronan Paddison and John A Dawson Retailing Environments in Developing Countries- Rutledge, 2005
4. Arun Chandra , Pradeep Rau,& John K Ryans India Business: Finding Opportunities in This Big Emerging Market- Paramount Market Publising Inc.,2002

**RETAIL MANAGEMENT**  
**ELECTIVE: E-RETAILING**

**Objectives:** The aim of the course is to introduce students to the fundamental principles of e-retailing, e-Commerce, the role of Management and the application of tools and services to the development of small scale e-Commerce

**Outcome:** The students have a comprehensive ability in application of E retailing, e-commerce and consumer behavior in retail management.

<b>L</b>	<b>T</b>	<b>P</b>	<b>C</b>
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**UNIT I: The world of e-retailing** – e-retailing in practice – integration of e-retailing in to organization – understanding and communicating with the e-consumer

**UNIT II: E-retailing as a format**-Assortment Planning, merchandising and category management for e-retailing

**UNIT III: Inventory management for e-retailing**-Retail Strategies in the context of e-retailing running an e-retail organization

**UNIT IV: Loyalty and e-retailing** - e-store design: navigability, interactivity and web atmospherics – e-service

**UNIT V: Consumer behavior and e-retailing.** Branding on the web – e-malls – e-retailing models – multi-channel success and the future of e-retailing

**TEXT BOOKS**

1. Charles Dennis, Tino Fenech and Bill Merrilees, —E-Retailing E-Book, 2004
2. Dunne Lusch carver, Retailing, 8th edition, Cengage publishers, 2017.
3. Nayak Dash, Retail management, 1st edition, Cengage publishers, 2017.

**REFERENCES**

1. Cullen, Retailing: environment and operations, cengage publishers, 1st edition, 2017.

## RETAIL MANAGEMENT

### ELECTIVE: RETAIL CONSUMER BEHAVIOR

**Objectives:** Aims to develop understanding on retail brands, brand loyalty, brand image and evaluating retail franchise system.

**Outcome:** Students will have the ability to identify important issues related to planning and implementing retail brand strategies for a diverse group of marketing and apply branding principles and retail marketing communication concepts

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**UNIT I:** Understanding of retail Brands – Definitions - Branding Concepts – Functions of Brand - Significance of Brands – Different Types of Retail Brands – Co branding – Store brands. Building and Developing Retail Brands

**UNIT II:** Generating brand loyalty- Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Retail Brand ambassadors,– on line Retail Brand promotions.

**UNIT III:** Retail Positioning and Brand image-Repositioning and brand image- – Positioning of retail shops – Building retail store Image - Brand image and store image-Retail service quality management.

**UNIT IV:** Aligning the brand image with that of franchisees- Managing franchise relationships - dynamics of relationship- trust as relationship builder, cultural aspects of relationship, stages of relationship building process, building a long term relationship.

**UNIT V:** Developing and Evaluating a Retail Franchise System :Preparing for franchise - Assessing a potential franchise- factors include retail brand age & stage in the life cycle.

### TEXT BOOKS

1. Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2013
2. Srabanti Mukherjee, Consumer behavior, 2018, Cengage Learning.

### REFERENCES

1. Dheeraj Sharma Jagdish N. Sheth, Banwari Mittal consumer behavior –A managerial perspective, cengage publishers 1st edition, 2017

**RETAIL MANAGEMENT**  
**ELECTIVE: RETAIL BRAND MANAGEMENT**

**Objectives:** The aim of this course is to make the students analyze the consumer behavior models and illustrate the buyers behavior.

**Outcome:** Students develop the skills to map the consumer's mind set in retail and become exposed to the emerging issues in retail consumer behavior

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<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>

**UNIT I:** Consumer Markets Population Analysis-Demographic Analysis- Importance of Retail locations, Types of retail locations, Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location.

**UNIT II:** Consumer Buying Behavior -Retail consumer behavior, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Market research for understanding retail consume.

**UNIT III:** Buying Considerations–Product Tangibility- Retail Consumer Requirements.

**UNIT IV:** Buying Influences–Psychological factors-Personal Factors-Social Factors- buyer perception.

**UNIT V:** Consumer Decision making process. –Retail Market Segmentation and its benefits, Kinds of markets, Definition of Retail strategy, Strategy for effective retail market segmentation, Retail value chain.

**TEXT BOOKS**

1. Kevin lane keller, strategic brand management, 4<sup>th</sup> edition Pearson, 2013.

**REFERENCES**

1. Kevin lane Keller, Best practice cases in branding: Lessons from the world's strongest brands, 3<sup>rd</sup> edition, Pearson 2008.
2. Kapferer, The New Strategic Brand Management: Advanced Insights and Strategic Thinking (New Strategic Brand Management: Creating & Sustaining Brand Equity) 2012.
3. David aaker, building strong brands, Simon & Schuster, 2010.

## RETAIL MANAGEMENT

### ELECTIVE: LOGISTIC AND SUPPLY CHAIN ASPECTS IN RETAIL MANAGEMENT

**Objectives:** The objective of the course is to enable students to understand basic concepts of logistics and enlighten on Retail Strategies, Opportunities and Competitive advantage in logistics.

**Outcome:** The pupil can conceptualize supply chain designs, concepts of logistics, configure logistics networks and assess their performance impacts on efficiency and retail services.

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**UNIT I:** An Introduction to Supply Chain Management- Supply chain management-meaning, definition, need and evolution-traditional and modern approaches to SCM-key issues in SCM-phases of SCM-SCM and its relation to other departments in the organization.

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**UNIT II:** Retail Logistics, Objectives , Types , Evolution of Logistics, Role of Logistics in an Economy, Difference between Logistics and Supply Chain Management- The Retail Channel-Planning of supply chain operations-Sourcing materials, making products, product delivery and return.

**UNIT III:** Elements of logistics management-supply chain integration- innovations in SCM-retail logistics-distribution management and strategies-transportation management warehousing and warehouse management systems-packaging for logistics- third party logistics GPS and GIS technologies--The impact of technology on supply chain-How to measure performance in supply chain-

**UNIT IV:** Global issues in SCM: Forces behind globalization-world class SCM-world class demand management (WCDM)-world class logistics management (WCLM).Relationships and Challenges in supply chain-

**UNIT V:** Factors influencing Buyer behaviour, buying decision process, profile and features of Indian consumers, Market segmentation meaning, levels, basis of segmentation, concept of niche marketing-The impact of supply chain on consumers.

### TEXT BOOKS

1. Rahul V Altekhar-Supply Chain Management-Concepts and Cases, Prentice Hall of India, 2013.
2. David Simchi Levi, Philip Kaminsky and Edith Simchi Levi-Managing the Supply Chain-The Definitive Guide, Tata McGraw Hill, 2004.

### REFERENCES

1. Burt, Dobler and Starling-World Class Supply Management-The Key to SCM. Tata-McGraw Hill, Seventh Edition, 2003.
2. Christopher Ryan, High Performance Interactive Marketing, Viva Books Ltd. 2007



**MANAGEMENT INFORMATION SYSTEM**  
**ELECTIVE: MANAGING DIGITAL PLATFORMS**

**Objectives:** Aim is to enable the students to understand the Fundamentals of Digital Platforms and assess the competition in digital environment.

**Outcome:** Makes the student proficient in basics of managing digital platforms and analyze the choice of marketing strategy in the Digital area.

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**UNIT I:** Digital Platforms – Introduction – Types – Enterprise Digital Ecosystems – Challenges in modern digital enterprises

**UNIT II:** Platform Economics – Platform Architecture – Governance – Media Optimization – Channel optimization – Audience platform Utilization

**UNIT III:** Platform competition – Platform Technologies and political culture – Intellectual properties in Digital Economy – Pricing Policies

**UNIT IV:** Challenges to the global digital divide – Future of Digital Platforms – Participation – Social Media Strategies.

**UNIT V:** Digital Media and the Roots of Marketing Strategy – Cross media Marketing Strategy – Marketing self Branding Strategies – Digital business Innovation – Decision Rights and Control

**TEXT BOOKS**

1. Shailesh Kumar Shivakumar, Enterprise Content and Search Management for Building Digital Platforms, John Wiley & Sons, 2016

**REFERENCES**

1. Craig Dempster, John Lee, The Rise of the Platform Marketer: Performance Marketing with Google, Facebook, and Twitter, Plus the Latest High-Growth Digital Advertising Platforms, John Wiley & Sons, 2015.
2. Yu-li Liu, Robert G. Picard, Policy and Marketing Strategies for Digital Media, Routledge, 2014.
3. Dal Yong Jin, Digital Platforms, Imperialism and Political Culture, Routledge, 2015
4. Don Passey, Steve Higgins, Learning Platforms and Learning Outcomes, Routledge, 08-Apr-2016.

**MANAGEMENT INFORMATION SYSTEM**  
**ELECTIVE: ESSENTIALS OF INFORMATION TECHNOLOGY**

**Objectives:** To provide basic knowledge of hardware and software components of computers, aid problem solving Techniques and program development cycle and help design simple data store using RDBMS concepts and implement them.

**Outcome:** Students will be able to apply the knowledge of mathematics, science and computing in the core information technologies, understand to develop the function programs with all the concepts in c and learn to apply to build and manipulate relational database using Structured Query Language and relational languages.

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**Unit I:** Introduction to Computer Systems - Basics of computer systems - Various hardware components – Data storage and various Memory units - Central Processing Unit - Execution cycle - Introduce to software and its classifications. Operating system concepts– Introduction – Memory management - Process management – Interprocess Communication – Deadlocks - File management - Device management.

**Unit II:** Problem Solving Techniques - Introduction to problem solving - Computational problem and it's classification - Logic and its types - Introduction to algorithms - Implementation of algorithms using flowchart - Flowcharts implementation through RAPTOR tool - Searching and sorting algorithms - Introduction and classification to Data Structures - Basic Data Structures - Advanced Data Structures

**Unit III:** Programming Basics - Introduction to Programming Paradigms and Pseudo Code - Basic programming concepts - Program Life Cycle - Control Structures - Introduction and Demonstration of 1-D Array and 2-D Array - Searching and Sorting techniques - Demonstration Concept of memory references in arrays –Strings – Compiler Concepts - Code Optimization techniques. Structured Programming – Functions – Structures - File Handling - Introduction to Software Development Life Cycle - Industry Coding Standards and Best Practices - Testing and Debugging - Code Review.

**Unit IV:** Project - Project Specification - Preparation of High level design and Detailed design document, Unit Test Plan and Integrated Test Plan - Coding and Unit Testing activities - Integration Testing.

**Unit V:** RDBMS- data processing – the database technology – data models-ER modeling concept –notations – Extended ER features-Logical database design - normalization -SQL – DDL statements – DML statements – DCL statements -Joins - Sub queries – Views-Database design Issues.

**MANAGEMENT INFORMATION SYSTEM**  
**ELECTIVE: E-COMMERCE AND DIGITAL MARKETS**

**Objectives:** To enable the pupil to create E-Business plan and address E-Commerce related issues and learn about E-marketing tools and E-Business entrepreneurship.

**Outcome:** Students will gain insights on Business incubators and apply the skills on E-marketing strategies and digital payment systems.

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**UNIT I:** E-Commerce Understanding E-Commerce –E-Business models – E- Business and the global economy –Creating E-Business plan – Social and Behavioral issues – Ethical and regulatory issues

**UNIT II:** Technology and Growth of economics foundations of E-Commerce Technology and growth of E-Commerce – Economic foundations of E-Commerce– The strategy of e-business – Economics of e-business– E-Business Technologies

**UNIT III:** E-business Channel functions Business models on the Internet – Intermediation and dis-intermediation in e-commerce – Business Incubators – Distribution channel length function

**UNIT IV:** Digital Payment Systems Introduction to digital marketing – E-Marketing strategies – E-CRM –Electronic payment methods – Types of payment gateway – Digital Currencies – Digital signature

**UNIT V:** E-Business Entrepreneurship Designing Electronic market – strategic E-Marketing – E –Marketing Tool –E-Business Entrepreneurship

**TEXT BOOKS**

1. Kenneth C.Laudon Carol GuercioTraver —E-Commercel , 14th edition, 2018, Pearson.
2. Vandana Ahuja —Digital marketing OXFORD HIGHER Education, 3th edition 2017

**REFERENCES**

1. Russ, Henneberry —Digital Marketing for Dummies Willey January 2017
2. S.J.P.T.JOSEPH —E-Commerce: An Indian Perspective PHI , Edition, 2016
3. Gary P.Schneider —Electronic Commerce Course Technology Inc 12th edition 2017
4. Shivani Arora —E-Commercel 2017 edition.

## MANAGEMENT INFORMATION SYSTEM

### ELECTIVE: LEARNING IT ESSENTIALS BY DOING

**Objectives:** To learn about the essentials of Information Technology, become aware on scripting languages and internet protocols.

**Outcomes:** The students will be able to understand the fundamentals of web applications and its modeling and analyze the process of mobile communication, network technologies and build simple interactive applications ,database applications and multimedia applications .

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**Unit I:** Fundamentals of Computer architecture-introduction-organization of a small computer Central Processing Unit - Execution cycle – Instruction categories – measure of CPU performance Memory – Input/output devices - BUS-addressing modes. System Software – Assemblers – Loaders and linkers – Compilers and interpreters

**Unit II:** Operating system – introduction – memory management schemes Process management Scheduling – threads. Problem solving with algorithms- Programming styles – Coding Standards and Best practices - Introduction to C -Programming Testing and Debugging. Code reviews - System Development Methodologies – Software development Models -User interface Design – introduction – The process – Elements of UI design & reports.

**Unit III:** RDBMS- data processing – the database technology – data models-ER modeling concept –notations – Extended ER features -Logical database design - normalization -SQL – DDL statements – DML statements – DCL statements Writing Simple queries – SQL Tuning techniques – Embedded SQL - OLTP

**Unit IV:** Objected oriented concepts – object oriented programming -UML Class Diagrams– relationship – Inheritance – Abstract classes – polymorphism-Object Oriented Design methodology - Common Base class -Alice Tool – Application of OOC using Alice tool.

**Unit V:** Client server computing - Internetworking – Computer Networks – Working with TCP/IP – IP address – Sub netting – DNS – VPN – proxy servers World Wide Web – Components of web application - browsers and Web Servers URL – HTML – HTTP protocol – Web Applications - Application servers – Web Security.

#### TEXT BOOKS

1. Andrew S. Tanenbaum, Structured Computer Organization, PHI, 3rd ed., 1991
2. Silberschatz and Galvin, Operating System Concepts, 4th ed., Addison-Wesley, 1995

#### REFERENCES

1. Dromey R.G., How to solve it by Computers, PHI, 1994
2. Kernighan, Ritchie, ANSI C language PHI,1992
3. Wilbert O. Galitz, Essential Guide to User Interface Design, John Wiley, 1997
4. Alex Berson, Client server Architecture, Mc Grew Hill International, 1994
5. Rojer Pressman, Software Engineering-A Practitioners approach, McGraw Hill, 5th ed., 2001

6. Alfred V Aho, John E Hopcroft, Jeffrey D Ullman, Design and Analysis of Computer Algorithms, Addison Wesley Publishing Co., 1998
7. Henry F Korth, Abraham Silberschatz, Database System Concept, 2<sup>nd</sup> ed. McGraw-Hill International editions, 1991
8. Brad J Cox, Andrew J. Novobilski, Object – Oriented Programming – An evolutionary approach, Addison – Wesley, 1991

## MANAGEMENT INFORMATION SYSTEM

### ELECTIVE: MANAGING DIGITAL INNOVATION AND TRANSFORMATION

**Objectives:** Aims to make the students understand digital transformations and information in the globalization world and develop on building digital capabilities

**Outcome:** Pupil will be able to apply the understanding on digital transformations in the space of cloud computing and social media transformation in the business world

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**UNIT I:** Introduction to Digital Transformations: The five domains of digital transformations – customer, competition, data, innovation, and value, Harness customer networks, turn data into assets, adapt value proposition

**UNIT II:** Classification of Digital Transformations: Business Model, product development, data, processes, knowledge, self-service, and organizational culture

**UNIT III:** Social Media Transformation: understand requirements, document goals, objective and social media tactics, establish potential future state operating model, gap analysis and recommendations.

**UNIT IV:** Building digital capabilities: challenges ongoing digital, handling employee during digital transformations, developing companywide strategy, and

**UNIT V:** Digital transformations in the space of cloud computing: prepare and drive digital transformations

### TEXT BOOKS

1. Srinivasan. J, and Suresh. J, Cloud Computing: A Practical Approach for learning and implementation, Pearson Publication, 2014

### REFERENCES

1. Herbert, Lindsay; Digital Transformation: Build your organization's Future for the Innovation Age, Bloomsbury Publication, 2017
2. Venkatraman, V; The Digital Matrix: New rules for business transformation through technology; Lifetree Media Ltd, 2017
3. Velte, A. T; Velte, T. J; and Elsenpeter, R; Cloud Computing: A Practical Approach, Mcgraw Hill Education (India) Private Limited, 2017 (23rd reprint)
4. Rogers, David, The Digital Transformation Playbook – Rethink your Business for the Digital Age (Columbia Business School Publishing), 2016.
5. Westerman, G; Bonnet, D; and McAfee, A; Leading Digital: Turning Technology into Business Transformation; Harvard Business Review Press, 2014.

**MANAGEMENT INFORMATION SYSTEM**  
**ELECTIVE: MANAGING SOFTWARE PROJECTS**

**Objectives:** To understand software Project Management and to know the different software development models and to know how to select projects and to carry out software effort estimation.

**Outcome:** Students are able to manage Programmes and analyse the areas to allocate resources for Software Projects.

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**UNIT I:** Introduction to Software Project Management

Introduction– Software Project –vs–other Projects, Activities covered by Software Project Management– Plans, Methods and methodologies, Some ways of categorizing software projects, stakeholders– Project success and failure – Management Control

**UNIT II:** Project Evaluation and Programme Management Project Portfolio Management, Evaluation of Individual projects, CBA techniques, Risk Evaluation, Programme Management, Managing the allocation of resources within programmes, Strategic Programme Management, Aids to programme management, Stepwise Project Planning

**UNIT III:** Selection of an appropriate project approach and Software Effort estimation Build or buy– Choosing methodologies and technologies, Choice of process models, structure –vs– speed of delivery, Waterfall model, Spiral model, software prototyping, Selecting the most appropriate process model, Basis for Software Estimating, Software effort estimation techniques

**UNIT IV:** Risk Management and Resource Allocation Categories of Risk, Risk Identification, Risk Assessment, Risk Planning, Risk Management, Evaluating the risks to the schedule– Nature of resources, Identifying resource requirements, Scheduling the resources, Cost Schedules

**UNIT V:** Monitoring and control and managing contracts Creating the framework, Collecting the data, Visualizing progress, Cost monitoring, Earned Value Analysis, Prioritizing monitoring, Getting the project back to target, Change control, Types of contracts, Stages in Contract placement, Typical terms of a contract, Contract management.

**TEXT BOOKS**

1. Joel Henry, Software Project Management, Pearson, 2011
2. Sanjay Mohapatra – Software Project Management – Cengage – 2011.

**REFERENCES**

1. Bob Hughes, Mike Cotterell and Rajib Mall – Software Project Management – TMH– 2017
2. Kathy Schwalbe, Project Management in IT, Cengage, 2011

**MANAGEMENT INFORMATION SYSTEM**  
**ELECTIVE: DATA MINING FOR BUSINESS DECISIONS**

**Objectives:** To develop the skills to use the model for a predictive analytical solution and analyze appropriate model for solving business problem.

**Outcome:** Students are able to develop the skills to use the model for a predictive analytical solution

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**UNIT I:** Introduction to Data Mining – Deriving Value from Data Mining – Applications – Basic concepts

**UNIT II:** Exploratory Analytics using R/Rattle – Basic metrics– Principal Component Analysis– Correlational analysis–Visualizing Data– Applications

**UNIT III:** Predictive Modeling using R/Rattle– Decision Trees– ANN – Clustering– Regression– Logistic Regression– Applications

**UNIT IV:** Market Basket Analysis – Association rule mining – Naïve Bayes Analysis – Applications

**UNIT V:** Text Mining – Web Mining – Best Practices in Data Analysis and BI

**TEXT BOOKS**

1. Anil Maheshwari ,Data Analytics. McGraw Hill, 2017.

**REFERENCES**

1. Eric Siegel, Thomas H. Davenport, —Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie, or Die, Wiley, 2013
2. Anasse Bari, Mohamed Chaouchi and Tommy Jung ,Predictive Analytics, Willey,2015
3. Alberto Cordoba, —Understanding the Predictive Analytics Lifecycle, Wiley, 2014.
4. Dean Abbott, Applied Predictive Analytics, Willey, 2014.



**PROJECT MANAGEMENT**  
**ELECTIVE: PROJECT SUPPORT SYSTEM**

**COURSE OBJECTIVES**

**UNIT I:** Project Support Facilities: Need for support system - Nature and types of project supporting facilities - Incentives and subsidies - Role of Governmental Departments: Department of Planning and Programme - GOI - Department of Planning in the State Government - Department of Science and Technology - Indian Investment Centre.

**UNIT II:** Marketing support - Marketing plan - Marketing process - Market positioning - Marketing intelligence - Institutional support: NSIC, STC, MMTC, State Small Industries Corporation - Export Trade Promotion Councils - Commodity Boards, KVIC.

**UNIT III:** Technical Support: Know-how designing and development - Process designing - Selection of machinery and equipment - Setting quality standards - Appropriate technology - Licensing and registration - Pollution and effluent treatment - Institutional support: Department of Science and Technology, CSIR, ITCOT, SISI, STED & Steps, Productivity Councils, Project and Equipment Corporation of India.

**UNIT IV:** Financial Support - Estimating the project cost - Designing judicious financing plan - Means of financing - Institutional support: Central and State level development banks: IDBI, NABARD, SIDBI, SFCS, EXIM Banks - Commercial Banks - Leasing companies and investment institutions - Role of international financial agencies: World Bank, ADB and IBRD.

**UNIT V:** Management, Consultancy and Training Support: Advisory services such as legal, environmental, managerial and human aspects - Awareness training, motivation training and management training. Institutional Support: District Industries Centre, Small Industries Service Institute - Small Industry Extension Training Institute - SIDCO, FASSI, National Science and Technology - Entrepreneurship Development Board - Management consultancy organizations: Centre for Entrepreneurship Development - Non-governmental Organizations.

**REFERENCE BOOKS:**

1. Machiraju H R, Project Finance.
2. Pahwa H P S, Project Financing: Policies, Procedures and Practice.
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management.

## **PROJECT MANAGEMENT**

### **ELECTIVE: THE PROJECT ORGANIZATION**

#### **COURSE OBJECTIVES**

- ☐ To give exposure to project management and roles and responsibilities of project Manager
- ☐ To distinguish project life cycle from product life cycle and make aware of different phases of project life cycle
- ☐ To build idea and confidence among the students to select the appropriate projects
- ☐ To create awareness on project organization strategy, structure and culture

**UNIT I–Introduction to Project Management** Project management – Meaning of the Project and Project Management – Importance – Scope – Project management Office; Project Manager – Roles and Responsibilities; Modern Project management – Project Management Today – An integrative approach – Integration of Projects with the strategic Plan, Integration within the process of Managing Actual Projects

**UNIT II–Organization Structure and Culture** Project Management Structures – Building blocks of right project management structure – Organizational culture and styles – Implications of organizational culture for organizing projects; Organizational Process Assets

**UNIT III–Defining the Project** Defining the Project Scope – Establishing project priorities – Creating the work breakdown structure – Integrating the work breakdown structure with the organization – Coding the work breakdown structure for the information system – Process Breakdown Structure – Responsibility Matrices – Project Communication Plan

**UNIT IV–Organization Strategy And Project Selection** Projects Vs Operational Work; The strategic management process – Project portfolio management system – The need for an effective project portfolio management system – Applying selection model – Managing the portfolio system

**UNIT V –Managing Project Teams** Managing Vs Leading a project – Managing Project Stakeholders – Influence as exchange – Managing upward relations – Leading by example – Social Network building – case study – Team Development – Factors affecting – High performance Project teams – Project meetings – presentation – Reports – Project reward systems – Decision making process – Rejuvenating– Virtual Project teams – Pitfalls – case study

#### **LEARNING RESOURCES**

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
4. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010

5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010
6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

## **PROJECT MANAGEMENT**

### **ELECTIVE: PROJECT PLANNING AND SCHEDULING**

**COURSE OBJECTIVES** By undergoing this course, the learner will be able to

- ☐ To assess the scope of the project
- ☐ To effectively plan the project communication
- ☐ To evaluate the cost of the project
- ☐ To plan and maintain the quality of the projects
- ☐ To develop the detailed project plan with Network computation process

**UNIT I–Market Research and Demand Analysis** Idea generation – monitoring the environment – corporate appraisal – identify investment opportunities – Situational analysis – specification of objectives– collection of secondary information– conduct of market survey– characterization of market– Demand forecasting – formulation of market plan– Social responsibility – ethics

**UNIT II–Scope of the Project** Collect the requirements of the project, Define the scope, Establish project priorities, Create work breakdown structure, Code WBS for information system, Process breakdown structure, Responsibility matrix, Integrating WBS with organization, managing changes in scope of project.

**UNIT III–Project Communication Plan** Identify stakeholders, analyze stakeholders, Analyze the communication requirement of each stakeholder, Plan communication, and Distribute information: Communication methods, frequency of communication, Managing Stakeholder expectations, Content of communication: % completion, % budget, variance analysis, and Performance forecasting methods.

**UNIT IV–Developing a Project Plan** Developing a project network, from work packages to network, Activity on Node fundamentals, Network computation process, PERT, CPM networks, critical path, using forward and backward pass information, level of details for activities, practical considerations, and extended network techniques; Project planning involving constraints of time, resources, and funds

**UNIT V–Project Scheduling and Control** Schedule Activities, Sequence Activities, Activity Resource Estimation, Estimation of Activity Durations, Development of Schedule, Controlling the Schedule; Monitoring Time Performance – Tracking Gantt chart – Scope Creep, Baseline Changes, Techniques of Executing the Project within Scheduled Time; Case Study

### **LEARNING RESOURCES**

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012

4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

## **PROJECT MANAGEMENT**

### **ELECTIVE: PROJECT BUDGETING AND COST MANAGEMENT**

**COURSE OBJECTIVES** By undergoing this course, the learner will be able to

- ☐ Assess the market conditions for the profitable launch of the project
- ☐ Effectively plan, schedule and process projects under changing economic conditions
- ☐ Evaluate the financing options and select the optimum investment–mix
- ☐ Identify, quantify and structure project risks
- ☐ Perform the functions of a project manager effectively by following the ethical and social code of conduct

**UNIT I–Projects Cost Management** Estimating Project time and cost, Factors influencing quality of estimates, estimating guidelines for time, cost, resources; Top down Vs Bottom up Estimating, Methods of estimating Project time, and cost; Level of details, types of costs, Refining estimates, Creating database for estimating, Budget uncertainty and Risk management, Developing human resource plan.?

**UNIT II–Financing and Investment Decisions** Sources of finance – long term sources – debt – equity – term loans– consortium – Development banks – Venture capital – Angel investors– Private equity – ADRs –GDRs– Regulations in India – What makes a project unique – How to approach VCs – Working Capital financing – Current scenario assessments

#### **UNIT III–Project Planning and Scheduling**

Process planning– lining technical requirements – decision on product mix– environmental aspects – structures and civil works– cost computation – sources of finance– weighted average cost of capital– Required rate of return – projected cash flow statements – Net present value – pay back – accounting / average rate of return– benefit–cost ratio

**UNIT IV–Risk–Return Analysis** Meaning of risk– classification – techniques of risk management – sensitivity analysis – certainty coefficient – scenario analysis – Hillier Model – Decision tree – Project selection under risk – Capital rationing – Mutually exclusive and Inclusive projects

**UNIT V–Project Performance Evaluation** Control of in–progress projects – imposing control mechanisms – checks – Post –audit – Abandonment analysis – administrative aspects of capital budgeting – agency problem – evaluating the capital budgeting system of an organization – human aspects of project management

#### **LEARNING RESOURCES**

1. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012
2. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
3. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012

4. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
5. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
6. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010

## **PROJECT MANAGEMENT**

### **ELECTIVE: PROJECT EXECUTION, MONITORING AND CONTROL**

#### **COURSE OBJECTIVES**

- ☐ To provide confidence to the students to execute the project
- ☐ To build the system for project monitoring and measurement
- ☐ To inculcate the habit of controlling the entire project within planned schedule and cost
- ☐ To develop the project control process

**UNIT I–Project Outsourcing** Outsourcing Project work – Requirements and procedures – Extensive training – team building activities – Time management – Risk Management – Procurement Management – case study

**UNIT II–Project Monitoring Information System and Control Process** Structure of a Project Monitoring Information System – Overview, Data to be Collected, Analysis and Report; Problems in Data Acquisition; Project Control process – Steps in Control Process; Designing the control systems – Types of Control Systems and Tools for Control

**UNIT III–Project Quality Management** Define quality requirements, cost benefit analysis, cost of quality, Quality Plan – Quality requirements, Standards for the Project and Product, Documentation; Quality management plan, Quality metrics and checks,

**UNIT IV–Project Assurance and Control Systems** Quality assurance – Quality audit, process analysis, managing change requests, Quality Assurance Performance –Quality control tools – Quality Control Performance –Monitoring and Recording Results, Tracking Quality Control Charts and Recommending Necessary Changes

#### **UNIT V–Project Cost Control System**

Development of an Earned Value Cost / Schedule System – Terms, Percent complete rule, Costs included in baselines, Methods of variances analysis; Indexes to monitor progress – Cost Performance Index (CPI), Scheduling Performance Index (SPI), Project percent complete indexes, Technical Performance measurement, Software for project cost/schedule systems and additional earned value rules; Development of status report and Forecasting final project cost

#### **LEARNING RESOURCES**

1. Clifford Gray, Erik Larson and Gautam Desai, Project Management, The Managerial Process, 4th edition, Tata McGraw Hill 2012
2. Project management Institute, The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition, PMI Publication, 2012
3. Harold Kerzner, Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India, 2011
4. John Nicholas, Herman Steyn, Project Management for Business, Engineering & Technology, 4th edition, Routledge or CRC India, 2010
5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan, Project Management, Core Textbook, 1st Indian edition, Wiley India, 2010



6. Prasanna Chandra, Projects, Planning, Analysis, Selection, Financing, Implementation and Review, 7th edition, Tata McGraw Hill, 2012

## **PROJECT MANAGEMENT**

### **ELECTIVE: PROJECT CLOSURE, ETHICS AND DIGITAL FORMATIONS**

**COURSE OBJECTIVES** The learners will be able to:

- ☐ Assess projects and audit them for achievement of objectives
- ☐ Create assessment reports as per standards
- ☐ Use different audit approaches for different types of projects
- ☐ Manage audit teams
- ☐ Implement project closures as per standards
- ☐ Assess when to close a project

**UNIT I–Project Life Cycle Management** Project life cycle – Overview and Characteristics; Project life cycle Phases – Defining, Planning, Executing and Delivering; Product life cycle Vs Project life cycle; Applications of Project life cycle; Significance and Benefits of Project life cycle

**UNIT II–Audit Plan and Assessment Methodologies** Audit and assessments – managing troubled projects– benefits of audits and assessments–When to audit – Difference of audits and assessments – Project audits– methodology– kinds of preparations needed–strategy choices for audits– When to assess or audit– developing audit plan– stakeholders– best practices

**UNIT III–Project Review and Closure** Project review– control of projects– review activities– involving 3rd parties – Project closure– processes for closure– deliverables– best practices – Project retrospective– methodologies– post mortems– archiving– need

**UNIT IV–Ethics and Conflict Management** Ethics and Project Management– Building trust: the key to exercising influence – Qualities of an effective project manager – Managing Inter organizational relations – case study – Conflict management process – Frequent review and status updates – Fair and Incentive Laden contracts – Long term outsourcing relationships – The Art of negotiating – Managing Customer relationship – case study

**UNIT V–Digital Project Management** Digital project management – Skills required for digital project manager – Digital transformation in project management – IT, Cloud computing and artificial intelligence applications in project management – Project management software and its applications

### **LEARNING RESOURCES**

1. Clifford Gray ,Project Management, The Managerial Process, – 4th edition, Erik Larson and Gautam Desai, Tata McGraw Hill 2011
2. The Guide to the Project Management Body of Knowledge (PMBOK Guide), 5th Edition by Project management Institute 2012
3. Harold Kerzner,Project Management, A Systems approach to Planning, Scheduling and Controlling, 10th edition, Wiley India 2009
4. John Nicholas, Herman Steyn,Project Management for Business, Engineering & Technology, 4th edition ,Routledge or CRC India 2009

5. Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan,Project Management, Core Textbook, 1st Indian edition, by Wiley India 2009
6. Prasanna Chandra ,Projects, Planning, Analysis, Selection, Financing, Implementation and Review 7th edition, Tata McGraw Hill 2008

**PROJECT MANAGEMENT**  
**ELECTIVE: PROJECT CONTROL SYSTEM**

**Unit I:** Project Decision Making - Concept and Design - Types of Decision - Approaches to Decision Making - Decision Systems - Information needs of Different Decision Systems.

**Unit II:** Multiple Projects and Constraints - Methods of Ranking ~ Mathematical programming approach - Linear programming model; Goal programming model - Queuing models for decision making - Elements of different queuing models - Uses and limitations.

**Unit III:** Risk analysis: Measures of risk - Mathematical analysis, Sensitivity analysis - Simulation analysis. Decision tree analysis - Selection of project - Risk analysis in practice - Portfolio theory approach - CAPM approach - Little riskless approach - Applied utility theory, approach - Abandonment value analysis.

**Unit IV:** Network analysis and decision making - PERT and CPM techniques - Nature and uses thereof in decision making. Project scheduling: Crash coursing in project decision.

**Unit V:** Project monitoring and management information system - Role of computer - Resource monitoring and control - Project management softwares.

**REFERENCE BOOKS:**

1. Rusiom S. Davar: Executive Decision Making: Modern Concepts and Techniques.
2. J.K.. Srivastava, G.V.Shenoy and SC. Shanna: Quantitative Techniques for Managerial and Decision Making.
3. Pilcher.Roy: Appraisal and Control of Project Cost.
4. Pilale R.L : Project Appraisal Technique.
5. Chitale V.P: Project Viability in inflationary conditions : A study of capital cost and project viability.

## **STRATEGY**

### **ELECTIVE: STRATEGIC MANAGEMENT OF SERVICES**

#### **COURSE OBJECTIVES**

- ☐ To explore the basic knowledge on services economy and internationalization of services.
- ☐ To Understand and incorporate the pricing strategies in the competitive scenario.
- ☐ To conceptualize the importance of ServQual, service system design and service failures.
- ☐ To design strategies on capacity planning and supply chain Management.
- ☐ To gain knowledge on the various services firms and strategies related to services innovation.

**UNIT I** Introduction to services Economy–Nature of services– Nature of services management– The service concept– servitization of manufacturing businesses– Servitisation– a growth path for manufacturing firms– Service internationalization–service vision and strategy

**UNIT II** Pricing–Objectives–Types–Policies involved in setting price–pricing in different competitive situations–pricing strategies.

**UNIT III** Service Quality–Dimensions–ServQual Model –Gaps in service quality–Service system design –positioning of services–Service failures

**UNIT IV** Capacity Planning–Types of capacity planning–capacity requirement planning process–types of capacity planning strategies–Managing supply chain in services

**UNIT V** Service sector specific issues in Healthcare, IT Services, rural services and NGOs– Service innovation–Growth strategies for service firms

#### **LEARNING RESOURCES**

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E Bamford, Strategic management and business policy: Globalization, Innovation and Sustainability, Pearson Education, 14th edition, 2017.
2. Bart Van Looy, Paul Gemmel, Roland Van Dierdonck, Service Management: An Integrated Approach, 3rd Edition, 2013
3. Bettie M.J. Goud, Apart P.J. Goud, Strategic Service Management: A guide into 20 different models, theories and concepts, Routledge, 2016.
4. Lovelock, Chatterjee, Services Marketing: People, Technology and Strategy Pearson publications, 7th edition, 2011.
5. Richard Normann, Service Management: Strategy and Leadership in Service Business, 3rd Edition, Wiley publications, 2001.

## **STRATEGY**

### **ELECTIVE: COMPETING IN GLOBAL MARKETS**

#### **COURSE OBJECTIVES**

- ☐ To understand the process of globalization and global environment
- ☐ To analyze the impact of globalization on market opportunities
- ☐ To gain knowledge on global market potential assessment
- ☐ To design strategies on global entry and alliances
- ☐ To gain knowledge on design and compete global market strategy

**UNIT I** Globalization of Markets and Production–competition in global markets–global and national environments–national competitive advantage–frame work for policy analysis–increasing profitability and profit growth through global expansion–realizing cost economies from global volume–International Business and Global value creation

**UNIT II** The cultural and political environment of International business–realization location economies–leveraging the skills of global subsidiaries– Global strategy and organization

**UNIT III** Global market opportunity assessment– changes in strategy over time–advantages and disadvantage of strategic alliances–making strategic alliance work–alliance structure–managing the alliance–practicing strategic management– Entering International markets

**UNIT IV** The entry mode decision– exporting–licensing–franchising–joint ventures–wholly owned subsidiaries–choosing an entry strategy– Global sourcing

#### **UNIT V**

Costs of doing business abroad–cost pressures and pressures for local responsiveness–pressures for cost reductions–pressures for local responsiveness– choosing a global strategy – global standardization strategy – localization strategy – transnational strategy – international strategy– Functional issues in the global corporation

#### **LEARNING RESOURCES**

1. Robert Grosse, Emerging Markets Strategies for competing in global value chain, Kogan Page Limited, 2016
2. Charles W.L.Hill, Dr.G.Tomas M. Hult, International Business: Competing in the Global Marketplace, McGraw Hill Education, 2016.
3. Salah S Hassan., and Erdener Kaynak, Globalization of consumer markets–structures and strategies, Routledge, 2013.
4. Lloyd, P.J., and Kerrin, M. Vautier, Promoting Competition in Global Markets – A Multi–National Approach, Edward Elgar Publishing Limited, 1999.

## **STRATEGY**

### **ELECTIVE: DYNAMICS OF FRAMING AND EXECUTING STRATEGY**

#### **COURSE OBJECTIVES**

- ☐ To understand the process of dynamic environment
- ☐ To analyze the impact of dynamic environment on review of mission and objectives
- ☐ To gain knowledge on emergent nature of strategy
- ☐ To understand the process of managing a strategic alliance portfolio
- ☐ To gain knowledge on reengineering and strategy implementation

**UNIT I** Understand the inter dependent nature of strategy and functional areas– Situation analysis SWOT analysis– marketing strategy–financial strategy–R&D strategy–operation strategy–purchasing strategy–logistics strategy–HRM strategy–Information Technology Strategy

#### **UNIT II**

Understanding the parameters of operating in a dynamic environment– generating a Strategic Factor Analysis Summary (SFAS)–IFAS & EFAS–finding a propitious Niche–Review of mission and objectives–Generating alternative strategies by using TOWS matrix–Business strategies–Porter’s competitive strategies

**UNIT III** Understand the emergent nature of strategy–cooperative strategy–corporate strategy–directional strategy–controversies in directional growth strategies–stability strategies–retrenchment strategies–Portfolio analysis–BCG Growth matrix–GE matrix

**UNIT IV** Managing multi market contact and competitive pressure mapping–managing a strategic alliance portfolio–SPACE–strategic choice–developing policies–corporate parenting–Horizontal strategy and multipoint competition

**UNIT V** Creating and managing synergies through corporate strategy–developing programs, budgets and procedures–achieving synergy–structure follows strategy–stages of corporate development–organizational life cycle–advanced types of organizational structures–reengineering and strategy implementation–international issues strategy implementation–stages of international development–staffing–international issues–environmental sustainability issue–MBO–TQM–international considerations in leading.

#### **LEARNING RESOURCES**

1. Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E Bamford, Strategic management and business policy: Globalization, Innovation and Sustainability, Pearson Education, 14th edition, 2017.
2. CTI Reviews, Crafting and executing strategy, the quest for competitive advantage, Cram 101 Text book reviews, 2016.
3. Timothy C. Daughtry, Gary R. Casselman, Executing strategy: From boardroom to frontline, Capital books Inc., 2009.

## **STRATEGY**

### **ELECTIVE: FOUNDATIONS OF STRATEGY CONSULTING**

#### **COURSE OBJECTIVES**

- ☐ To understand the nuances in the global consulting market
- ☐ To analyze the strategic position of the organization
- ☐ To develop strategic financial and operation plan for the organization
- ☐ To simulate the consulting scenarios by use cases in the real time business.

**UNIT I** A structured process for approaching strategic issues and structured thinking – Organizational Goals, purposes – Organizational structures – Mission & Vision Statements

**UNIT II** Landscape Assessment– Porter`s model of competitive analysis – Steps of strategic Analysis – Market Homogeneity and strategic segmentation criteria – Strategic segmentation process – Generating and evaluating strategic options– profitability – size relationship and competitive systems matrix – Steps for diagnosing the company`s the company`s competitive positioning and choice of strategic options

**UNIT III** Importance of a good financial plan – Types of financial plan – principles of a sound financial plan – process of financial planning – Factors affecting financial plan – Limitations of Financial plan.

**UNITIV** Principles of engagement–engagement objectives–metrics of success–project resourcing–budget for engagement– timeline for engagement–manage risks and issues.

**UNIT V** Professionalism in consulting – Marketing and selling of consulting – Competencies required for an effective consultant

#### **LEARNING RESOURCES**

1. Philippe Chereau, Pierre–Xavier Meschi, Strategic Consulting: Tools and methods for successful strategy missions, Springer, 06–Nov–2017
2. Larry E. Greiner, Flemming Poulfelt, THOMAS OLSON, Management Consulting Today and Tomorrow: Perspectives and Advice from 27 Leading World Experts, Routledge, 02–Apr–2010
3. Sofat, Rajni, Hiro, Preeti, Strategic Financial Management, second edition, PHI learning pvt. Ltd., 28–oct–2015.



## **STRATEGY**

### **ELECTIVE: STRATEGIC LEADERSHIP**

#### **COURSE OBJECTIVES**

- ☐ To understand the role of strategic managers at different levels in an organization
- ☐ To understand main pitfalls of planning and how those pitfalls can be avoided
- ☐ To gain knowledge on cognitive biases lead to strategic decisions
- ☐ To learn how to overcome strategic biases
- ☐ To understand the role of strategic leaders in strategic process

**UNIT I– Building and Leveraging Advantage** Strategic leadership, competitive advantage and superior performance–Competitive advantage and a company’s business model–industry difference in performance–performance in nonprofit enterprises–strategic managers–corporate level managers–business level managers–functional level managers

**UNIT II– Sensing and seizing Opportunities** strategy making process–a model of the strategic planning process–mission statement–external analysis–internal analysis–SWOT analysis and business model–strategy implementation–Strategy as an emergent process–strategy making in an unpredictable world–strategy making by lower level managers—executive leadership and strategic vision–transformational leaders

**UNIT III– Defining and embedding ambition** Serendipity and strategy–intended and emergent strategies–scenario planning–decentralized planning–strategic decision making

**UNIT IV– Behavioral Strategy** Cognitive biases and strategic decision making–techniques for improving decision making– Purpose of corporation

**UNIT V– Strategic leadership in complex organizational contexts** Strategic leadership–vision, eloquence and consistency–articulation of the business model–commitment–being well informed–willingness to delegate and empower–the astute use of power–emotional intelligence

#### **LEARNING RESOURCES**

1. Victor C.X.Wang, Strategic Leadership, Information Age Publishing, 2018.
2. Charles W.L.Hill and Gareth R. Jones, Strategic Management–An integrated approach, Cengage Publishing, 2015
3. Steven J. Stowell and Stephanie S. Mead —The Art of Strategic Leadership: How leaders at all levels prepare, John Wiley & Sons, 2017.
4. Thomas L. Wheelen and J. David Hunger, Concepts of strategic management and business policy, Pearson, 2010.

## **STRATEGY**

### **ELECTIVE: DESIGNING AND CONFIGURING BUSINESS MODELS**

#### **COURSE OBJECTIVES**

- ☐ To ideate the proposed business plan using business model canvas
- ☐ To understand the significance of segmentation and value proposition
- ☐ To make informed choice of the distribution channels
- ☐ To optimize the cost model for maximizing revenue
- ☐ To understand the resource utilization for enhance efficiency.

**UNIT I– Introduction to business models** The business model canvas (a shared language for describing, visualizing, assessing, and changing business models) – definition of a business model – the 9 building blocks – the business model canvas template.

**UNIT II– Designing / understanding customer segmentation and value proposition** Types of customer segmentation – mass market – niche market – segmented – diversified – multi-sided platforms (or multi-sided markets). value propositions – newness – performance – customization – —getting the job done – design – brand/status – price – cost reduction – risk reduction – accessibility – convenience/usability.

**UNIT III– Choosing channels and customer relationships to serve the customer** Channel types – sales force – web sales – own stores – partner stores – wholesaler. Channel phases – awareness – evaluation – purchase – delivery – after sales. Customer relationships – personal assistance – dedicated personal assistance – self-service – automated services – communities – co-creation.

**UNIT IV– Key partners and key activities for the business model** Key partnership – optimization and economy of sale – reduction of risk and uncertainty – acquisition of particular resources and activities. key activities – production – problem solving – platform/network. choosing revenue streams and cost structures – asset sale – usage fee – subscription fees – leading/renting/leasing – licensing – brokerage fees – advertising.

**UNIT V– Key resources and key activities to complete the business model** Categories of key resources – physical – intellectual – human – financial. key activities – production – problem solving – platform/network–social business models.

#### **LEARNING RESOURCES**

1. Tim Clark and Bruce Hazen. Business Models for Teams. Penguin Publishing Group, 2017.
2. Osterwalder, Alexander, and Yves Pigneur. Business Model Generation: A Handbook For Visionaries, Game Changers, And Challengers. Wiley, 2010.
3. Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadakos, Value Proposition Design: How to Create Products and Services Customers Want. Wiley, 2010.

## **INTERNATIONAL BUSINESS**

### **ELECTIVE: INTERNATIONAL MARKETING MANAGEMENT**

#### **Course Objective:**

- Provide understanding of the decision variables a marketing manager may use in an international marketing environment.
- To gain experience in developing international marketing strategies.
- Provide understanding of product and pricing decisions appropriate for international market.
- Develop the basic skills needed to develop an international marketing communications plan and strategy,

#### **UNIT I**

International Marketing: Scope and Significance of International Marketing, The importance of international marketing, Differences between international and domestic marketing, legal environment and regulatory environment of international marketing. Limitations of Global Marketing.

#### **UNIT II**

International Market Entry Strategies: Indirect Exporting, Direct Exporting, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.

#### **UNIT III**

International product management: International product positioning, Product saturation Levels in global Market, New products in International Market, Products and culture, brands in International Market.

#### **UNIT IV**

International Marketing Channels: Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing an international Distribution Strategy, Selecting Foreign Country Market intermediaries. The management of physical distribution of goods, Grey Market goods.

#### **UNIT V**

Export Marketing: Introduction to Export Marketing, Export Policy Decisions of a firm, EXIM policy of India. Export costing and pricing, Export procedures and export documentation. Export assistance and incentives in India.

#### **Text books:**

1. International Marketing, Michael R. Czinkota, Likka A Ronkainen, Cengage.
2. Global marketing Management, Keegan, Green, 4/e, Pearson

#### **References:**

1. International Marketing, Philip R. Cateora, John L. Graham, Prasanth Salwan, TMH.
2. Global Marketing, Management, Lee, Carter, Oxford.
3. International Marketing and Export management, Albaum, Pearson Education.
4. Global Marketing, Johansson, TMH.
5. Integrated Marketing Management – Text and Cases, Mathur, Sage.

## **INTERNATIONAL BUSINESS**

### **ELECTIVE: INTERNATIONAL REGULATORY ENVIRONMENT**

**Course Objective:** The purpose of this paper is to enable the students learn nature scope and structure of International Business, and understand the influence of various environmental factors on international business operations.

#### **UNIT I**

Introduction to International Business: Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Environmental Context of International Business: Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.

#### **UNIT II**

Global Trading Environment: World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade. International Financial Environment: Foreign Investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows.

#### **UNIT III**

International Economic Institutions and Agreements: WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements.

#### **UNIT IV**

Regional Economic Groupings in Practice: Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation. Multinational Corporations and their involvement in International Business:

#### **UNIT V**

Issues in foreign investments, technology transfer, pricing and regulations; International collaborative arrangements and strategic alliances. Emerging Developments and Other Issues: Growing concern for ecology; Counter trade; IT and international business.

#### **Suggested Readings:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Response Strategies of the Indian Sector, Wheeler Publishing,
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth,
4. Danoes, John D. and Radebaugh, Lee H., International Business: Environment and Operations, Addison Wesley, Readings,
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.

## **INTERNATIONAL BUSINESS**

### **ELECTIVE: EXPORT IMPORT DOCUMENTATION**

#### **Course Objectives:**

- The basic objective of this course is to provide to the country a steady stream of competent young men & women with the necessary knowledge, skills and foundations for acquiring a wide range of rewarding careers into the rapidly expanding world of Import & Export Management
- To promote basic understanding on the concepts of export and import documentations to enable them to realize the impact of documentations.

#### **UNIT 1**

Introduction to exports, Registration process, Selection of products and market Payment terms, Export costing and pricing, Preliminaries for exports. Registration – IEC, RCMC, EPC, Central Excise. (BCMC changed to RCMC) Categories of Export, Physical – Direct & Indirect, Deemed Exports Merchant & Manufacturer Exports

#### **UNIT II**

Shipment procedures, Role of clearing and forwarding agent, Cargo management Containerization, Shipping documents and terms used in shipping, Export Procedures Excise clearance for exports, Marine insurance of Export Cargo Shipment goods, Quality and Pre Shipment inspection, EGC Services, GSP rules of origin

#### **UNIT III**

Meaning and importance of letter of credit, Documentation papers of L/C EXPORT incentives, risk and insurance, Benefits of Exports, excise clearance Benefit / Rebate, Income Tax Benefit, (IPRS is discontinued), Shipment & Transport – Sea, Air, Rail, Road, Pipeline, Role of overseas agent & remittance of commission.

#### **UNIT IV**

The organization of exports –imports firms and business planning, planning of export/import operations. Import procedures Overview of various export promotion schemes Duty Drawback Advance License, (Replenishment Licenses, Special Interest License is discontinued), Remission Scheme, DEPB Scheme

#### **UNIT V**

Export Promotion Capital Goods Scheme. Diamond & Jewelry, Agricultural & Pharmaceutical product exports promotion, scheme. Export of Principal Commodities in India, SEZ, EHTP, STP & EOU's, Types of Export Houses.

#### **Books Recommended:**

1. New Import Export Policy - Nabhi Publications
2. EXIM Policy & Handbook of EXIM Procedure – VOL I & II
3. A Guide on Export Policy Procedure & Documentation– Mahajan
4. How to Export – Nabhi Publications
5. Export Management – D.C. Kapoor

## **INTERNATIONAL BUSINESS**

### **ELECTIVE: INTERNATIONAL LOGISTICS**

**Course Objective:** The course provides the analytical framework for understanding the logistic models and

supply chain techniques in an international perspective.

- ☐ To gain a working understanding of logistics principles
- ☐ To introduce key activities performed by the logistics functions.
- ☐ To understand the aspects of shipping industry and freight system
- ☐ To understand the ports facilities and global air transportation.
- ☐ To understand the role and importance of information and communication technology in logistics management.

#### **UNIT I**

Logistics Management: Concepts – Importance – Elements of the logistic System – Marketing and logistic mix – Logistics and marketing interface – Value-chain and production efficiency.

#### **UNIT II**

Shipping Industry: Types of ships – Shipping systems: linear, Tramp, conference, chartering, Baltic freight exchange – Shipping intermediaries: agent, forwarder, brokers and others – containerization – types of containers – ICDs – CFS – CONCOR.

#### **UNIT III**

Air Transport: Air transport – Air freight – IATA – Cargo handling – Designing the International Information system – system modules – Distribution and Transportation.

#### **UNIT IV**

Supply chain: Definition – scope and importance of supply chain – supply chain drivers and metrics - efficient and responsive supply chain - Designing supply chain network: Distribution network – Factor influencing distribution - Transportation decision in supply chain management.

#### **UNIT V**

Forecasting and planning in supply chain management – Pricing in supply chain management- Role of IT in supply chain management - co-ordination in supply chain management.

#### **Text Books**

1. Chopra S and P Meindl “Supply chain management: Strategy, planning and operations”
- David P, “International Logistics” Biztantra, New Delhi, 2006.

#### **Reference Books:**

1. Donald J Bowersox Davi J Class” Logistics Management, Tata Mc. Graw Hill, New Delhi.
2. David Stewart,” International Supply Chain Management”, Cengage publications,2008.
3. Reji Ismail, “Logistics Management” Excel Books, 2008.

## **INTERNATIONAL BUSINESS**

### **ELECTIVE: INTERNATIONAL INDUSTRIAL BUYER BEHAVIOR**

#### **Course Objective:**

Recall the fundamental concepts of Consumer Behavior Theory, Learning; Attitudes and attitude change; Globalisation of consumer markets and international marketing implications, Needs, motivation and involvement.

Analyse Cross-Cultural Consumer Research – Complexities and issues, Organisational Buying Behaviour: Process, Influence and model.

Summarize the Consumer Buying Process, Models of Consumer Behaviour, Innovation

Diffusion and Consumer Adoption Process, Extensive, Limited and Routine Problem Solving Behaviours.

#### **UNIT I**

Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

#### **UNIT II**

Internal Determinants of Buying Behaviour : Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude change; Personality and psychographics (values and life style analysis).

#### **UNIT III**

External Determinants of Buying Behaviour: Family and household influence; Reference groups and social class; Culture and subcultures. Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.

#### **UNIT IV**

Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic demographic and sociocultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

#### **UNIT V**

Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

#### **References:**

1. The Howard - Sheth Theory of Buyer Behavior by Jagdish N Sheth, 2020
2. Buyer Personas: How to Gain Insight into your Customer's Expectations, Align your Marketing Strategies, and Win More Business by Adele Revella, 2015
3. The Reign of the Customer: Customer-Centric Approaches to Improving Satisfaction, Book by Claes Fornell, David VanAmburg, and Forrest V. Morgeson III, 2017

## **INTERNATIONAL BUSINESS**

### **ELECTIVE: GLOBAL LEADERSHIP & SKILLS DEVELOPMENT**

#### **Course Objective:**

Compare and contrast local and global leadership skills, Compare and contrast local and global leadership skills and characteristics, Situational, Compare and contrast leadership ethics in different cultural settings.

Classify to Assess the value of the presence of organizational and personal ethics, Exploring and analyzing leadership ethics in different cultural settings, Analyzing leadership and teamwork, within a global context.

#### **UNIT-I**

Defining and assessing Leadership -Compare and contrast local and global leadership skills and characteristics - Assess the effect of environments and situations on global leadership skills and characteristics.

#### **UNIT II**

Researching, assessing and applying leadership theories/models – McGregor, Likert's System, Situational, Servant, Participatory/Shared

#### **UNIT III**

Examining and assessing leadership ethics - Compare and contrast leadership ethics in different cultural settings - Assess the value of the presence of organizational and personal ethics

#### **UNIT IV**

Exploring and analyzing leadership ethics in different cultural settings - Examine the core aspects of global/international/multicultural organizational cultures -Examine the core aspects of diverse organizations

#### **UNIT V**

Analyzing leadership and teamwork, within a global context. - Assess the core characteristics of a global/international/multicultural team - Assessing and applying conflict management within a global context - Assess the future of leadership within a global/international/ multicultural environment

#### **REFERENCES**

1. Leadership: Theory and Practice 8th Edition, Peter G. Northouse, SAGE Publications, Inc, 2018 3 Category Professional Core (PC) 4 Approval
2. Conscious Leadership: Elevating Humanity Through Business, John Mackey, Steve McIntosh, Portfolio, 2020
3. Leadership: In Turbulent Times, Doris Kearns Goodwin, Simon & Schuster, 2019
4. Global Leadership (Global HRM) 3rd Edition, Mark E. Mendenhall (Editor), Joyce Osland (Editor), Allan Bird (Editor), Gary R. Oddou, 2017



## **INTERNATIONAL BUSINESS**

### **ELECTIVE: GLOBAL BUSINESS STRATEGY**

#### **Course Objective:**

List Importance of global business strategy, Institutions, cultures and ethical issues at global level. Introduction to International Strategy Business level Strategies: The Entrepreneurial firms, Globalization and Business Ethics: International Business issues Classify Impact of globalization Global business Environment, Internal analysis: Leveraging resources and capability, Key Global issues for Business, Corporate Governance is a prerequisite for Globalization Compare Competitive environment analysis, Global competitive dynamics Corporate level strategies, Innovations and Competitive advantage

#### **UNIT I Introduction to global business strategy**

Introduction: meaning, Importance of global business strategy, Institutions, cultures and ethical issues at global level. Introduction to International Strategy: Theories of international strategy. Nation based strategies. Strategic Thinking: The rise of the multinationals. Impact of globalization.

#### **UNIT II Global business Environment**

Global business Environment: Internal analysis: Leveraging resources and capability, External environment, Industrial environment and competitive environment analysis. Challenges and opportunities of Global business environment.

#### **UNIT III Business level Strategies**

Business level Strategies: The Entrepreneurial firms, foreign market entries, Global competitive dynamics Corporate level strategies: International Diversification, Acquisitions, Restructuring, International Strategic alliances and networks, Partnership and cooperation.

#### **UNIT IV Global strategic Innovations 9 Hours**

Global strategic Innovations: Innovations and Competitive advantage, competing in technological environment, Managing Knowledge, National and regional economic development strategies, Managing Across continents and global management of change

#### **UNIT V Global strategic Innovations 9 Hours**

Globalization and Business Ethics: International Business issues, Key Global issues for Business, Corporate Governance is a prerequisite for Globalization, Global Compact, Whistle Blowing. Global Code of Conduct.

#### **REFERENCES**

1. J HeorgeGrynas and lamelMellahi, 'Global Strategic Management' Oxford publications.
2. Hill and Jones, ' An Integrated approach to strategic Management' Cengage publications
3. Phillipe Lasserre, ' Global strategic management' Palgrave Macmillan
4. Jedrzej George Frynas and Kamel Mellahi, ' Global Strategic Management', OUP Oxford Publications

**BANKING AND INSURANCE**  
**ELECTIVE: BANKING FUNDAMENTALS AND CONCEPTS**

**Course Objective:**

Demonstrate broad and coherent knowledge of the theoretical and professional disciplines of banking, finance, investment analysis, portfolio management, accountancy, economics, quantitative methods, law, and the Financial Services Industry.

Develop appropriate effective written and oral communication skills relevant to banking and financial institutions. Improve the ability to listen, discuss and analysis the financial data.

**UNIT I - BANKING BASICS**

Concept of Banking – Meaning and Definition – Evolution of Banking - Banking Regulation Act 1949 – Classification of Banks - RBI Act 1938 - Reserve Bank of India — Public Sector Banks Vs Private Sector Banks – Branchless Banking – Recent Trends.

**UNIT II – CENTRAL BANKING SYSTEM**

Reserve Bank of India – Structure and Functions – RBI policies – Qualitative and Quantitative Credit Control Methods - RBI Guidelines – BASEL Norms – Guidelines on NPAs – Guidelines on NBFCs – Recent Structural Changes.

**UNIT III – COMMERCIAL BANKING AND PRIVATE BANKING**

Concept of commercial banks – Functions of Commercial Banks – Nationalization of Banks Role of Commercial Banks –Scheduled Banks – Recent Structural changes – Private Banking – Evolution – Recent Trends in private banking – Case Analysis.

**UNIT IV – TECHNOLOGICAL INNOVATION IN BANKING 9**

RBI Innovations - Concept of Core Banking Solutions – Branchless Banking – Total Branch Computerization – Micro Ink Character Reorganization (MICR) - ECS – ATMs – Phone Banking - Internet Banking - Mobile Banking – Electronic Fund Transfer – NEFT – RTGS - Technologies for rural banking – Back office Operations – Issues and Challenges.

**UNIT V – INTERNATIONAL BANKING 9**

International Banking – Offshore Banking – Bank for International Settlement – EXIM Bank - Current International Banking scenario – Globalization and the transformation in international banking – RBI Guidelines on Foreign Exchange – Regulations of NRI Accounts – Role of World Bank and IMF – Role of ADB.

**REFERENCES**

1. Banking Theory Law And Practice by Nirmala K. Prasad, 2018
2. M.N. Gopinath – Banking Principles and Operations – Snow White Publsiher, 2017
3. Muraleedharan D – Modern Banking: Theory and Practice – Prentice Hall of India., 2014
4. K.C. Shekhar and LekshamyShekar – Banking Theory and Practice – Vikas Publishing House., 2013
5. Rakesh Kumar – Principles of Banking – Surendra Publications.. 2009
6. Rajesh and Sivagananthi – Banking Theory Law and Practice – Tata McGraw Hill, 2009

## **BANKING AND INSURANCE**

### **ELECTIVE: BANK OPERATIONS MANAGEMENT**

#### **Course Objective:**

List Banker and Customer – Types of relationship between banker and customer deposit mobilization nature of deposits feature of deposits Negotiable Instruments – Concept of cheques Concept of bank finance – Bank Assets and Liability – objectives of bank management Career In banking – Various cadres – Hierarchy  
Illustrate Bankers obligations to the customers classification of deposits Format of Cheque – Classifications of Cheques Analysis of bank profits – Indicators of profitability management of personnel local advisory committee Develop Bills of exchange – Definition – Parties – Dishonor of bill – Bank Draft – Sailing Features Officers – AGM – DGM

#### **UNIT I – BANKER & CUSTOMER RELATIONSHIP**

Banker and Customer – Types of relationship between banker and customer – Bankers obligations to the customers – General and Special Features – Rights and Obligations – Rights of lien – Rights of Set off – Rights of appropriation – Rights of Banker – Know your customer – Banking Ombudsman

#### **UNIT II - MANAGEMENT OF DEPOSITS AND ADVANCES**

Deposit Mobilization – Nature of deposits – Features of deposits – Classification of deposits – concept of advances – Features of Advances - types of advances – concept of lending – Features of Lending – principles of Lending - Classification of loans

#### **UNIT III – NEGOTIABLE INSTRUMENTS**

Negotiable Instruments – Concept of cheques – Format of Cheque – Classifications of Cheques – Crossing of cheques – Endorsement of Cheques – Protection to the collecting banker – Duties of Collection Banks – Bills of exchange – Definition – Parties – Dishonor of bill – Bank Draft – Sailing Features.

#### **UNIT IV – BANK FINANCIAL MANAGEMENT**

Concept of bank finance – Bank Assets and Liability – objectives of bank management – Analysis of bank profits – Indicators of profitability – Liquidity Management – Objectives of Liquidity Management – RBI Policies for liquidity Management – Capital Adequacy – Performance of Banks – CAMEL – Balanced Score Card

#### **UNIT V – CAREER IN BANKING**

Career In banking – Various cadres – Hierarchy – Management of Personnel – Local Advisory Committee – Recruitment process – Selection – Training – Promotion – Probationary Officer – Preparation for Bank Exams – Coaching – Bank Exam practice papers – CAIIB – Officers – AGM – DGM – Practical aspects of banking career – problems of bank exams – practice tests.

#### **REFERENCES**

1. Case Studies : Indian Banks and Banking Operations by Rupal Desai, 2017
2. Banking Operations Management, Bimal Jaiswal, Vikas Publishing House, 2015

3. Banking Operations, Colin Watson, Global Professional Publishing Ltd, 2013
4. Management and Operations Of Co-Operative Banks by Indian Institute of Banking and Finance, 2017

## **BANKING AND INSURANCE**

### **ELECTIVE: INSURANCE CONCEPTS AND SYSTEMS**

#### **Course Objective:**

Recall Meaning of Insurance – Definition Insurance Act 1938 – Features Various policies – policy documents – policy lapse and surrender Types of covers – Marine Claims and recoveries Develop Entry of private players – Insurance contract LIC Act 1956 – Amendment of General Insurance Business Act 1972 Appointment of life insurance agents and their functions – Investment in health insurance and health savings various acts to regulate marine insurance markets

#### **UNIT I – INTRODUCTION**

Meaning of Insurance – Definition – Nature – Importance – Functions – History of Insurance – Classification of Insurance – Life Insurance and General Insurance – Insurance sector reforms – Entry of private players – Insurance contract – overview of insurance policies

#### **UNIT II – LEGAL FRAMEWORK OF INSURANCE**

Insurance Act 1938 – Features – Development and growth of life and non life insurance industry in India – Nationalization of Insurance Industry – Insurance association – Insurance Councils – LIC Act 1956 – Amendment of General Insurance Business Act 1972 – Insurance Regulatory Development Authority Act

#### **UNIT III – LIFE INSURANCE**

Overview of Indian Insurance market – growth of insurance business in India – structure of Life Insurance Corporation of India – Postal Life Insurance – structure of postal life insurance – Appointment of life insurance agents and their functions – Remuneration of agents – concept of premium and bonus – types – Various policies – policy documents – policy lapse and surrender

#### **UNIT IV – HEALTH INSURANCE**

Concept of health insurance – Need and importance – Regulatory structure of health insurance – Health Insurance contracts – Proposal forms used in health insurance - Types of health Insurance products – Investment in health insurance and health savings – products for senior citizens – customer service and protection – health insurance fraud.

#### **UNIT V – MARINE INSURANCE**

Basic concepts of marine insurance – evolution - various acts to regulate marine insurance markets– International maritime bureau – Maritime Insurance Act – Arranging for cargo Insurance – Types of vessel – Voyage and transmit – packaging forms – cover note – policy form – Cargo Insurance coverage – Types of covers – Marine Claims and recoveries

#### **REFERENCES**

1. Understanding the Insurance Industry - 2019 Edition, AM Best, 2019
2. The Fundamentals of Insurance - Theories, Principles and Practices (HargovindDayal), Notion Press, 2017
3. Principles Of Risk Managment And Insurance 13th Edition by rejda, PEARSON INDIA, 2017

4. Principles of Risk Management and Insurance (Pearson Series in Finance), by George Rejda and Michael McNamara, 2016
5. P.K. Gupta, (2011), “Insurance and Risk Management”, First Edition, Himalaya Publishing House, Mumbai.
6. P. Periasamy, (2009), Principles and Practice of Insurance”, Second Edition, Himalaya Publishing House, Mumbai.

## **BANKING AND INSURANCE**

### **ELECTIVE: INSURANCE SYSTEM IN INDIA**

#### **Course Objective:**

Define Need for and Importance of Insurance Property Insurance – Liability Insurance Basic principles of Insurance Overview of the Indian Insurance Market Identify Elements of Insurance Risk marine fire medical insure Retirement Insurance Programs – Income Tax Planning Amendments to General Insurance Business (Nationalization) Act Personal insurance – Property insurance

#### **UNIT I INTRODUCTION TO INSURANCE**

Basics and Nature of Insurance - Need for and Importance of Insurance— Insurance Functions and Services – Elements of Insurance Risk – Players in Life and Non—Life Insurance sector

#### **UNIT II TYPES OF INSURANCE**

Re-Insurance – Nature of Re-Insurance risk – Legal Framework of Life and General Insurance- Marine-Fire-Medical insurance –Motor Insurance –Health Insurance.

#### **UNIT III INSURANCE PROGRAMS**

Property Insurance – Liability Insurance – Health Insurance – Employee Benefits Plans – Life Insurance and Survivor Benefit Programs – Health Benefit Programs – Pension and Group Scheme – Retirement Insurance Programs – Income Tax Planning.

#### **UNIT IV IRDA**

Basic principles of Insurance —IRDA Insurance Regulatory and Development Authority— Powers and functions –Amendments to LIC Act 1956 – Amendments to General Insurance Business (Nationalization) Act regulations issued by IRDA. Insurance agents, intermediaries and surveyors- Provisions of IRDA Act 1999.

#### **UNIT V PROSPECTS OF INSURANCE BUSINESS IN INDIA**

Overview of the Indian Insurance Market – Growth of Insurance Business in India- Life insurance– General insurance – privatization of Insurance Industry — Rural insurance in India – Personal insurance – Property insurance –Cattle &live stock insurance – Poultry insurance – Crop insurance

#### **References:**

1. The End of Insurance As We Know It: How Millennials, Insurtech, and Venture Capital Will Disrupt the Ecosystem, Rob Galbraith, 2019
2. Understanding the Insurance Industry - 2019 Edition, AM Best, 2019
3. The Fundamentals of Insurance - Theories, Principles and Practices (HargovindDayal), Notion Press, 2017
4. Principles Of Risk Managment And Insurance 13th Edition by rejda, PEARSON INDIA, 2017
5. Principles of Risk Management and Insurance (Pearson Series in Finance), by George Rejda and Michael McNamara, 2016
6. P.K. Gupta, (2011), “Insurance and Risk Management”, First Edition, Himalaya Publishing House, Mumbai.

**BANKING AND INSURANCE**  
**ELECTIVE: COMMERCIAL BANK MANAGEMENT**

**Course Objective:**

Explain Banking Regulations Interpreting Bank Balance Sheet and Income and Expenditure Statement Investment Management Private Banks – Functioning Merger & Acquisition Interpret Control of the banking sector by RBI Financial Analysis CAR – NPA Analysis Liquidity Management Private Banking

**UNIT I MANAGEMENT PRINCIPLES**

Management principles in Banks— Banking Regulations – Control of the banking sector by RBI – CRR – SLR-CRR-REPO Rates - Income Recognition Norms – Provision for NPAs

**UNIT II ANALYSIS OF THE BANKING STRUCTURE AND PERFORMANCE MEASUREMENT**

Interpreting Bank Balance Sheet and Income and Expenditure Statement – Financial Analysis – CAR – NPA Analysis – Liquidity Ratios – Structural Ratios and Profitability Ratios – Case Analysis

**UNIT III MANAGEMENT OF BANKING ORGANIZATION**

Loan Management – Investment Management – Liquidity Management – Profit and Growth Management – Asset Liability Management – Case Analysis

**UNIT IV PRIVATE BANKING OPERATIONS**

Private Banks – Functioning – Customer Service – Public Sector Vs Private Sector Banks – Private Banking Analysis – Case Analysis

**UNIT V - FINANCIAL INNOVATION AND OPPORTUNITIES FOR BANKS**

Opportunity for strengthening the banking organization – Merger & Acquisition – Bank assurance – Technological Innovations – Rural Banking – Financial Inclusion measures by banks

**References:**

1. Finance And Development: The Role Of International Commercial Banks In The Third World,  
Michael DaCosta, Routledge, 2020
2. Understanding Commercial Bank Financial Management, MD Kaysher Hamid, Urmi Das, LAP  
Lambert Academic Publishing, 2019
3. Bank Management and Financial Services, Perry Stinson, Clanrye International, 2019
4. Commercial Bank Management, Singh, Dutta, McGraw Hill Education, 2017



## **BANKING AND INSURANCE**

### **ELECTIVE: RETAIL AND CRM IN BANKING**

#### **Course Objective:**

Understand the History and Definition, Retail Products offered by Banks, . Regulations and compliance – KYC Norms Evaluate Approval process for retail loans, Credit scoring, Tie-up with Institutions for Personal loans / Credit cards / Educational loans, with OEMs / Authorised Dealers for Auto / Vehicle loans, and with Builders / Developers for Home loans Delivery Channels – Branch

#### **UNIT I**

History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate / Wholesale Banking

#### **UNIT II**

Retail Products Offered By Banks - Retail Products Overview - Customer requirements, Products development process, Liabilities and Assets Products / Description of Liability products, Description of Asset Products, Approval process for retail loans, Credit scoring. Important Asset Products

#### **UNIT III**

Retail Strategies; Tie-up with Institutions for Personal loans / Credit cards / Educational loans, with OEMs / Authorised Dealers for Auto / Vehicle loans, and with Builders / Developers for Home loans Delivery Channels - Branch, Extension counters,. Selling Process in retail products-Direct Selling Agents

#### **UNIT IV**

Customer Relationship Management - Role and impact of customer relationship management, Stages in customer relationship management process. Regulations and compliance – KYC Norms

#### **UNIT V**

Trends in retailing - New products like Insurance, Demat services, online / Phone Banking, Property services, Investment advisory / Wealth management, Reverse Mortgage - Growth of e-banking, Cross selling opportunities.

#### **References:**

1. Retail Liability Products and Other Related Services, Indian Institute of Banking and Finance, Macmillan Publishers India Private Limited, 2017
2. Retail Banking Technology, Suresh Samudrala, Jaico Publishing House, 2015
3. Customer Relationship Management in Banking Industry, Sateesh Hari, LAP Lambert Academic Publishing, 2015

## **BANKING AND INSURANCE**

### **ELECTIVE: INTERNATIONAL BANKING**

#### **Course Objective:**

Brief History of International Banking, Characteristics and Dimensions of International Banking, Regulation of International Banking – Regulation, Deregulation, Reregulation (International Monetary System) Structure of the Forex Market Compare the Country Risk Management, International Capital Flows: Capital Flows – The East-Asian Crisis – Chile and Mexican Crisis, Room Operations – Trading Mechanism.

#### **UNIT I Introduction to International Banking**

Introduction to International Banking: Brief History of International Banking – Reasons for the Growth of International Banking – Characteristics and Dimensions of International Banking – Recent Trends in International Banking – Organizational Features of International Banking – International Interbank Business – International Private Banking.

#### **UNIT II International Banking – Regulatory Framework**

International Banking – Regulatory Framework: Regulation of International Banking – Regulation, Deregulation, Reregulation (International Monetary System) – Regulatory Arbitrage: Birth of Offshore Banking – Basel Concordat – Capital Adequacy Ratios – Loan Loss Provisioning – Assessment of Country/Sovereign Risk – Country Risk Management.

#### **UNIT III International Monetary System**

International Monetary System: Exchange Rate Systems, Fixed Exchange Rate System, Floating Exchange Rate System, Hybrid Mechanism – History of Monetary Systems, The Gold Standard, The Gold-Exchange Standard, The Bretton Woods System, Post Bretton Woods System, European Monetary System.

#### **UNIT IV The Foreign Exchange Market**

The Foreign Exchange Market: The Structure of the Forex Market – Foreign Exchange – Types of Transactions – Settlement Dates – Quotes for Various Kinds of Merchant Transactions – The Indian Scenario – Convertibility – Exchange Control – The FEDAI Rules Regarding Interbank Dealings – Forex Dealing Room Operations – Trading Mechanism.

#### **UNIT V International Capital Flows**

International Capital Flows: Capital Flows – The East-Asian Crisis – Chile and Mexican Crisis – Other Sources of Capital Flows in India – Capital Flight – International Liquidity.

#### **References:**

1. International Banking ICFAI
2. Foreign Exchange Management ACTM
3. International Finance, 5th e Levi, Maurice D. Routledge - 2009
4. Multinational Financial Management, 9th e Shapiro, Alan C. Wiley – 2009
5. RBI/FEDAI Reports RBI/FEDAI