

# **GAYATRI VIDYA PARISHAD**

**College for Degree and P.G. Courses (Autonomous)**  
(Affiliated to Andhra University and Approved by A.I.C.T.E,  
NAAC B++ and NBA Accredited)

## **MBA Syllabus** (Under CBCS Pattern) (2021 – 2022)



## **Department of MBA**

Gayatri Valley, Rushikonda, Visakhapatnam – 45.  
Phone: 0891 – 2955084 / 85, Web: [www.gvpcdpqc.edu.in/mba](http://www.gvpcdpqc.edu.in/mba)  
ICET Code: GVPP, E-mail: [hodmba@gvpcdpqc.edu.in](mailto:hodmba@gvpcdpqc.edu.in)

## **VISION OF THE INSTITUTION**

*Creating Human Excellence for a Better Society*

## **MISSION OF THE INSTITUTION**

*Unfold in to a world – class organization with strong academic and research base, producing responsible citizens to cater to the changing needs of the society.*

## **QUALITY POLICY OF THE INSTITUTION**

*Attaining Global Standards through*

- *Academic Excellence*
- *Discipline*
- *Social Interface*

## **VISION OF THE DEPARTMENT**

*Provide Value Based Management Education to Nurture Global Business Leaders.*

## **MISSION OF THE DEPARTMENT**

*Transform into a premier management institution in the pursuit of global knowledge and pragmatic orientation for grooming leadership, entrepreneurial talent and corporate acumen to nurture socially responsible business leaders.*

## **PROGRAM EDUCATIONAL OBJECTIVES (PEOs)**

1. To impart general level of competence in management and to orient the students to acquire creative, innovative and entrepreneurial potential.
2. To equip the students with requisite knowledge, skills, right attitude and orientation towards continuous learning and to develop them as efficient managers.
3. To prepare them to adapt to a rapidly changing environment by applying their conceptual knowledge and become socially responsible and value driven citizens committed to sustainable development.
4. To equip the students of this program with quantitative and qualitative skills to identify, analyze, design and create business opportunities in a globally dynamic environment.

## **PROGRAM OUTCOMES (POs)**

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster analytical and critical thinking abilities for data based decision making.
3. Ability to develop value based leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
6. Ability to continuously learn and adapt to the dynamics of business and society.
7. Acquire entrepreneurial skills to establish and manage enterprises.

### ***Profile of MBA Department:***

Gayatri Vidya Parishad introduced MBA program in the year 1995 with the lofty aim of producing competent management professionals to meet the requirements of the corporate world. Since day one, the Department has been constantly striving to achieve excellence in the field of management education by focusing on qualitative teaching. The Department has been successful in adopting innovative methods of imparting management education and preparing the students to meet the challenges of industry.

The Department has been very fortunate in having the expertise of several senior academicians and intellectuals who have been instrumental in shaping the institution to its present status with their vision and teaching.

Research work done by faculty of any Post Graduate course contributes significantly to the department and to the college as well. The progress of the MBA department in this direction is very significant. There are Nine Doctorates and about Three M.Phil holders among the faculty. Two faculty members have submitted their thesis and awaiting reports. Six faculties have qualified UGC-NET. The entire younger faculty has registered for Ph.D. The Department has been recognized as a Research Center by Andhra and Rayalaseema Universities. There are three on-going Major Research Projects, 5 Minor Research Projects, 1 Career Award for Young Researcher and an Women Entrepreneurship Development Cell and an Industry Institute Partnership Cell, all approved and funded by UGC / AICTE. There is constant encouragement to the faculty and students to participate in to National and International Seminars and various academic development programs. The placement cell coordinates placement activities. The faculty undertakes consultancy assignments to the industry in HR and Marketing areas.

**Seats Sanctioned: 60+60+60**

#### **Eligibility for Admission:**

1. A graduate with not less than 50% of marks in their respective discipline (excluding languages) and recognized by Andhra Pradesh or Indian Universities Act. (Except BFA and BOL).
2. Rank secured in AP State wide Integrated Common Entrance Test (ICET)
3. The total intake of students in MBA program is limited to 180 as per AICTE norms.

# GAYATRI VIDYA PARISHAD

College for Degree and PG Courses (A)

Rushikonda, Visakhapatnam

## Rules and Regulations to be followed by the students within the campus

1. All the students are required to follow the college timings scrupulously. (10am to 4:40 p.m.)
2. They should attend college in the prescribed uniform.
3. They should carry the identity card during their stay on the campus and it should be produced on demand.
4. They should attend all the classes without fail.
5. A minimum of 75% attendance is mandatory to be eligible to appear for Semester End Exams. Otherwise, they are not eligible for promotion to the next semester.
6. If for any reason, any student wants to leave the campus before the scheduled completion of the class hours he/she should obtain written permission from the concerned class teacher/HOD.
7. The students have to take both the Unit Tests. The unit test marks are added to final result.
8. Any acts of indiscipline are to be reported to the disciplinary committee. The decision of the chairman of the disciplinary committee is final.
9. If any student is found to indulge in acts of ragging the same will be viewed very seriously.
10. All the complaints about ragging will be inquired by the Ragging Prevention Committee. The decision of the chairman of the above committee is final.
11. All the students are hereby informed that punishment for ragging includes **expulsion from the college and imprisonment as per Ragging Prevention Act.**
12. Use of Mobile phones / Cell phones is strictly prohibited in the college premises. Violation of the above rule will result seizure of the instrument.

**GAYATRI VIDYA PARISHAD COLLEGE FOR DEGREE AND PG COURSES  
(AUTONOMOUS)  
Regulations and Syllabus of  
MASTER OF BUSINESS ADMINISTRATION (MBA)  
DEGREE EXAMINATION  
(Syllabus for 2020-2021 batch)  
(FULL-TIME)  
  
(2021-22 Academic year)**

## Regulations and Syllabus of MBA

1. Admission into MBA (FT) programme will be made on the basis of ranks obtained in the Admission Test (I-CET). The eligibility criteria will be as per the latest guidelines specified by APSCHE.
2. The mode of instruction will be based on the prescribed syllabus.
3. Detailed Syllabus is given in Annexure 1.
4. **Highlights of the new curriculum:** Intention of the new curriculum is to add value to the stakeholders by effectively addressing their requirements in more than one way by:
5. Adoption of Choice Based Credit System and grading system in line with national policies and international practices.
6. Enhancing the brand value of the MBA programme of the institute.
7. Emphasizing centrality of the student and teacher-student relationship in the learning process.
8. Focusing on continuous evaluation throughout the programme.
9. Empowering the student through cafeteria approach –by providing generic core, subject core, and subject elective and open elective courses. Students can choose courses of their choice and adopt an interdisciplinary approach to learning.
10. Supplementing traditional classroom teaching learning with focus on group activity, field work, experiential learning, self study, projects etc.
11. Incorporating emerging specializations viz, Retail Management, Banking and Financial Services and Hospital Management thereby providing wider choice to the students.

**I and II SEM**

<b>C.Code</b>	<b>Title of the Paper</b>	<b>Semester</b>	<b>Credits</b>	<b>Marks</b>	<b>Hours Per Week</b>
101	Management Process & Organization Behavior	I	4	30+70=100	4
102	Quantitative Techniques for Managers	I	4	30+70=100	5
103	Managerial Economics	I	4	30+70=100	4
104	Business Environment: India and International	I	4	30+70=100	4
105	Accounting for Managers	I	4	30+70=100	5
106	Managerial Communication Skills	I	4	30+70=100	4
107	Business Law	I	4	30+70=100	4
108	Open Elective:	I	2	30(P)+20(E)=50	2
	a)HVPE/ b)FRENCH/ c)EXCEL / d) Soft Skills.				
109	Contemporary Project and Viva	I	2	50	
201	Financial Management	II	4	30+70=100	5
202	Marketing Management	II	4	30+70=100	4
203	Human Resource Management	II	4	30+70=100	4
204	Production and Operations Management	II	4	30+70=100	5
205	Research Methodology	II	4	20+30(P)+50=100	4
206	Behavioral Dynamics and Change Management			30+70=100	
207	Entrepreneurship Development	II	4	30+70=100	4
208	Open Elective:	II	2	30(P)+20(E)=50	2
	a)Business Analytics b)Tally c)Yoga				
209	Comprehensive Viva	II	2	50	-

### III SEM

301	Operations Research	III	4	30+70=100	4
	Functional Paper-I	III	4	30+70=100	4
	Functional Paper-II	III	4	30+70=100	4
	Functional Paper-III	III	4	30+70=100	4
	Functional Paper-IV	III	4	30+70=100	4
	Sectoral Paper-I	III	4	30+70=100	4
	Sectoral Paper-II	III	4	30+70=100	4
308	Project Viva	III	4	100	-

### IV SEM

401	Business Policy and Strategic Management	IV	4	30+70=100	4
	Functional Paper-I	IV	4	30+70=100	4
	Functional Paper-II	IV	4	30+70=100	4
	Sectorial Paper-I	IV	4	30+70=100	4
	Sectorial Paper-II	IV	4	30+70=100	4
OI 406	<b>Optional I:</b> Internship and Observation Report	IV	4	100 (50+50)	
OI 407	Viva on Internship	IV	4	100	
OII 406	<b>Optional II:</b> Digital Marketing	IV	4	30+70=100	4
OII 407	Project Management	IV	4	30+70=100	4
408	Comprehensive Viva	IV	4	100	-

**Electives:**

C.Code	Title of the Paper	Semester	Credits	Marks	Hours Per Week
<b>Financial Management</b>					
FM 302	Security Analysis and Portfolio Management	III	4	30+70=100	4
FM 303	Financial Institutions & Markets	III	4	30+70=100	4
FM 304	Management of Financial Services	III	4	30+70=100	4
FM 305	Financial Derivatives	III	4	30+70=100	4
FM 306	Working Capital Management	III	4	30+70=100	4
FM 307	Financial Engineering	III	4	30+70=100	4
FM 402	Strategic Financial Management	IV	4	30+70=100	4
FM 403	International Financial Management	IV	4	30+70=100	4
FM 404	Behavioral Finance	IV	4	30+70=100	4
FM 405	Income Tax Law and Practice	IV	4	30+70=100	4
<b>Marketing Management</b>					
MM 302	Consumer Behavior and Customer Relationship Management	III	4	30+70=100	4
MM 303	Sales and Distribution Management	III	4	30+70=100	4
MM 304	Services Marketing Management	III	4	30+70=100	4
MM 305	Retail Marketing	III	4	30+70=100	4
MM 306	Rural Marketing	III	4	30+70=100	4
MM 307	E-Marketing	III	4	30+70=100	4
MM 402	Advertising and Brand Management	IV	4	30+70=100	4
MM 403	Global Marketing	IV	4	30+70=100	4
MM 404	Business to Business (B2B) Marketing	IV	4	30+70=100	4

MM 405	Strategic Marketing	IV	4	30+70=100	4
<b>Human Resource Management</b>					
HR 302	Human Resource Planning and Development	III	4	30+70=100	4
HR 303	Legal Framework in Human Resource Management	III	4	30+70=100	4
HR 304	Compensation and Welfare Management	III	4	30+70=100	4
HR 305	Advanced and Emerging issues in HRM	III	4	30+70=100	4
HR 306	Stress Management	III	4	30+70=100	4
HR 307	Human Resource Information Systems and Technology	III	4	30+70=100	4
HR 402	Performance and Talent Management Systems	IV	4	30+70=100	4
HR 403	International Human Resource Management	IV	4	30+70=100	4
HR 404	Strategic Human Resource Management	IV	4	30+70=100	4
HR 405	Knowledge Management	IV	4	30+70=100	4
<b>Banking and Financial Services</b>					
BFS 302	Retail Banking	III	4	30+70=100	4
BFS 303	Insurance	III	4	30+70=100	4
BFS 304	Treasury and FOREX Management	III	4	30+70=100	4
BFS 305	Rural Banking and Financial Inclusion	III	4	30+70=100	4
BFS 402	Corporate Banking	IV	4	30+70=100	4
BFS 403	Securities Operations	IV	4	30+70=100	4
BFS 404	Insurance Risk Management	IV	4	30+70=100	4
BFS 405	Wealth management	IV	4	30+70=100	4

<b>Retail Management</b>					
RM 302	Retail Management: Theory and Practices	III	4	30+70=100	4
RM 303	Retail Store Management	III	4	30+70=100	4
RM 304	Supply Chain Management in Retailing	III	4	30+70=100	4
RM 305	Franchise and Brand Management	III	4	30+70=100	4
RM 402	Merchandise Management	IV	4	30+70=100	4
RM 403	E-Tailing	IV	4	30+70=100	4
RM 404	Strategic Retailing	IV	4	30+70=100	4
RM 405	Retail Communication	IV	4	30+70=100	4
<b>Hospital Management</b>					
HM 302	Patient Care and Behavior	III	4	30+70=100	4
HM 303	Hospital Operations Management	III	4	30+70=100	4
HM 304	Hospital Planning and Engineering	III	4	30+70=100	4
HM 305	Health Care Management and Hospital Environment	III	4	30+70=100	4
HM 402	Legal and Ethical issues in health care services	IV	4	30+70=100	4
HM 403	Medical Audit and Quality Management in Hospital	IV	4	30+70=100	4
HM 404	Hospital Information System.	IV	4	30+70=100	4
HM 405	Hospital Waste Management	IV	4	30+70=100	4

<b>Business Analytics</b>					
BA 302	Business Analytics and R Programming	III	4	20+30+50=100	4
BA 303	Descriptive and Predictive Analytics	III	4	20+30+50=100	4
BA 304	Economic Forecasting	III	4	30+70=100	4
BA 305	Financial Time series analysis	III	4	30+70=100	4
BA 402	Business Analytics: Mining and Modeling	IV	4	20+30+50=100	4
BA 403	Business Analytics Applications	IV	4	30+70=100	4
BA 404	Marketing Analytics	IV	4	30+70=100	4
BA 405	HR Analytics	IV	4	30+70=100	4
<b>Logistics and Supply Chain Management</b>					
LS 302	Principles of Logistics and Supply Chain Management	III	4	30+70=100	4
LS 303	Export Import Management and Documentation	III	4	30+70=100	4
LS 304	Logistics Infrastructure	III	4	30+70=100	4
LS 305	Purchase and Vendor Management	III	4	30+70=100	4
LS 402	Marine, Road, Rail, Air Cargo Logistics	IV	4	30+70=100	4
LS 403	Warehouse Management	IV	4	30+70=100	4
LS 404	Global Supply Chain Management	IV	4	30+70=100	4
LS 405	Global Logistics Management	IV	4	30+70=100	4

## 101: MANAGEMENT PROCESS AND ORGANISATIONAL BEHAVIOUR

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To develop decision making skills.</li> <li>2. To provide an understanding of various organizational structures and control techniques</li> <li>3. To help the students understand the dynamics of human behaviour and their impact on organizational performance.</li> <li>4. To inculcate leadership abilities and understand the application of different leadership styles.</li> <li>5. To enable the students understand the significance of motivation and its dynamism</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Management: Concept, Evolution of Management thought -Contributions of F.W. Taylor, Henry Fayol, Max Weber, Bernard, Elton Mayo. Management Functions, Roles and Skills of Managers		
<b>Unit-II:</b>		
Planning: Purpose, Steps in Planning, Types of Plans, Setting objectives, Management By Objectives (MBO), Decision Making - Process and Techniques.		
<b>Unit-III:</b>		
Organizing: Nature and Purpose, Formal and Informal Organizations, Types of Organization Structures, Line and Staff, Delegation, Centralization Vs Decentralization, Span of Control, Elements of Staffing. Controlling - Control Process, Controlling Techniques.		
<b>Unit-IV:</b>		
Dynamics of Individual Behavior: Personality: Concept, Trait Theory, Psychoanalytical Theory, Big Five Personality Theory, Determinants of Personality. Perception: Concept and Process; Values and Attitudes, Attitude Formation; Learning: Concept, Theories.		
<b>Unit-V:</b>		
Motivation: Concept, Theories – Maslow’s Need Hierarchy theory, Herzberg’s Two Factor Theory, McClelland’s Theory, Alderfer’s ERG Theory, McGregor’s - Theory X and Theory Y, Motivational applications; Leadership: Concept, Leadership styles –Likerts Managerial Styles, Managerial Grid. Theories of Leadership - Trait, Contingency		
<b>Case study is compulsory (may be from any of the units)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students would be competent to deliver the basic managerial functions</li> <li>2. Student is able to acquire managerial decision making skills and ability to plan and implement.</li> <li>3. Student will be able to design appropriate organisational structures for smooth running of organisation.</li> <li>4. Students will develop interpersonal competencies by understanding the dynamics of individual behaviour.</li> <li>5. Students acquire motivational abilities and leadership skills.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. James A.F.Stoner, R. Edward Freeman &amp; DanirlR.Gilbirt Jr. Management, PHI India.</li> <li>2. Heinz Weihrich&amp; Harold Koontz, Essentials of Management, Tata-McGraw Hill Intl.</li> <li>3. L M Prasad, Principles and Practices of Management, Sultan Publications.</li> <li>4. Stephen Robbins and Mary Coulter, Management, Prentice Hall of India.</li> <li>5. UdaiPareek, Organizational Behaviour, Oxford University Press.</li> <li>6. P.Subba Rao, Management and Organizational behavior, Himalaya Publishing House.</li> </ol>		

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : 1 Hours</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		

## **102. QUANTITATIVE TECHNIQUES FOR MANAGERS.**

<ol style="list-style-type: none"> <li>1. To use matrix methods for solving simultaneous linear equations useful for various managerial applications.</li> <li>2. To understand data exploration and summary.</li> <li>3. To understand the cause and effect relationship between different variables useful for business decision making.</li> <li>4. To apply combinatorial methods and probability theory in inferential problems.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Functions-linear, quadratic and logarithmic. Permutations and combinations. Matrices- Solving system of equation.		
<b>Unit-II:</b>		
Measures of Central Tendency, Measures of Dispersion, Correlation and Regression analysis.		
<b>Unit-III:</b>		
Concept of probability, Probability rules, joint and marginal probability, Baye's theorem, Probability distributions- Binomial, Poisson and Normal distributions.		
<b>Unit-IV:</b>		
Sampling and sampling distributions, standard error of mean and proportion, Estimation- Point and interval estimation, Concepts of Testing of hypothesis, Large sample test for single proportion and single mean, small sample test for single mean.		
<b>Unit-V:</b>		
Large sample test for difference of proportions, difference of means, small sample test for difference of means, Chi-square test of goodness of fit and independence of attributes.		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Knowledge of mathematical tools like calculus, matrix methods, permutations and combinations enable future managers with skills required for effective decision making.</li> <li>2. Students can identify important variables in decision making and forecasting.</li> <li>3. Student can understand the concepts involved in chance or random phenomena.</li> <li>4. Students with knowledge on sampling will be able to test the hypothesis for single sample mean and proportion.</li> <li>5. Students will also be able to test the hypothesis for two sample mean, proportion, difference, independence and variance to draw inference and enables to take decisions.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1 .J.K.Sharma, Business Mathematics ( Theory&amp; Applications) , Ane Books India, New Delhi.</li> <li>2 .K.Sivayya&amp;K.SatyaRao, Business Mathematics, Technical publishers.</li> <li>3. J.K.Sharma, Business Statistics, Pearson Publications, New Delhi.</li> <li>4. S.P.Gupta, Statistical Methods, S.Chand and Company, New Delhi.</li> <li>5 Levin and Rubin, Statistics for Management, Printhece Hall of India.</li> <li>6 Anand Sharma, Quantitative Techniques for Decision Making, Himalaya Publishing House,</li> </ol>		

### 103: MANAGERIAL ECONOMICS

<b>Credits :04</b>	<b>Theory : 04 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To impart the basic conceptual framework under which a market economy is carried out and how he is related to the day to day business activities.</li> <li>2. To create awareness on the applications of changes in price and its effect, different components of production and cost for obtaining maximization of production, revenue and profit, and minimization of cost.</li> <li>3. To make the learner aware of the macroeconomic indicators such as inflation, economic policy and trade cycles against which the learner make decisions at firm and industry level.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Economics: Economic and Non-Economic Activities- Definition, Nature & Scope of Managerial Economics; Functions of Managers: Decision Making and Forward Planning.		
<b>Unit-II:</b>		
Theories of Demand and Supply: Demand Analysis: Meaning and Determinants of demand, law of demand and exceptions to the law; Elasticity of Demand: Price; Income, Cross and Promotional elasticity of demand. Methods of Measurement of elasticity; Forecasting of Demand: Meaning, Purpose, Significance and Methods, Features of a Good Forecasting Method. Supply Analysis: Meaning and Determinants of Supply, Law of Supply and Elasticity Concepts. Equilibrium Price, ,Changes in Price.		
<b>Unit-III:</b>		
Production and Cost Analysis: Theory of Production: Meaning and Factors of Production, Production function with one variable Input (Law of Variable Proportion), with two variable inputs (Law of Returns to Scale) Theory of Cost: Different cost concepts and Different relations between Cost and output in short run and long run. Managerial uses of Revenue and Cost concepts (Break-Even Point).		
<b>Unit-IV:</b>		
Market Analysis: Classification of Markets (Location, Time & Competition based Markets); Equilibrium Price and Output determination in perfect market, Monopoly, Oligopoly and Monopolistic markets.		
<b>Unit-V:</b>		
Macro Concepts for Business Decisions: National Income: concept & Various Methods of Measurements – Inflation: types and causes of inflation and Steps to Control inflation; Business Cycles: Causes and Measures to control Business Cycles.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to understand the applications of managerial economics and discuss optimization and utility including consumer behaviour.</li> <li>2. Student will able to analyse the demand and supply conditions and assess the position of a company and interpret trend analysis and its relevance in decision-making.</li> <li>3. Students are able to understand factors of production, short-run and long-run cost functions and establish the linkage between production function and cost function.</li> <li>4. Enables the student to take equilibrium product and price decisions under different market situations and also enables to apply discriminating price mechanism for goods and services as and when needed.</li> <li>5. Enable the learner to react to international price changes for the good or service and act</li> </ol>		

accordingly in different environmental factors. Fluctuations in the trends of global trade with the knowledge on Wholesale Price Index (WPI), Consumer Price Index (CPI), and Index of Industrial Production (IIP) the students develop the decision skills.

**References :**

1. Dwivedi.D.N Managerial Economics, Vikas Publishing House.
2. Koutsyannis.A – Modern Micro Economics, Macmillan Publishers.
3. Suma Damodaran : Managerial Economics, Oxford University Press
4. Mithani.D.M: Principles of Economics, Himalaya Publishing House.
5. Mehata.P.: Managerial Economics, Text and Cases, S.Chand & Co.
6. Trivedi.M.L: Managerial Economics, Theory and Applications, TaTa Macgraw Hill Publishing Co.

## 104: BUSINESS ENVIRONMENT

<b>Credits: 4</b>	<b>Theory: 4 Hrs</b>	<b>Tutorials: -</b>
<b>Max Marks: 100</b>	<b>External: 70</b>	<b>Internal: 30 Marks</b>
<b>Course objectives:</b>		
<ol style="list-style-type: none"> <li>1. To enable students to understand business environment through environmental scanning and analysis.</li> <li>2. To develop an understanding on various economic policies and Acts governing business activities.</li> <li>3. To familiarize the students with the role of various enterprises in Indian Business.</li> <li>4. To equip the students with a managerial perspectives of international business and trade blocks that affect foreign trade.</li> <li>5. To provide students with the basic knowledge of Balance of payments.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Business Environment: Concept and Significance – Environmental scanning-Internal and External factors (Socio-Cultural, Political, legal, Technological, Ecological, Global) Influencing Business. Emerging trends in Business Environment.		
<b>Unit-II:</b>		
Indian Economic Environment –NITI AAYOG, Industrial Policy Resolutions –New Industrial Policy 1991, Competition Act 2002, Monetary policy, fiscal policy, GST.		
<b>Unit-III:</b>		
Industrialization in India: Role of Public Sector in India. Privatization; Public Private Partnership; MSMEs – Role, Challenges and Industrial Sickness. Sustainable Development. Concept of Corporate Social Responsibility.		
<b>Unit-IV:</b>		
International Business: Rationale for International Business, Drivers of Globalization, Regional integration-Trade blocks, WTO-Genesis and functions. International Market Entry Strategy, role of MNCs in economic development.		
<b>Unit-V:</b>		
Balance of Payments: Components of BOP, Disequilibrium in BOP, Methods of correction. International liquidity problems, Role of IMF and World Bank.		
<b>Case Study is Compulsory</b>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Students are able to assess the impact of various internal and external environmental factors influencing business decisions.</li> <li>2. Students can appraise the impact of various Indian economic policies and Acts on Business operations.</li> <li>3. Students can evaluate the role and importance of various types of enterprises in Indian economy.</li> <li>4. Students can perceive the role of regional integration, WTO and MNCs.</li> <li>5. Students are equipped with the mechanism of Balance of payments and international liquidity problems.</li> </ol>		
<b>References:</b>		
<ol style="list-style-type: none"> <li>1. Dutt R. &amp; Sundaram K.P.M-Indian Economy, S. Chand, New Delhi</li> <li>2. Francis Cheunilam-Business Environment (Text &amp; Cases). Himalaya Publishing House, New Delhi.</li> <li>3. K. Aswatappa-Business Environment, Himalaya Publishing House, New Delhi,</li> <li>4. P. Subbarao, International Business, Text &amp; Cases, Himalaya Publications, New Delhi.</li> <li>5. B.N.Ghosh, Business Environment, Oxford publications, New Delhi.</li> </ol>		

## 105: ACCOUNTING FOR MANAGERS

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : 1Hour</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To acquaint with accounting concepts, process and preparation of final accounts.</li> <li>2. To get insight into different types of costs for Managerial Decision making.</li> <li>3. To provide knowledge on different types of Budgets and Budgetary Control.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Accounting for Management –Nature and Scope – Management Process and Accounting – Financial Accounting Vs Cost Accounting Vs Management Accounting – Role of Accountant in Modern Organization.		
<b>Unit-II:</b>		
Financial Accounting- Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (Practical problems with adjustments).		
<b>Unit-III:</b>		
Elements of cost and Preparation of cost sheet. Absorption Vs Marginal Costing –Cost –Volume – Profit Analysis – Cost Behaviour – Breakeven Analysis – Contribution Approach –Profit Planning.		
<b>Unit-IV:</b>		
Cost Analysis for Decision making – Decision Making Process – Decision Situations- Sales Volume Decisions – Pricing and Special Order Pricing – Make or Buy Decisions – Product Decisions- Addition, Deletion and Alteration of Product Mix – Plant Shutdown Decision.		
<b>Unit-V:</b>		
Budgeting – Types of Budgets – Financial Vs Operational Budgets – Short Term Vs Long Term Budgets – Sales Budgets – Purchase Budgets- Expenditure Budgets for Material, Labour and Overheads (Theory only) – Construction and Preparation of - Flexible Budget – Management Control and Budgeting – Performance Budgeting and Zero Based Budgeting.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will gain knowledge on different branches of accounting and the role of accountant in the organization.</li> <li>2. Students are able to prepare final accounts.</li> <li>3. Students can prepare statement of cost and can take managerial decisions.</li> <li>4. Students can conduct cost analysis for decision making.</li> <li>5. Students can prepare various types of budgets required by the organizations.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. I.M. Pandey, Management Accounting, Vikas Publishing House.</li> <li>2. S.P.Jain &amp; K.L.Narang, Accounting for Managerial Decisions, Kalyani Publishers.</li> <li>3. Horngren, C.T., Introduction of Management Accounting,, Prentice Hall of India.</li> <li>4. Khan and Jain, Management Accounting, Tata Mc Graw Hil.</li> <li>5. Gupta and Sharma, Management Accounting, Kalyani Publishers,</li> <li>6. S.N. Maheswari, Accounting for Managers, Vikas publications.</li> </ol>		

## 106: MANAGERIAL COMMUNICATION SKILLS

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To help the students understand the principles of business communication for effective documentation and presentation</li> <li>2. To make the students aware of the importance of communication models</li> <li>3. To develop awareness on the role of various communication methods</li> <li>4. To enable the students understand the importance of technology related to communication for addressing the business audience</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Role of Communication in Business- Objective of Communication- The Process of Human Communication & Media of Communication-Written Communication-Oral Communication-Silence- Developing Listening Skills- Improving Non-verbal Communication skills- Business Etiquette		
<b>Unit-II:</b>		
Managing Organization Communication: formal and Informal Communication-Models for Inter Personal Communication, Johari Window and Transactional Analysis- Mastering the art of Conducting and giving Interviews.		
<b>Unit-III:</b>		
Managing Interpersonal Communication-Role of Perception, motivation in Inter Personal Communication- Communication Styles - Barriers of Communication.		
<b>Unit-IV:</b>		
: Business Presentation Skills- significance of Business Correspondence- Essentials of Effective Business Correspondence- Presentation skills- Conducting Departmental Meetings-Use of Technology aided Business Communication Telephone Communication, Visual Communication, Audio Visual Communication, E-mail Messages- Tele and video conferencing.		
<b>Unit-V:</b>		
Report Writing : Meaning and Significance- Structure of Reports- Negative, Persuasive and Special Reporting; Proposals ;Formal Reports- Organization of Press Report-Media Management		
<b>(Case Study is compulsory)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students are able to understand various managerial communication channels and networks.</li> <li>2. Student is able to acquire the capability to understand the impact of intra and interpersonal factors on communication.</li> <li>3. Student will acquire effective verbal and non-verbal communication skills</li> <li>4. Student will learn presentation skills for business correspondence</li> <li>5. Student will acquire and demonstrate effective report drafting and presentation skills.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. C.S.Rayudu, Business Communication, HPH</li> <li>2. Krizan, Merrier, Logan and Williams, Effective Business Communications, Cengage, New Delhi.</li> <li>3. 3 . Penrose, Business Communication for Managers, Cengage, New Delhi.</li> <li>4. Urmila Rai &amp; S.M. Rai, Business Communication, Himalya Publishers,</li> <li>5. Meenalshi Raman—Business Communication Oxford University Press.</li> <li>6. 6. K Bhardwaj, Professional Communication, IK Int Pub House, New Delhi.</li> </ol>		

## 107 BUSINESS LAW

<b>Credits :04</b>	<b>Theory : 04 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide an overview on important laws, bearing on the conduct of business in India.</li> <li>2. To equip the student with fundamental concepts, principles, and rules of contract Act that applies to business transactions.</li> <li>3. To understand various modes of dispute resolution in business transactions.</li> <li>4. It creates awareness on laws relating to social/ethical aspects.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Contract Act: Contract Element of valid contract: Offer and Acceptance, Consideration Capacity to contract, Free consent, Coercion, undue influence, Misrepresentation, fraud, Legality of the object - classification of contract- Discharge of contract – breach of contract.		
<b>Unit-II:</b>		
Law of Agency: Essentials, kinds of agents, Rights and Duties of Agent and Principal. Law of Partnership 1932: Definition, Essentials of Partnership, Formation of Partnerships, Kinds of Partners, Rights and Liabilities of Partners, Dissolution of Partnership Firm.		
<b>Unit-III:</b>		
Negotiable instruments Act 1881: Nature and Characteristics of Negotiable instruments, Kinds of Negotiable Instruments-Promissory Notes, Bills of Exchange and Cheques. Discharge and Dishonour of Negotiable Instruments.		
<b>Unit-IV:</b>		
Sale of goods act 1930: Definition of Sale, Sale v/s Agreement to Sell, Goods, Price and Time, Condition and Warranties, Express and Implied Conditions, “Doctrine of Caveat Emptor”, Performance of Contract of Sale, Rights of Unpaid Seller, Consumer Protection Act, 1986 – Objectives of the Central Council and State council – Rights of Consumers – Consumer Redressal Machinery		
<b>Unit-V:</b>		
Companies Act, 2013: Company meaning & characteristics and kinds, Registration & Incorporation Memorandum of Association, Doctrine of Ultravires. Articles of Association Prospectus –Directors: appointment, removal, Meetings - Winding up.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student will be able to understand creation of valid contracts to handle disputes/legal challenges pertaining to organization in conduct of business.</li> <li>2. The student will be able to develop a comprehensive legal knowledge in establishing Agency business and partnership firms. (Especially for start-ups and entrepreneurial ventures, independently.)</li> <li>3. The student can understand and handle the legal issues related to negotiable instruments in the business operations.</li> <li>4. The student will be able to understand the legal provisions pertaining to sale of goods Act and can meet the legal parameters of consumer acts.</li> <li>5. The students will be able to comply the provisions of companies act, environmental act and RTI acts for the smooth running of company.</li> </ol>		
<b>References :</b>		

1. N D Kapoor-Elements of Mercantile Law-Sultan Chand.
2. S.S. Gulshan& G. K. Kapoor: Business Law, New Age International.
3. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill.
4. P.K.Goel, Business Law for Managers, Biztantra - Dreamtech press.
- 5.K.R. Bulchandani, Business Law for Management, 4/e, Himalaya Publishing House.

## OPEN ELECTIVES

### 108: EXCEL

<b>Credits :2</b>	<b>Theory and Practical 2 Hours</b>	<b>Tutorials : Hours</b>
<b>Max. Marks :100</b>	<b>Theory:20 Marks</b>	<b>Practical : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To make the student understand the various features available in MS Excel.</li> <li>2. To give practical exposure about manipulation of data and performing different operations.</li> <li>3. To train the students in using different types of logical, built in and user defined functions for data manipulation.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction, uses and applications of MS-Excel. Menu bar, Navigating tasks, and Entering basic data into Excel: Formatting dates and times, Spell check, Undo and Redo buttons, creating and modifying tables, Sorting and filtering tables. Creating basic Excel formulas.		
<b>Unit-II:</b>		
Moving and copying data: Cut, copy & paste, Fill handle, AutoFill, Flash Fill, Smart Tags. Organizing and Working with Multiple worksheets, Basic Excel Formatting. Viewing Worksheets: Showing formulas and references, Tracing precedents and dependents, Grouping rows and columns, Cell comments, Headers and footers. Introduction to Basic Charts: Creating and defining a chart, Positioning, rotating, and resizing charts, WordArt in charts, Editing charts in Excel, Changing types, Formatting a data series, Multiple series charts, Sparkline charts		
<b>Unit-III:</b>		
Formulas & Functions: Typing formulas and functions, Cell references and reference formulas, AutoSum, The Functions Library, Average, date, and time functions. Advanced Functions: Viewing available Excel functions, Basic text functions, Basic “IF” conditional formulas, Nesting “IF” statements, Concatenate and “IF” statements with concatenate, ISBLANK Function, COUNTBLANK Function, Arrays.		
<b>Unit-IV:</b>		
Data Views, Layouts, and Rules: Transposing Data, Validations for length and drop-down lists, Custom Views. Introduction to Macros: Developer Tools, Saving Macros, Absolute vs Relative Macros, Recording Macros, Creating Macro buttons. Additional Tools in Advanced Excel: Embedding and linking, Editing and embedded object, Editing a linked object, Linking as an icon, Protecting worksheets.		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. The student will be able to perform data processing operations using the various features available.</li> <li>2. The student will get practical exposure in dealing with different types of data.</li> <li>3. He will be in a position to present them in a meaningful form.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Steven M Freund &amp; Joy L Starksm, Microsoft Excel 2013: Introduction, Cengage Publications.</li> <li>2. Marry Anne Poatsy, Exploring Microsoft Excel 2013, Pearson Publication.</li> </ol>		

## 109: HUMAN VALUES AND PROFESSIONAL ETHICS

<b>Credits :2</b>	<b>Theory : 2 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :50</b>	<b>External : 20 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To enable students appreciate the essential complementarity between “values” and “Skills” to ensure sustained happiness and prosperity which are the core aspiration of all human beings.</li> <li>2. To highlight plausible implication of the above holistic understanding in terms of human conduct, trustful and mutually satisfying human behaviour and mutually enriching interaction with nature.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Ethical Theories: Basic Moral Theories: i) Beneficence: doing good to others ii) Non-violence or peace iii) Justice		
<b>Unit-II:</b>		
<b>Classification of Ethical Theories:</b>		
<ol style="list-style-type: none"> <li>i) Consequentialism –Mill’s Utilitarianism- greatest Happiness to greatest number of people ii) Deontology-Kantianism –Actions must satisfy the Categorical imperative</li> <li>iii) Virtue theory- Aristotelianism virtue is a mean Between two extremes of action or passion</li> </ol>		
<b>Unit-III:</b>		
<b>Rights &amp; Responsibilities of a Citizen :</b>		
<ol style="list-style-type: none"> <li>i) Fundamental duties as stipulated in the constitution Of India</li> <li>ii) The rights to individuals guaranteed by Indian Constitution</li> <li>iii) (a) Rights of a professional (b) Professional responsibilities</li> </ol>		
<b>Unit-IV:</b>		
<b>Human Values &amp; Attitudes :</b>		
<ol style="list-style-type: none"> <li>i) Classification of Values ii) Analysis of desirable Values iii) The importance of attitude in personal &amp; Professional lives</li> </ol>		
<b>Unit-V:</b>		
<b>Ethical Living:</b> i) Maslow’s theory of Hierarchy of needs ii) Clayton Alderfer’s ERG (Existence, Relatedness and Growth) theory iii) Concept of harmony in life		
<b>Case studies are compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. The Students identify the importance of human values and Skills for Sustained happiness</li> <li>2. The Students strike a balance between profession and personal happiness/ goals.</li> <li>3. The Students develop/propose appropriate technologies and management patterns to create harmony in professional and personal life</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Thomas Donaldson, Ethics of International Business, Oxford University Press.</li> <li>2. Business Ethics, William Shaw, Wordsworth Publishing Company.</li> </ol>		

## 110: FRENCH

<b>Credits : 2</b>	<b>Theory : 2 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks : 50</b>	<b>External : 20 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To acquire knowledge of Francophone cultures and the skills of collaboration and critical thinking.</li> <li>2. To make students develop to the greatest possible extent a competency in comprehending and producing in French language.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Grammar, Daily conversation, Phonetics, Present tense. The Grammar, Daily conversation, phonetics, present tense. The student will become familiar with the Language.		
<b>Unit-II:</b>		
Conjugation of verbs, tenses, present & past tenses, French Culture. After completing 10 lessons, the student will be in a position to converse in French in present & past tense.		
<b>Unit-III:</b>		
Tenses: Past & past continuous and imperatives. Vocabulary (Lesson 11 to 15) will improve. They will be given video presentations in French to Understand the usage of French.		
<b>Unit-IV:</b>		
All the tenses will be taught, writing, speaking and understanding will improve. Various situations will be taught. Proficiency will improve.		
<b>Unit-V:</b>		
All tenses are revised. Focus on French Culture, life style, Food habits. Business trends will be taught. After completing the 28 <sup>th</sup>		
<b>Case studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students can recognize and describe the cultural forces (history, social values, economic practises) that shape the professional practises in target cultural</li> <li>2. Students demonstrate an understanding of the nature of language through comparisons of the language studied and their own.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Gaston Maugar, Le Francais et la vie, Alliance Francaise (1971), David Pascal</li> <li>2. Dondo, Modern French Course, Oxford India.</li> </ol>		

## 111: SOFT SKILLS

<b>Credits : 2</b>	<b>Theory : 2 Hours</b>	<b>Tutorials :</b>
<b>Max. Marks :50</b>	<b>External : 20 Marks</b>	<b>Internal :30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To make students learn effective communication skills.</li> <li>2. To make students practice effective presentation skills for corporate success.</li> <li>3. To inculcate employability skills in students to make them job fit.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Development of English Language Skills: essential grammar, applied grammar and usage, common errors and misappropriation, basics of phonetics.		
<b>Unit-II:</b>		
Writing Skills: Paragraph writing, essay writing, business letter writing, review writing, resume, e-mail writing, blog writing.		
<b>Unit-III:</b>		
<b>Reading Skills:</b> The Art of Effective Reading, Reading Comprehension, Steps of Effective Reading.		
<b>Unit-IV:</b>		
Speaking Skills: Non-Verbal communication, Dynamics of professional presentation, Group Discussion ,Job Interview ,Public Speaking ,Conversation ,Dialogues and Debates, The Art of Negotiation.		
<b>Case studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will understand the basics of good written communication.</li> <li>2. Improves confidence in students to face job interviews.</li> <li>3. Students will be able to exhibit effective business correspondence.</li> <li>4. Enables students to get employment in corporate and other sectors.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Sanjay Kumar and Pushpa lata, communication Skills, Oxford University press</li> <li>2. Wren and Martin, Blackie ELT books.</li> <li>3. Abhishek Arora, Communication Skills and Personality Development, Kalyani Publication, New Delhi.</li> <li>4. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning India Private Limited.</li> </ol>		

## 201: FINANCIAL MANAGEMENT

<b>Credits :04</b>	<b>Theory : 04 Hours</b>	<b>Tutorials : -01 Hour</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To enable the students to understand the various tools of financial analysis.</li> <li>2. To acquire knowledge on financing, investment and dividend decisions.</li> <li>3. To gain an understanding on working capital management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Nature, Scope and Objectives of Financial Management-Profit Maximization Vs Wealth Maximization. Finance Functions – Financial Planning and Forecasting - Role of Financial Manager. Financial statement analysis and interpretation – Types of Analysis – Objectives, Tools of Analysis- <b>Comparative and common size statements, Ration Analysis.</b>		
<b>Unit-II:</b>		
Financing Decision: EPS-EBIT Analysis –Cost of Capital – Weighted Average Cost of Capital. Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure. (Theory and Problems).		
<b>Unit-III:</b>		
Investment Decision: Nature and Significance of Investment Decision- Estimation of Cash Flows – Capital Budgeting Process – Techniques of Investment Appraisal: Pay Back Period; Accounting Rate of Return, Time Value of Money- Discounted Cash Flow Techniques –Net Present Value, Profitability Index and Internal Rate of Return. (Theory and Problems).		
<b>Unit-IV:</b>		
Working Capital Decision: Meaning – Classification and Significance of Working Capital – Components of Working Capital – Estimation of working capital requirement - Cash Budget - Cash Management Models — Accounts Receivables – Credit Policies – Inventory Management. (Theory and Problems).		
<b>Unit-V:</b>		
Dividend Decision: Meaning and Significance – Theories of Dividend – Determinants of Dividend – Dividend policy – Bonus Shares – Stock Splits. (Theory and Problems).		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students would become competent in analyzing the financial performance of an organization.</li> <li>2. Students can determine optimal capital structure to an organization.</li> <li>3. Students can appraise long-term investment decisions of the organization.</li> <li>4. Students are able to manage short-term funds of the firm.</li> <li>5. Students are capable of framing dividend policy to a firm.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. I M Pandey, Financial Management, Oxford University Press.</li> <li>2. Prasanna Chandra, Financial Management, Tata McGraw Hill.</li> <li>3. Khan &amp; Jain, Financial Management, Tata McGraw Hill.</li> <li>4. James C.Van Horne, Financial Management &amp; Policy, Prentice Hall of India.</li> <li>5. Sharma R.K &amp; Gupta Shashi, Financial Management, Kalyani Publishers.</li> <li>6. Madan Mohan, G.Syamalarao, Sheela, Financial Management, Himalaya Publishing House.</li> </ol>		

## 202: MARKETING MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To develop an understanding on segmentation, targeting of markets and positioning of products and services based on scientific marketing research.</li> <li>2. To introduce the students to a range of concepts relating to product and brand management at regional, national and global perspective.</li> <li>3. To impart knowledge about pricing and placing strategies.</li> <li>4. To make the students understand all the promotional mix elements as well as integrated marketing communication process.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Marketing Management: Definition, Importance and Scope of Marketing; Core Concepts of Marketing; Company Orientations towards Marketing; Marketing Process; Selling Vs Marketing; Elements of Marketing Mix;		
<b>Unit-II:</b>		
Segmentation, Targeting and Positioning (STP): Basis for Segmentation, STP process, Levels of Segmentation, Patterns of Targeting and Positioning strategies. Consumer behavior: Importance, Factors affecting Consumer Behavior, Consumer Decision Making Process; Marketing Research Process.		
<b>Unit-III:</b>		
Product strategies: Goods Vs Services, Product Levels, Product Hierarchy, Product Classification: Consumer Goods and Industrial Goods, Product Mix Decisions, Product Line Decisions, New Product Development process, Product Life Cycle strategies. Branding: Definition, Types and Branding process; Components of Labeling; Packaging types.		
<b>Unit-IV:</b>		
Pricing and Placing Strategies: Meaning, Objectives, Process, Methods, and Strategies; Distribution channel: Importance, Functions, Levels of Channels.		
<b>Unit-V:</b>		
Promotional Strategies: Integrated Marketing Communication (IMC) Process, Elements of Promotional Mix- Advertising, Publicity, Public Relations, Sales Promotion, Personal Selling and Direct Marketing;		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will design marketing mix strategies for any product or services.</li> <li>2. Student will be able to segment, target and position the products/ services by conducting consumer behaviour studies.</li> <li>3. Students will have ability to plan and execute various product mix decisions.</li> <li>4. Students will design strategies for pricing and place (distribution) related functions.</li> <li>5. Student will design optimum promotional mix elements to promote a product / service.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Philip Kotler, Marketing Management, Pearson Education.</li> <li>2. W.J. Stanton, Michael J. Etzel &amp; Bruce J. Walker, Fundamentals of Marketing, McGraw Hill International.</li> <li>3. Ramaswamy V.S. &amp; Namakumari S, Marketing Management: Global Perspective – Indian Context, Macmillan.</li> <li>4. Tapan K Panda, Marketing Management, Excel Books.</li> <li>5. S.A.Sherlekar, R.Krishnamoorthy, K.S.Bose &amp; K.V.V.Murali Someswara Rao, Marketing Management, Himalaya Publishing House.</li> </ol>		

## 203: HUMAN RESOURCE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To give knowledge, skill that is required by today's HR professionals and to enable students to effectively contribute to dynamic organisations.</li> <li>2. To understand the significance of human resource planning and the process of recruitment and selection.</li> <li>3. To comprehend the processes of Human Resource Development and performance management system.</li> <li>4. To enable the students to understand the components of compensation and bases for wage fixation.</li> <li>5. To acquaint the student with grievance redressal mechanism and dispute settlement machinery for maintaining harmonious industrial relations.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Significance of HRM, Functions of HRM, changing environment of HRM and challenges.		
<b>Unit-II:</b>		
Human Resource Planning process, Factors influencing Human Resource Planning, Job Analysis, Recruitment, Process and Sources of Recruitment, Process of selection and Techniques,		
<b>Unit-III:</b>		
Need for HRD, Training Vs Development, Process of Training, Methods of Training, techniques of Development, Performance Appraisal System, Methods of Appraisal, and Common errors in performance appraisal		
<b>Unit-IV:</b>		
Concepts and Components of wages, Factors influencing Wage fixation, Job evaluation, Incentives and Fringe benefits.		
<b>Unit-V:</b>		
Managing Industrial Relations – Components of IR - Trade Unions, Functions of Trade Union, Forms of Employee Participation in management, Collective Bargaining, Grievance Redressal, Industrial Dispute – Dispute Settlement machinery.		
<b>Case Study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to understand the functions in the current scenario</li> <li>2. Student is able to comprehend the HR challenges in the dynamic business environment</li> <li>3. Student would be competent to deliver the HR functions for smooth running of business activity.</li> <li>4. Student is able to understand different components of compensation structure along with benefits.</li> <li>5. Students will be able to initiate and implement appropriate mechanisms to maintain industrial peace.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Gary Dessler, Human Resources Management. Pearson publication</li> <li>2. Praveen Durai Human Resource Management.</li> <li>3. Aswathappa.K.Human Resources and Personnel Management, Tata MC Graw Hill.</li> <li>4. Monappa.A&amp;Saiyadain. M. Personnel Management, Tata McGraw Hill</li> <li>5. P.SubbaRao, Human Resource Management Himalaya, Mumbai.</li> </ol>		

## 204: PRODUCTION AND OPERATIONS MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : 1 Hour</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To enable the student with an understanding of production and operations function.</li> <li>2. To make the student understand with Production Planning and Control.</li> <li>3. To make students understand about the importance of Productivity and related aspects.</li> <li>4. To impart knowledge on management of materials and quality aspects.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Nature and Scope of Production and Operations Management- Historical Evolution – Types of Manufacturing Systems – Difference between Manufacturing and Service Operations - Role of Production and Operations Manager.		
<b>Unit-II:</b>		
Production Planning and Control: Stages in PPC – Gantt chart – PPC in Mass, Batch, and Job Order Manufacturing. Aggregate Planning.		
<b>Unit-III:</b>		
Plant Location: Facility Location, Multiple Location Theories and Layout Planning –Types of Layouts – – Material Handling Equipments – Material Handling Principles.		
<b>Unit-IV:</b>		
Productivity: Factors affecting Productivity – Job Design – Process Flow Charts – Method Study – Work Measurement – Performance Rating - Allowances - Standard Time - Work sampling. Maintenance Management		
<b>Unit-V:</b>		
Material Management –Costs associated with Inventory – Economic Order Quantity – ABC Analysis - Materials Requirement Planning – Just In Time Production - Total Quality Management – SQC - Acceptance Sampling – Control Charts .		
<b>Case Studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to understand different manufacturing systems and the role of production manager.</li> <li>2. Students can manage Production Planning and Control activities.</li> <li>3. Student will be able to design suitable location and layout for the establishment of the firm.</li> <li>4. Students will be able to design and implement work systems that improve productivity.</li> <li>5. Student will be able to adopt relevant material management and quality control techniques.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Dr.B.S.Goel, Production &amp; Operations Management, PragathiPrakashan,Meerut.</li> <li>2. K.Aswatappa, K.ShridharaBhat, Production and Operations Management, HPH,Mumbai.</li> <li>3. Panneerselvem, Production and Operation Management,PHI</li> <li>4. Chunnawala, Production &amp; Operation Management, HPH,Mumbai</li> <li>5. RogertoRussel, Taylor, Production And Operations Management,PHI.</li> </ol>		

## 205. Research Methodology

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : Hours</b>
<b>Max. Marks :100</b>	<b>External : 50 Marks</b>	<b>Internal : 20 Marks+30 Practical</b>

<p><b>Course Objectives</b></p> <ol style="list-style-type: none"> <li>1) To learn about various steps in the research process, types of research studies, methods and methodology needed for managers.</li> <li>2) To familiarize with the importance of research and sampling designs, quantification of qualitative parameters (opinions, attitudes etc.)</li> <li>3) To learn about different methods of data collection, classification, analysis, interpretation and presentation of results for making short term and long term decisions.</li> <li>4) To apply parametric and non-parametric statistical methods based on the levels of measurement.</li> <li>5) To learn about advanced statistical tools to be used in the case of data involving several variables.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to research methodology, Nature, scope and importance of research methodology, Research process, types of research, motivation for research, Limitations of research, Defining the research problem, formulation and testing of research hypothesis.		
<b>Unit-II:</b>		
Research Design- formal and informal research designs, Sampling and sampling design, Types of sampling, Sampling Techniques, Probabilistic and Non-Probabilistic sampling methods.		
<b>Unit-III:</b>		
Data collection- primary and secondary data, Classification and Tabulation of Data, Diagrammatic Presentation of Data, Construction of a Questionnaire, Features of a good questionnaire, Questionnaire vs Schedule.		
<b>Unit-IV:</b>		
Measurement and Scaling- nominal, ordinal, interval and ratio scales, Likert scale. Non-parametric tests- Sign test, Median test, Kolmogrov-Smirnov test.		
<b>Unit-V:</b>		
Multivariate data analysis techniques- Multiple regression, Factor analysis, Discriminant analysis. Analysis of Variance ( ANOVA). Preparation of research report.		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1) To identify the appropriate type of research study to be carried out, the steps and methodology that are to be followed.</li> <li>2) Prepare the research design including the sampling design.</li> <li>3) Prepare the questionnaire (measurement tool), collect, classify, analyze the data and present the report.</li> <li>4) Decide the appropriate type of statistical tools based on the levels of measurement.</li> <li>5) To use advanced statistical tools for classification, reduction of data.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1) Naval Bajpai, Business Research Methods, Pearson Publishers.</li> <li>2) C.R.Kothari&amp; Gaurav Garg, Research Methodology (Methods and Techniques), New age Publishers.</li> <li>3) Donald R Cooper &amp; Pamela S Schindler, Business Research Methods, Tata McGraw Hill Publishers.</li> <li>4) Pannerselvam, Research Methodology, Printhece Hall of India.</li> <li>5) Kenneth S Bordens, Research Design and Methods, McGraw Hill publishers.</li> </ol>		

**List of Practical's for record work by using SPSS: (Marks: 30 )**

1. Given the data set and prepare various diagrams for the given data set by using SPSS and interpret the result accordingly.
2. Given the data set out and finding out the descriptive statistics for the given data set by using SPSS and interpret the result accordingly.
3. Given the data set and finding out the non-parametric tests like Sign test, Median test, Kolmogrov-Smirnov test for the given data set by using SPSS and interpret the result accordingly.
4. Given the data set and finding out Analysis of Variance (ANOVA) by using SPSS and interpret the result accordingly.
5. Given the data set and finding out Multiple regression by using SPSS and interpret the result accordingly.
6. Given the data set and finding out Factor analysis by using SPSS and interpret the result accordingly.
7. Given the data set and finding out Discriminant analysis by using SPSS and interpret the result accordingly.

## 206: BEHAVIORAL DYNAMICS AND CHANGE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the role of group in working organisation</li> <li>2. To understand the significance of change management</li> <li>3. To give inputs on various organisational design and their impact on work culture</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Organizational Behavior – Concept, Nature, S-O-B-C, S-R Model Determinants of Organizational Behavior.		
<b>Unit-II:</b>		
Group Dynamics - Meaning, Nature, Group Formation . Determinants of Group Behavior – Size, Status, Role, Cohesiveness, Group Think and Group Shift. Conflict Management – Constructive Vs Destructive, Strategies for resolving Destructive Conflict.		
<b>Unit-III:</b>		
Management of Change – Importance, Forces responsible for Change, Process of Change, Resistance to Change, Strategies to overcome Resistance to Change. Organizational Development – Concept, Need, Characteristics and Techniques		
<b>Unit-IV:</b>		
Organizational Design –Organizational Climate – Factors affecting Climate. Organizational Culture – Characteristics, Types – Strong and Weak cultures, Mechanistic and Organic Cultures, Authoritarian and Participative Culture. Building Positive Work Culture		
<b>Unit-V:</b>		
Organizational Effectiveness – Introduction, Effectiveness Vs Efficiency. Approaches to effectiveness – Goal attainment, Systems resources, Strategic Constituency, Maximization and Optimization, Behavioral approach. Factors affecting Organizational Effectiveness. Developments in Corporate World and future of Organizational Behavior		
<b>Case Study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student are able understand how to manage behaviours of individuals at organization.</li> <li>2. Student will learn to manage the group dynamics and conflicts.</li> <li>3. Student will be capable to manage change and resistance.</li> <li>4. Student learns to be adaptive to different types of organisational structures.</li> <li>5. Student will be able to create a better work place for improving efficiency and effectiveness of organization</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. K.Aswatappa, Organizational behavior, Himalaya Publishes.</li> <li>2. StefenP.Robins, Organisational Behavior, Pearson Publications</li> <li>3. Robert A Paton and James McCalman, Change Management: A Guide to Eff Implementation 2/e.Response Books, New Delhi, 2000.</li> <li>4. Sethi: Organisational Transformation Through Business Process Reengineering P Education.</li> <li>5. C.S.Venkataratnam: Negotiated Change -Collective Bargaining, Liberalisation and Restruc in India, Response Books, New Delhi, 2003.</li> <li>6. John.P.Koter, Change Management, Harward University Publications</li> </ol>		

## 207: ENTREPRENEURSHIP DEVELOPMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. Creating awareness among the students about the significance of entrepreneurship and its social relevance.</li> <li>2. Imparting knowledge to the students on institutional support available to start a business venture.</li> <li>3. To study about the importance of woman entrepreneurs and the support provided to them by the governmental and non-governmental agencies.</li> <li>4. To acquaint the students with the process of project management.</li> <li>5. To understand the significance of entrepreneurial training in the development of new and existing entrepreneurs.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Entrepreneurship: Importance and Role of Entrepreneurship in Economic Development, Characteristics of Entrepreneurship and Qualities of an Entrepreneur, Theories of Entrepreneurship, Stimulants of Entrepreneurship and Barriers to Entrepreneurship, Entrepreneurial Ethics and Social Responsibility.		
<b>Unit-II:</b>		
Institutional support: Role of Government, Role of Financial Institutions, Role of Commercial Banks, Role of Development Financial Institutions such as IDBI, ICICI, NABARD, SIDBI & SFC, Role of other supporting institutions such as SIDO, NIESBUD, DIC, MSMEs.		
<b>Unit-III:</b>		
Women Entrepreneurship: Role & Importance, Profile of successful Indian and global women Entrepreneurs, Problems of Women Entrepreneurs, Role of government and Non Government Organizations in promoting Women Entrepreneurship in India.		
<b>Unit-IV:</b>		
Project Management: Concept of Project and classification of Project, Identification, Project Formulation, Project Report, Project Design, Project Appraisal, Profitability Appraisal, Project Planning, Financial analysis and Project financing,		
<b>Unit-V:</b>		
Training: Designing Appropriate Training Programmes to Inculcate Entrepreneurial Spirit, Significance of Entrepreneurial Training, Training for New and Existing Entrepreneurs.		
<b>(Case Study is Compulsory)</b>		
<b>Course Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student would be adept at starting and evaluating a new business venture, with a special emphasis on women entrepreneurship.</li> <li>2. Student gains knowledge about the sources and accessibility to financial and non-financial institutions</li> <li>3. Students can understand environmental factors for development of the Women entrepreneurship.</li> <li>4. Student will be able to prepare project feasibility report, acquire skills on project management.</li> <li>5. Students can understand the need and design training programs for various entrepreneurial background aspirants.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1) Vasant Desai, Dynamics of Entrepreneurship Development, Himalaya Publishers.</li> <li>2) Mathew, J. Manimala, Entrepreneurship Theory at the Crossroads, Wiley India.</li> <li>3) Tabarrok, Entrepreneurial Economics, Oxford University Press.</li> <li>4) C.V.Bakshi, Entrepreneurship Development, Excel Publications.</li> <li>5) Balaraj Singh, Entrepreneurship Development, Wisdom Publications.</li> </ol>		

## OPEN ELECTIVES

### 208: TALLY

<b>Credits :2</b>	<b>Theory : 2 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>Practical : 30 Marks</b>	<b>Internal : 20 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1.To acquaint the students with computer aided accounting information</li> <li>2.System.</li> <li>3.To provide them a firsthand knowledge on the procedure of analyzing, recording and reporting of financial transactions in Tally ERP 9.</li> <li>4. To acquire knowledge on generating reports of GSTR.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<p><b>BASIC OF ACCOUNTING:</b> Introduction, Accounting Principles, Types of Accounts, Financial Statements and Transactions – Recording Transactions, <b>FUNDAMENTALS OF TALLY.ERP 9:</b> Introduction, Technological Advantages, Getting Functional with Tally ERP9, setting up of a company in TallyERP9 , Configurations.</p> <p><b>CREATE ACCOUNTING MASTERS IN TALLY ERP 9:</b> Ledger creation in single and multiple, Ledger Alteration.</p>		
<b>Unit-II:</b>		
<p><b>CREATING INVENTORY MASTERS IN TALLY ERP9:</b> Creating Stock Groups, Displaying stock category, Altering Stock category, Units of measure, godowns – creating godowns , Displaying godowns, Altering godowns - Stock Items – creating Stock Items, Displaying stock items, Altering stock items, <b>VOUCHER TYPES:</b> Creating Voucher Types, Displaying and Altering Voucher types. <b>VOUCHER ENTRY IN TALLY ERP 9:</b> Accounting Vouchers, Inventory vouchers – Purchase Order- Sale Order, Rejection Out, Rejection In, Stock Journal, Delivery Note, Receipt Note, Physical Stock Voucher.</p>		
<b>Unit-III:</b>		
<p><b>GENERATING BASICS IN TALLY .ERP9 :</b> Financial Statements, Balance Sheet, Profit&amp; loss A/C, Trial Balance, Accounting Books&amp; Reports, Cash Book, Bank Book, Purchase Register, Sales Register, Journal Register, Debit Note Register, Credit Note Register, Day Book, Inventory Books&amp; Reports, Stock Summary, Stock Group Summary, Stock Transfer, Verification of Outstanding Reports.</p>		
<b>Unit-IV:</b>		
<p><b>GST: INTRODUCTION OF GST,</b> Activating GST Options, Ledger creation in GST, Stock creation with GST, Transactions with GST, Generating the Reports of GSTR 1, GSTR 2 and GSTR 3B.</p>		
<b>Unit-V:</b>		
<p>How to alter the company. 2. How to Provide Security to the Company, 3. How to take Back-Up, 4. How to Restore the Data which is lost, 5. Splitting the Data</p>		
<b>Practical report compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand the power and potential of Tally Accounting software from the business perspective.</li> <li>2. Able to provide speedy solutions or different operations of business through Tally ERP9.</li> <li>3. Undertake major responsibilities in different arenas of the corporate world including accounting &amp; Finance.</li> </ol>		
<b>References :</b>		
1.ASHOK K NADHANI,TALLY, BPB PUBLICATIONS.		

## 208. BUSINESS DATA ANALYTICS(Open Elective)

<b>Credits :2</b>	<b>Theory : 02 Hours</b>	<b>Tutorials :</b>
<b>Max. Marks :50</b>	<b>Practical:30 Marks</b>	<b>Internal : 20 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To make the student understand the importance of business data analytics and various types of decision making situations.</li> <li>2. To give practical exposure of different types of business forecasting methods.</li> <li>3. To make the students use MS Excel for inferential and forecasting purposes.</li> <li>4. To give practical training on R statistical package.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Nature and scope of business data analytics, need for business analytics, uses in different academic areas like arts, commerce, engineering, physical and life sciences. Various components useful for data analytics. Decision theory- decision making under uncertainty, full information and decision trees.		
<b>Unit-II:</b>		
Different types of forecasting techniques and their merits and demerits. Time series, causal, moving averages, exponential smoothing, trend, seasonality and cyclical variations. Causal models using linear regression and forecasting accuracy.		
<b>Unit-III:</b>		
<b>Excel Operations.</b> Data entry, editing, cell data formatting, formula function, filtering and sorting, table formulation and pivot tables, chart wizards.		
<b>Unit-IV:</b>		
Inferential Statistics using Excel. (Statistical analysis using Excel.)Testing of hypothesis- single sample problems (Z-test for mean and Student's t- test for mean), two sample problems (Z-test for mean and Student's t- test for mean), paired t-test. Chi-square test for independence of attributes, Analysis of variance (ANOVA- one way and two way classifications) Trend analysis and related tools in Excel-Fitting of linear and non-linear trend curves, moving averages and exponential smoothing.		
<b>Unit-V:</b>		
Introduction to R-package: Under standing vectors in R (one dimensional and two dimensional), reading data , combining data, sorting of data and statistical functions in R.		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student will be able to distinguish different kinds of decision making situations.</li> <li>2. The student will be in a position to identify the appropriate forecasting technique to be used in the given context.</li> <li>3. The student can make meaning of data by computing appropriate statistical measures and make inferences about them using MS Excel.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1.Essential of Business Analytics, Jeffery D Camm, James J Cochran, Michel J Fry, Jeffery W Ohlmann, David R Anderson, Dennis J Sweeny &amp; Thomas A Williams, Cengage Learning.</li> <li>2.Statistics made simple do it yourself on P.C. ,K.V.S. Sharma, Printece Hall of India.</li> <li>3.Business analytics- customer centric approach, Sandhya Kuruganti &amp; Hindol Basu, McGra Hill publications.</li> <li>4. Introductory statistics with R, Peter Dalgaard, Prentice Hall of India.</li> </ol>		

## 208: YOGA(Open Elective)

<b>Credits :02</b>	<b>Theory : 02 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>Practical : 30 Marks</b>	<b>Internal : 20 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide the necessary basic knowledge of the theory and practice of yoga.</li> <li>2. To train students to practice yoga for promoting their health and wellness.</li> <li>3. To introduce the key concepts and practices of yoga and meditation in the light of Management of stress at work place.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Yoga : Etymology, definitions, aim, objectives, nature, scope and history. Application of yoga in improving the quality of life.		
<b>Unit-II:</b>		
Paths of Yoga: Karma, Bhakti, Jnana and Raja yoga; Outlines of Hatha Yoga and Asthanga yoga; Different types of yoga and their relevance in day-to-day life; Importance of Yogic Diet in Health Management.		
<b>Unit-III:</b>		
Meditation and Relaxation Techniques and their role in Improving Management Abilities.		
<b>Unit-IV:</b>		
Yoga and Physical Exercises; Mental Health and stress management through Yoga.		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students can apply Yoga in improving their quality of life</li> <li>2. Students can understand different types of yoga for health management.</li> <li>3. Students can apply the knowledge of yoga in solving the problems associated with his personal wellbeing.</li> <li>4. Students can improve the Quality of life through Management of stress.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1) <i>Certification of Yoga Professionals official guide book</i>, Ministry of AYUSH, Excel Books, New Delhi.</li> <li>2) Sw. Satyananda Saraswathi, <i>Asana, Pranayama, Mudra and Bandha</i>, Bihar School of Yoga, Munger</li> <li>3) Iyengar B K S, <i>Light on Yoga</i>, Horpor Collins, New Delhi.</li> <li>4) Yogacharya Raparathi Rama Rao, <i>Yoga Chaitanya, Pradipika</i>, Yoga Consiousness Trust, Vijnigiri, Vizianagaram Dist, AP.</li> <li>5) Udupa, K. N. <i>Stress and its management by yoga</i>. Motilal Banarsidass Publ., 1985.</li> </ol>		

## YOGA PRACTICALS SYLLABUS

### **KRIYAS**

Jalanethi; Sutraneti; Kapalabhati; Trataka; Jala Dhouti;

### **Sukshma Vyayam**

### **Surya Namaskaras**

### **Meditative Postures**

Sukhasan, Vajrsan, Ardha Padmasan, Padmasan, Siddhasan.

### **Standing Postures**

Tadaasana, Trikonasan, Parsva Konasan, Veerabhadrasan, Utkatasan, Prasarita Padaotanasan,

### **Balancing Postures**

Vrukshasan, Natarajasan, Garudasan, Padangustasan

### **Sitting Postures**

Simhasan, Shasankasan, Ustrasan, Baddakonasana, Janu Sirshasan, Paschimottanasana, Vakrasana, Ardha, Matsyendrasana, Gomukhasana Yoga Mudrasana, Uttitapadmasana.

### **Prone Postures**

Makharasan, Bhujangasan, Shalabhasana, Dhanurasana.

### **Supine Postures**

Uttanapadasana, Pawanmuktasana, Navasana, Sethubandhasana, Chakrasana, Masthasana

### **Inverted Postures**

Sarvangasana, Halasana, Sirshasana

### **PRANAYAMA**

Abdominal breathing, Yoga Swasa, Bramari; Ujjayi; Sheetali; Shetkari, Suryabhedana; **BANDHA** Moola; Uddayana; Jalandhara;

### **Relaxation Methods**

**QRT** (Quick Relaxation Technique), **IRT** (Instant Relaxation Technique), **DRT** (Deep Relaxation Technique), 61points, Yoganidra.

**DHYANA** (Guided Meditation).

### **Reference books:**

1. Certification of Yoga Professionals official guide book, Ministry of AYUSH, Excel Books, New Delhi.
2. Joshi K S: Yoga in daily life.
3. Yogacharya Raparathi Rama Rao, Yoga Chaitanya, Pradipika, Vijinigiri, Vizayanagaram, AP
4. Sw. Satyananda Saraswathi, Asana, Pranayama, Mudra & Bandha, Bihar School of Yoga, Munger
5. Sw. Satyananda Saraswathi, Yogic Management of Common Disease, Bihar School of Yoga, Munger.

## 301 OPERATIONS RESEARCH

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : 1 Hours</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To formulate and solve linear programming problem and its variants (Transportation problems, Assignment problems).</li> <li>2. To formulate and solve multistage recursive decision making problems.</li> <li>3. To determine optimal strategies in competitive situations.</li> <li>4. To determine optimum scheduling of activities of a project with limited resources</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Importance and Scope of Operations Research, Linear Programming – Graphical Method, Simplex Method, concept of artificial variables, Big-M Method. Dual of a Linear Programming Problem and its applications.		
<b>Unit-II:</b>		
Transportation Problem, Assignment Problem, Theory of queues – M/M/I model		
<b>Unit-III:</b>		
Replacement problems (without change in money value).. Integer Programming – Branch and Bound method.		
<b>Unit-IV:</b>		
Game Theory – Two Person Zero sum Games, Pure Strategies, Mixed Strategies, Dominance Principle. Graphical, Algebraic Method and Linear Programming Approach of solving two person zero sum games. Simulation – Simulation Inventory and Waiting Lines.		
<b>Unit-V:</b>		
Project Management – PERT and CPM, Crash Time and Crash Cost Trade Off,		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to develop Linear Programming models for optimum solution.</li> <li>2. Student will be able to build models and solve for Logistics and Job assignment problems.</li> <li>3. Students will be able to analyse replacement decisions and can also determine decision variables with Integer Programming</li> <li>4. Enable the student to determine the best strategy to be adopted in competitive decision making situations and can simulate inventory and waiting line systems.</li> <li>5. Enables the student to schedule the activities of a project to minimize the project completion time with available resources.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. KantiSwaroop, Manmohan&amp;P.K.Gupta, Operations Research, Sultan Chand andSons, New Delhi.</li> <li>2. S.D.Sharma, Operations Research, KedarnathSahai and Company.</li> <li>3. V.K.Kapoor, Operations Research for Management, Sultan Chand and Sons, New Delhi.</li> <li>4. Pannerselvam, Operations Research, Printece Hall of India, New Delhi.</li> <li>5. Richard Bronson &amp;GovindasamiNaadimuthu, Schaum’s outline of Theory and Problems in Operations Research, Tata McGraw Hill publishers.</li> <li>6. H.A.Taha, Introduction to Operations Research, Pearson publishers.</li> </ol>		

**FINANCIAL MANAGEMENT**  
**FM 302: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide an understanding on various investment avenues.</li> <li>2. To enable the student to measure, interpret the risk and return of security and portfolios.</li> <li>3. To enable the students to determine the value of the securities.</li> <li>4. To equip the student with skills to conduct fundamental analysis and technical analysis for decision making.</li> <li>5. To develop an understanding on construction and evaluation of portfolios.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Concept of Investment- Investment Vs Speculation. Security Investment Vs. Non-security forms of Investment - Investment Environment in India. Investment Process – Sources of Investment Information. Types of securities in Indian Capital Market, Market Indices.		
<b>Unit-II:</b>		
Return and Risk-Meaning and Measurement of Security Returns. Meaning and Types of Security Risks- Systematic Vs Non-systematic Risk. Measurement of Total Risk - Intrinsic Value Approach to Valuation of Bonds - Preference Shares and Equity Shares.		
<b>Unit-III:</b>		
Fundamental Analysis- Economy, Industry and Company Analysis. Technical Analysis- Concept, Tools and Techniques of Analysis. Technical Analysis Vs Fundamental Analysis.		
<b>Unit-IV:</b>		
Elements of Portfolio Management - Portfolio Models - Markowitz Model, Efficient Frontier and Selection of Optimal Portfolio. Sharpe Single Index Model and Capital Asset Pricing Model.		
<b>Unit-V:</b>		
Performance Evaluation of Portfolios- Sharpe Model – Treynor's model, Jensen's Model for Portfolio Evaluation, Evaluation of Mutual Fund.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will gain knowledge on different activities in securities market.</li> <li>2. Student will be able to measure risk and return of a security and portfolio.</li> <li>3. Student can analyse securities to offer investment suggestions.</li> <li>4. Students will be able to construct portfolios using various models.</li> <li>5. Students can evaluate the performance of mutual funds.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Donald E.Fischer, Ronald J.Jordan, Security Analysis and Portfolio Management; Prentice Hall of India.</li> <li>2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.</li> <li>3. S. Kevin, Security Analysis and Portfolio Management, Prentice Hall of India.</li> <li>4. Bhalla VK, Investment Management, S.Chand.</li> <li>5. Punitavathy Pandian, SAPM, Vikas.</li> <li>6. Preeti Singh, Investment Management, Himalaya Publishers.</li> </ol>		

## FM 303: FINANCIAL INSTITUTIONS AND MARKETS

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the Indian financial system that contributes to the growth of the economy.</li> <li>2. To impart knowledge on the money markets and their components.</li> <li>3. To understand the structure and functioning of banking sector in India.</li> <li>4. To give inputs on operational mechanism of capital markets.</li> <li>5. To understand the Non-Banking Financial Institutions and Statutory financial organisations.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to financial system-Financial system and Economic Development. Financial institutions and Economic Development, recent trends in financial institutions and markets.		
<b>Unit-II:</b>		
Money Markets-Components and institutions of Money Market –Call Money Market-Treasury Bill Market-Commercial Bill Market-Markets for Commercial Papers and Certificate of Deposits-The Discount Market.		
<b>Unit-III:</b>		
Banking Sector in India- meaning and functions of commercial banks in India Capital adequacy norms -recent trends in commercial banks- Role and functions of Reserve Bank of India (Credit Control). Development Banks-Meaning, functions and management-Operational and promotional activities of development banks-IFCI, ICICI, IDBI, SIDBI and SFC's.		
<b>Unit-IV:</b>		
Capital Market-Sources of long-term finance in India, Corporate securities and Government securities- Primary and secondary markets-Different kinds of issues and instruments –Secondary market-Role and Operations of stock exchanges in India- Recent Trends in the financial sector - Role of SEBI.		
<b>Unit-V:</b>		
Non-Banking Financial Institutions and Statutory Financial Organisations: Concept and role, Sources of finance, functions and investment policies in India. Small Savings and Provident Funds, Insurance Companies- LIC, GIC and their role in Capital market.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand the Indian Financial System and contribute positively to the growth of the economy.</li> <li>2. Students will understand the structure and instruments of money market.</li> <li>3. Students will be familiarized with functions and operations of banking institutions.</li> <li>4. Students can decide sources of long term funds as per the needs of the organisation using capital markets.</li> <li>5. Students can comprehend the importance and functions of non-banking and statutory organisations.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. L.M. Bhole, Financial Institution and Markets, Tata Mc Graw Hill.</li> <li>2. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India.</li> <li>3. H.R. MachiRaju, Indian Financial System, Vikas Publications.</li> <li>4. Vasant Desai, Indian Financial System, Himalaya Publications.</li> <li>5. Shashi K. Gupta, Nisha Agarwal and Neeti Gupta, Financial Institutions and Market, Kalyani Publications.</li> </ol>		

## FM 304: FINANCIAL DERIVATIVES

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand derivatives market</li> <li>2. To understand derivatives trading in India and regulatory framework.</li> <li>3. To train the student with required skills for pricing of futures.</li> <li>4. To train the student with required skills for pricing of options</li> <li>5. To enable the student to explore hedging strategies to mitigate risk in business operations.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Risk Management, Financial Derivatives – Meaning and Need – Growth of Financial Derivatives in India –Derivative Markets – Participants – Functions – Types of Derivatives – Forwards – Futures – Options – Swaps.		
<b>Unit-II:</b>		
Features of Futures – Differences Between Forwards and Futures – Financial Futures –Trading – Currency Future – Interest Rate Futures – Pricing of Future Contracts – Value at Risk (VAR) – Hedging Strategies – Hedging with Stock Index Futures – Types of Members and Margining System in India.		
<b>Unit-III:</b>		
Options Market – Meaning & Need – Options Vs futures – Types of Options Contracts – Call Options – Put Options – Trading Strategies Involving Options – Basic Option Positions – Margins – Options on stock Indices.		
<b>Unit-IV:</b>		
Option Pricing – Intrinsic Value and Time Value – Pricing at Expiration – Factors Affecting Options pricing – Put-Call Parity Pricing Relationship – Pricing Models – Introduction to Binominal Option Pricing Model – Black Scholes Option Pricing Model.		
<b>Unit-V:</b>		
Swaps – Meaning – Overview – The Structure of Swaps – Interest Rate Swaps – Currency Swaps – Commodity exchanges -Commodity Swaps– Equity Swaps.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will gain knowledge on growth and legal framework of financial derivatives in India</li> <li>2. Students can use forward and futures contract to trade and hedge the risks.</li> <li>3. Students will be able to use strategies to trade with Options contract.</li> <li>4. Students can determine the price of options contract.</li> <li>5. Students will gain knowledge on structure and types of Swaps.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Hull C.John, “Options, Futures and Other Derivatives”, Pearson Educations Publishers.</li> <li>2. N.D.Vohra &amp; B.R.Baghi, Futures and Options, Tata McGraw-Hill Publishing Company Ltd.</li> <li>3. D.C.Parwari, Financial Futures and Options, Jaico Publishing House.</li> <li>4. T.V.Somanathan, Derivatives, Tata McGraw-Hill Publishing Company Ltd.</li> <li>5. S.L.Gupta, Financial Derivatives, Prentice Hall of India.</li> </ol>		

## FM 305: MANAGEMENT OF FINANCIAL SERVICES

<b>Credits :</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To develop an understanding on regulatory framework of financial services in India.</li> <li>2. To gain knowledge on functions of Merchant Banker in general and Issue management in specific.</li> <li>3. To enable the student to understand and evaluate the different financial services.</li> <li>4. To develop an understanding on the marketing strategies to market financial services.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Financial System-Concept and Nature, Scope and Objectives of Financial Services-Types of Financial Services- Regulatory Framework of Financial services –Growth of Financial services in India.		
<b>Unit-II:</b>		
Merchant Banking – Meaning and Types – Role and Responsibilities of Merchant Bankers in Issue Management- Underwriting guidelines- Regulations of Merchant Banking in India.		
<b>Unit-III:</b>		
Fund based financial services -Venture Capital- Financing pattern under Venture Capital. Leasing- Types of Leases- Evaluation of Leasing Option Vs Buying Option. Hire Purchasing –Types and Evaluation. Leasing vs. Hire purchasing. Mutual Funds- Concept And Objectives, Functions And Portfolio Classification, Organization And Management, Guidelines For Mutual Funds.		
<b>Unit-IV:</b>		
Fee Based Financial Services: Credit Rating- Meaning-; Functions- Debt Rating System of CRISIL, ICRA and CARE, Factoring, Forfeiting and Bill Discounting- Types of Factoring Arrangements- Factoring in Indian Context.		
<b>Unit-V:</b>		
Debt Securitization- Concept and Application- De-Mat Services- Need and Operations- Role of NSDL and CSDL. Marketing of Financial Services - Marketing Strategy		
<b>Case studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students acquire knowledge on SEBI guidelines relating to various financial services.</li> <li>2. Students will acquire knowledge on various functions performed by Merchant banker..</li> <li>3. Students will become capable of evaluating various fund based financial services and can advise their clients.</li> <li>4. Students will be able to understand the application of fee based financial services.</li> <li>5. Students will understand the application of securitization and De-Mat services and also design appropriate marketing strategy for financial services.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. M.Y.Khan, Financial Service, Tata Mc Graw Hill</li> <li>2. Vasant Desai, Indian Financial System, Himalaya Publishers.</li> <li>3. Edminister R.D. Financial Institutions, Markets and Management, Bharat law house, New Delhi.</li> <li>4. N. Vinayakan, A Profile of Indian Capital Market. Kanishka Publishing, House</li> <li>5. Meir Khan- Financial Institutions and Markets, Oxford Press.</li> <li>6. V.A. Avdhani, Marketing of Financial Services, Himalaya Publishers, Mumbai.</li> </ol>		

## FM 306: WORKING CAPITAL MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the concept, classification and factors determining the working capital requirements.</li> <li>2. To give insight on various committee reports of working capital financing.</li> <li>3. To impart knowledge on components of working capital management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Meaning, Definition, Concept, Objectives of Working Capital-Classification of Working Capital, Components of Working Capital - Factors determining Working Capital requirements, Importance and Limitations of Working Capital- Estimation of required Working Capital.		
<b>Unit-II:</b>		
Financing of Short-term Working Capital - Dahejia Committee Report -Tondon Committee Report-Chore Committee Report- Marathe Committee Report, Chakravarty Committee Report- Kannan committee- Recent guidelines on Working Capital Finance		
<b>Unit-III:</b>		
Management of Cash- Nature of Cash- Motives for holding Cash- objectives of Cash Management-Facets of cash management –Factors determining Cash Needs- Cash Planning – Management of Cash Flows- Determining Optimum Cash Balance Cash Management Models Investment of Surplus Funds		
<b>Unit-IV:</b>		
Receivables Management: Meaning of Receivables.-Characteristics of Receivable –Objectives of Accounts Receivables Cost of maintain Receivables. –Benefits of Account Receivables- Factors Influencing Receivables. Credit Policy-Credit Policy variables-Evaluation of individual accounts-Monitoring Accounts Receivables		
<b>Unit-V:</b>		
Inventory Management Meaning and Nature of Inventory. Components of Inventory –Inventory Management Motives –Objectives of Inventory Management- Purpose and Benefits of Holding Inventory. Risk and Cost of Holding Inventory. Inventory Management - Tools, Techniques Inventory control.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to estimate the working capital requirement for an organization.</li> <li>2. Students can raise funds at lower cost to meet working capital needs.</li> <li>3. Student can effectively manage the cash flows in the organization and also determine the optimum cash balance.</li> <li>4. Students can design optimal credit policy in the organization.</li> <li>5. Student can adopt suitable inventory control techniques.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Hampton J.J. Wanger :Working Capital Management, John wiley</li> <li>2. Scherr F.C. Modern : Working Capital Management, Prentice Hall</li> <li>3. Khan and Jain, Financial Management, Tata McGraw Hill, New Delhi</li> <li>4. I.M.Pandey, Financial Management, Vikas Publishing House, New Delhi.</li> </ol>		

## FM 307: FINANCIAL ENGINEERING

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To learn different factors contributing to the growth of financial engineering.</li> <li>2. To enable the student to understand the hedging strategies and Asset liability Management.</li> <li>3. To familiarise the student with legal projections for innovative financial products and services.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Meaning and Scope of Financial Engineering – Tools of Financial Engineering – Factors contributing to the growth of Financial Engineering.		
<b>Unit-II:</b>		
Conceptual Tools of the Financial Engineer – Value relationships and applications – Measuring Return, Risk – Understanding Interest rates and Exchange Rates.		
<b>Unit-III:</b>		
Physical tools of the Financial Engineer – Product Development – Models – Design – Testing – Designing Futures and Forwards – Swaps – Options – Its types – Fixed Income Securities.		
<b>Unit-IV:</b>		
Financial Engineering Processes and Strategies: Asset/liability Management – Hedging – Building Block Approach. Corporate Restructuring – Arbitrage and Synthetic Instruments.		
<b>Unit-V:</b>		
Reverse Mortgage. Teaser loans – Subprime Lending Collateralized Mortgage Obligations. Tax Driven Deals, Syndication Process. Future Trends – Impact of Globalization – Recent Advances in Settlement and Clearing – Legal Projections for Innovative Financial Products and Services.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will understand scope and growth of Financial Engineering.</li> <li>2. Students will be capable of measuring risk and return and also can understand the impact of interest rates on exchange rates.</li> <li>3. Students will be able to design innovative financial products.</li> <li>4. Students will be able to design Financial Engineering strategies.</li> <li>5. The students can understand the legal projections in mortgages and innovative financial products and services.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. John E.Marshall &amp; vipul K. Bansal : Financial Engineering, Prantice Hall.</li> <li>2. Jurgen Topper : Financial Engineering with Finite Elements, John Wiley.</li> <li>3. Robert Kosowki &amp; Salih N. Neftci, Principles of financial engineering, Academic Press.</li> </ol>		

## 401: BUSINESS POLICY & STRATEGIC MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the significance of strategic management and the role of a strategist.</li> <li>2. To drive the need for statement of mission and objectives</li> <li>3. Impart different techniques of analyzing the factors in the environment to arrive at SWOT of the organization.</li> <li>4. To acquaint the student with the process of strategy formulation</li> <li>5. To comprehend the factors to be considered in the implementation of a business strategy and adoption of relevant policies.</li> <li>6. To impart insights into the process of strategic evaluation and control.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Concept of Business Policy- Evolution, Significance, and Objectives–Introduction to strategic management- Process of Strategic Management -strategic decision making – Approaches to strategic management – Role of strategist.		
<b>Unit-II:</b>		
Corporate Vision, Mission & Objectives - Characteristics of a Mission Statement. Environmental analysis – need for environmental analysis, techniques of environmental forecasting. Factors in the External environment, internal environment, industry environment. Methods of environmental analysis- ETOP, SAP, SWOT, Functional Area resource deployment Matrix, Porter’s Five- force model, value chain analysis.		
<b>Unit-III:</b>		
Strategic formulation: Types of Strategies – expansion, stability, retrenchment strategies. Variants of grand strategies, - Michael Porter Generic Strategies, mergers, acquisitions, joint ventures. Choice of a strategy, factors affecting strategic choice, Models for evaluating strategic alternatives- BCG Matrix, GE Nine Cell Matrix, Product- market evolution matrix.		
<b>Unit-IV:</b>		
Strategic Implementation: Process of strategic implementation, relevance of Mc Kinsey’s 7 S framework, CSFs (Critical Success Factors). Issues in Implementation-Resource allocation, Strategy and structure, creating supportive culture, nurturing leadership. Evolving policies in functional areas.		
<b>Unit-V:</b>		
Strategy Evaluation: Significance of strategy evaluation, Process of evaluation, criteria for evaluation, characteristics of effective evaluation systems. Review and Control – strategic control Vs Operational Control, Types of strategic control, Techniques of strategic control, Balance Score Card , Business Process Re-engineering, Business Excellence.		
<b>Case Study compulsory (From any of the units)</b>		
<b>Course outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student, in the role of a strategist, can define vision, mission and objectives that drive an organisation.</li> <li>2. Student can conduct an analysis of the external and internal environment of business to get awareness on future state of affairs.</li> <li>3. Able to formulate appropriate strategies using different models.</li> <li>4. Student can ensure proper implementation of strategies and policies.</li> <li>5. Student can design and adopt relevant control techniques and evaluate the effectiveness of the strategy.</li> </ol>		

## FM 402: STRATEGIC FINANCIAL MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the importance and applications of Strategic Financial Management.</li> <li>2. To gain knowledge on the financial strategy for capital structure and dividend policy of the firm.</li> <li>3. To provide knowledge on evaluating the proposal under risk and uncertainty</li> <li>4. To make the student understand corporate restructuring strategies.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Meaning, Nature and Scope of Strategic Financial Management, Financial Goals and strategy-Shareholder Value Creation (SVC): Market Value Added (MVA)- Market-to-Book Value (MBV)-Economic Value Added(EVA).		
<b>Unit-II:</b>		
Financial Strategy- Innovative sources of Finance-Asset Backed Securities-Hybrid Securities: Convertible and non convertible debentures, deep discount bonds secured premium notes. Warrants, Convertibles and Exchangeable Commercial papers.		
<b>Unit-III:</b>		
Investment strategy: Techniques of Investment appraisal under Risk and Uncertainty – Risk Adjusted Net Present Value-Risk Adjusted Internal Rate of Return-Capital Rationing- Decision Tree approach for Investment Decisions-Certainty and Equivalent Method-Sensitivity Analysis Technique.		
<b>Unit-IV:</b>		
Merger Strategy: Theories of Mergers – Horizontal and Conglomerate Mergers-Merger Procedure-Corporate valuation of Firm during Mergers and Acquisitions-Financial impact of Merger-Merge and Dilution Effect on Earnings per Share.		
<b>Unit-V:</b>		
Takeover and Turnaround Strategies: Types of Takeovers-Negotiated and Hostile Bids-Takeover Procedure-Takeover Defences- Turnaround strategies-Corporate Restructuring-Distress Restructuring Strategy-Sell Off's-Spin Off's-Leveraged Buyouts.		
<b>Case studies (Problems) are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students can analyse the managerial implications of financial goals of the organisation.</li> <li>2. Students can design appropriate financial strategy using innovative sources of funds.</li> <li>3. The student can evaluate investment decisions under risk and uncertainty.</li> <li>4. Students can analyse the financial impact of mergers on business.</li> <li>5. The students will be capable of designing takeover and turnaround strategies.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Coopers &amp; Lybrand, Strategic Financial: Risk Management, Universities Press (India) Ltd.</li> <li>2. Van Horn, JC, Financial Management and Policy, Prentice Hall of India.</li> <li>3. Prasanna Chandra, Financial Management Theory and Practice, Tata McGraw Hill.</li> <li>4. Pandey IM, Financial Management, Vikas Publications.</li> <li>5. Khandawalla PN, Innovative Corporate Turnarounds, Sage Publications.</li> <li>6. M Y Khan and P K Jain, Financial Management, Tata McGraw Hill.</li> </ol>		

## FM 403: INTERNATIONAL FINANCIAL MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To develop an understanding on evolution of monetary systems, global financial crisis and its effect on international business.</li> <li>2. To enable the students to estimate and manage various types of foreign currency exposures.</li> <li>3. To familiarise the students with features of different international markets for financing the needs of an MNC.</li> <li>4. To enable the students to understand and analyse Foreign Direct Investment decisions and MNCs capital budgeting decisions.</li> <li>5. To familiarise the students with international accounting practices and pricing of MNC.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Concept, Nature and Scope of International Financial management. Evolution of International Monetary and Financial System: Gold Standard, Breton Woods Conference and Other Exchange Rate Regimes; European Monetary System, Contemporary Financial Crisis and Current Trends.		
<b>Unit-II:</b>		
Foreign Exchange Risk: Transaction Exposure; Accounting Exposure and Operating Exposure– Management of Exposures – Internal Techniques, Management of Risk in Foreign Exchange Markets: Forex Derivatives – Forwards, Futures and Options (Cases).		
<b>Unit-III:</b>		
Features of Different International Markets: Euro Loans, CPs, Floating Rate Instruments, Loan Syndication, Euro Deposits, International Bonds, Euro Bonds and Process of Issue of GDRs and ADRs.		
<b>Unit-IV:</b>		
Foreign Investment Decisions: Corporate Strategy and Foreign Direct Investment; Multinational Capital Budgeting; International Acquisition and Valuation,		
<b>Unit-V:</b>		
International Accounting and Reporting: International liquidity, Multinational Transfer Pricing; Consolidated Financial Reporting.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be aware of developments in international monetary system and contemporary financial crisis.</li> <li>2. Student is able to manage foreign exchange risk by adopting appropriate hedging strategies.</li> <li>3. Students can tap various international Markets for financing the projects of an MNC.</li> <li>4. Students will be able to evaluate cross-border investment opportunities.</li> <li>5. Students will be able to prepare consolidated financial reports and determine MNCs intra firm pricing.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.</li> <li>2. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.</li> <li>3. P.G.Apte, International Financial Management, 3rd Edition Tata McGrw Hill.</li> <li>4. P.K Jain, International Financial Management, MacMillan.</li> <li>5. Thomas J.O’ Brien – International Financial Economics, Oxford</li> </ol>		

## FM 404: BEHAVIOURAL FINANCE

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

### Course Objectives :

1. To know the investment decision cycle in an uncertain market conditions.
2. To study utility preference functions under risk and uncertainty.
3. To understand factors influencing investor behavior to predict market fluctuations.
4. To understand the market dynamics and study the statistical methodology for capturing the effects of external influence onto Stock Market returns.

### SYLLABUS

#### Unit-I:

Introduction to Behavioral finance – Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information Perception - Peculiarities (biases) of Quantitative and Numerical Information Perception- Exponential Discounting - Human Economic Behavior - Discount factors for Short and Long Horizons – Experimental Measurement of the Discount Factor - Hyperbolic Discounting.

#### Unit-II:

Utility/ Preference Functions: Expected Utility Theory [EUT] and Rational Thought: Decision making under Risk and Uncertainty - Expected Utility as a basis for Decision-Making - Investor Rationality and Market Efficiency - Empirical Data that questions Market Efficiency.

#### Unit-III:

Behavioral Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability.

#### Unit-IV:

External Factors and Investor Behavior: Weather, Emotions, and Financial Markets: Sunshine, Geomagnetic Activity - Mechanisms of the External Factor influence on Risk Perception and Attitudes - Connection to Human Psychophysiology and Emotional regulation.

#### Unit-V:

Misattribution as a Mechanism for externals factors influence - Statistical Methodology for capturing the effects of external influence onto Stock Market returns - Emotional content of news articles and their correlation with Market Dynamics - Social trends and Market Dynamics: Music, Fashion, Demographics - Active Portfolio Management.

### Case Study is Compulsory

#### Outcomes

1. Students can understand how cognitive biases, predictability and consistently affect investor decisions.
2. Students will be able to understand utility preference functions and determine decisions under risk and uncertainty.
3. Student can analyse information available to market participants and predict market efficiency.
4. Students will be trained in predicting market fluctuation through the analysis of investor behaviour factors and external factors.
5. Students will be able to understand the market dynamics, apply the statistical methodology for capturing the effects of external influence onto stock market returns.

#### References :

1. Ackert and Deaves Behavioral Finance: Psychology, Decision-Making, and Markets", South Western Educational Publishing.
2. Ackert, Understanding Behavioral Finance, Cengage Learning India.
3. John R. Nofsinger, The Psychology of Investing, Pearson Prentice Halltion
4. Meir Statman, What Investors Really Want - Learn the lessons of behavioral Finance, McGraw-Hill.
5. Brian R. Bruce, Handbook of Behavioral Finance, EE.

## FM 405: INCOME TAX LAW AND PRACTICE

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To acquaint the students with basic principles underlying the provisions of direct tax laws and develops a broad understanding of the tax laws and accepted tax practices.</li> <li>2. To give an understanding of the relevant provisions of Direct Tax Code.</li> <li>3. To introduce practical aspects of tax planning as an important managerial decision-making process.</li> <li>4. Expose the students to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Basic concept: Income, Agricultural Income, Person, Assessee, Assessment year, Previous year, Gross total income, Total Income, Maximum Marginal Rate of Tax. Permanent Account Number (PAN) Residential status; Scope of Total Income on the basis of Residential Status Exempted Income under section 10		
<b>Unit-II:</b>		
Computation of Income under Different Heads - Salaries - Income from House Property.		
<b>Unit-III:</b>		
Computation of Income under Different Heads - Profits and Gains of Business or Profession - Capital gains - Income from Other Sources.		
<b>Unit-IV:</b>		
Total Income and Tax Computation - Income of Other Persons included in Assesses's Total Income - Aggregation of Income and Set-off and Carry Forward of losses - Deductions from Gross Total Income - Rebates and Reliefs - Computation of Total Income of Individuals and Firms - Tax liability of an Individual and Firm		
<b>Unit-V:</b>		
Preparation of Return of Income: - Manually - On-line filing of Returns of Income & TDS. - Provision & Procedures of Compulsory On-Line filing of returns for specified assesses.		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to identify deductible and non-deductible expenses in tax point of view.</li> <li>2. Students can calculate income tax based on various sources of income.</li> <li>3. Students will be Equipped with the practical aspects of tax planning and procedure of e-filing.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Singhanian, Vinod K. and Monica Singhanian. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.</li> <li>2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.</li> <li>3. Pagare, Dinkar. Law and Practice of Income Tax. Sultan Chand and Sons, New Delhi.</li> <li>4. Lal, B.B. Income Tax Law and Practice. Konark Publications, New Delhi.</li> </ol>		
<p><b>Software</b> 1. Excel Utility available at <a href="http://incometaxindiaefiling.gov.in">incometaxindiaefiling.gov.in</a></p>		

**MARKETING MANAGEMENT**  
**MM 302: CONSUMER BEHAVIOUR AND CUSTOMER RELATIONSHIP**  
**MANAGEMENT**

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1.To identify the determinants of consumer behaviour for any given product or service by applying various consumer behaviour models.</li> <li>2.To understand consumer decision making process.</li> <li>3. To learn the concept of Customer Relationship Management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Nature, Scope and Significance of Consumer Behaviour. Consumer Behaviour and Marketing Strategy; Types of Consumer Behaviour; Determinants of Consumer Behaviour; Models of consumer behaviour (Nicosia, Howard Seth Model, The Engel –Kollat – Blackwell Model)..		
<b>Unit-II:</b>		
Perception: Consumer Perception, Perceptual process; Learning: Theories of learning and Marketing Strategy; Motivation: Motivation Theories and Marketing Strategy; Personality Theories and Marketing Strategy.		
<b>Unit-III:</b>		
Attitude Measurement and Change; Self Concept and Life Style Marketing, Influence of Social and Cultural factors on Consumer Behaviour. Family and Reference groups.		
<b>Unit-IV:</b>		
Consumer Decision Process: Problem Recognition, Information Search, Evaluation of alternatives and selection, Post Purchase Behaviour.		
<b>Unit-V:</b>		
Customer Relationship Management (CRM): Importance of CRM, Elements of CRM, CRM Process; CRM Ladder of Loyalty.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1.Students analyse consumer behaviour and determine the factors impacting consumer behaviour by applying various models of consumer behaviour.</li> <li>2.Students design appropriate marketing strategy by applying the theories of perception, learning, motivation, personality and attitude to consumer behaviour.</li> <li>3.Students are able to design appropriate marketing strategy by analyzing determinants of individual and group behaviour of consumers.</li> <li>4.Student design a suitable marketing strategy to influence consumer decision making process.</li> <li>5.Students design customer relationship management strategy for retaining customer and widen the customer base for any product or service.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1.Leen G. Schiffman and L.H.Kanuk: Consumer Behaviour, Pearson Education</li> <li>2.Hawkins, Best, Coney: Consumer Behaviour Building Marketing Strategy, Tata McGraw Hill.</li> <li>3.Kazmi : Consumer Behaviour, Excel Publishers.</li> <li>4.Panwar, J.S. Beyond Consumer Marketing, Sage Response Books, New Delhi.</li> <li>5. Mukesh Chaturvedi and AbhivanChaturvedi : Customer Relationship Management An Indian Perspective. Excel Books.</li> </ol>		

## MM 303: SALES AND DISTRIBUTION MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide the conceptual knowledge about different types of sales plans and sales organisations for different firms.</li> <li>2. To inculcate different sales skills required to reach the sales objectives of the firm.</li> <li>3. To enable the students to understand the recruitment, selection, training, compensating and controlling approaches relating the sales personnel of a firm.</li> <li>4. To give inputs to the students to design suitable channel structures as well as to manage (recruitment, selection, training, compensating and controlling of channel members) different channel members of a firm.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Sales Management: Concept, Nature and Scope of Sales Management; Inter Departmental Relations; Different Types of Sales Organizations; Selling Process; Theories of Selling; Salesmanship.		
<b>Unit-II:</b>		
Decision areas in Sales Management: Analysis of Market Potential; Sales Potential; Sales Forecasting: Different Techniques of Forecasting Sales; Sales Volume; Sales Budgets; Time and Territory Management, Routing; Sales Quotas and Types.		
<b>Unit-III:</b>		
Sales force Management: Recruitment, Selection and Training of Salesmen; Salesmen Compensation Plans; Evaluation of Salesmen Performance.		
<b>Unit-IV:</b>		
Distribution Management: Channels of Distribution, Structures and Functions; Channel Design: Factors and process; Management of Channel Members: Selection, Training, Motivating and Controlling; Channel Conflicts: Reasons and Managing Channel Conflicts.		
<b>Unit-V:</b>		
Emerging trends in Distribution: Rural Distribution, Chain Marketing, Green Channels, E-Channels.		
<b>Case study is compulsory</b>		
<b>Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Students can manage the sales department, its relations, selling process and impart salesmanship.</li> <li>2. Student can assess the market and sales potentiality along with forecasting the sales by using appropriate forecasting methods.</li> <li>3. Student will be able to adopt suitable recruitment, selection and training, compensation and controlling approaches of sales personnel of a firm to become a successful sales manager.</li> <li>4. Student will be able to design and establish a marketing channel, and control the channel partners as well as sales personnel effectively.</li> <li>5. Student can scan the emerging trends in logistics and supply chain management issues.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Tapan K Panda: Sales &amp; Distribution Management, Oxford University Press, 2011.</li> <li>2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni and Sandeep Puri: Sales and Distribution Management, Pearson Publishers, 2017.</li> <li>3. S.L.Gupta, Sales and Distribution Management: Text and Cases, Excel Publishers, 2002.</li> <li>4. Pingali Venugopal, Sales and Distribution Management: An Indian Perspective, Response Books, New Delhi, 2008.</li> <li>5. Willam. C. Moncrief and Shamnon. H.ship – Sales Management: Strategy, Technology and skills, Addison Wesley, 1997.</li> </ol>		

## MM 304: SERVICES MARKETING MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials :-</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To develop understanding among the students relating to growth as well as emerging trends in service sector.</li> <li>2. To understand different factors influencing the consumer for designing suitable service mix to tap a target market efficiently.</li> <li>3. To give inputs to the students to identify different service quality dimensions of a firm and also to adopt apt service quality model in order to analyse service quality of a firm.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Services Marketing: Definition, Importance and characteristics of services, Reasons for the growth of service based economies, Indian and Global perspective; Services Marketing Triangle: Internal, External and Interactive Marketing; Services Marketing Mix Elements.		
<b>Unit-II:</b>		
Consumer Behavior in Services and Service Strategy: Difference in Consumer Behavior in Services and Goods; Service Purchases Process. Market Oriented Service Strategies.		
<b>Unit-III:</b>		
Total Service Quality Management: Customer Expectations and Perceptions, Service Levels and Zone of Tolerance. Process of SQM, Determinants of service quality, GAP Model, SERVQUAL Model. Service Deficiencies, Moments of truth and Recovery Strategies.		
<b>Unit-IV:</b>		
Marketing Mix Elements: Designing services, Demand management, Pricing Strategies for Services, Service Distribution, Service promotional strategies.		
<b>Unit-V:</b>		
Extended Service Marketing Mix Elements: Managing People, Designing and Managing Service Process, Managing Physical evidence, Concept of Service Scape.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student is able to understand the dynamics of service business environment in Indian as well as global perspective.</li> <li>2. Student will be able to analyse different factors influencing consumer behaviour towards a service or a service firm to identify consumer dynamics in different situations.</li> <li>3. Student can assess the service quality of a service firm by identifying different service quality dimensions.</li> <li>4. Student is able to design appropriate service marketing mix elements for a firm based on different factors to become successful service marketing managers.</li> <li>5. Student will be able to measure the service quality of a firm by adopting appropriate dimensions as well as suitable model to minimise the service failures.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. K.RamaMohanaRao: Services Marketing, Pearson Education, New Delhi.</li> <li>2. ValeriZeithmal and Mary Jo Bunter: Services Marketing, Tata McGraw Hill, New Delhi.</li> <li>3. Christopher Lovelock: Services Marketing, Pearson Education, Delhi.</li> <li>4. S.L.Gupta, Marketing of Services, Wisdom Publication.</li> <li>5. Bhattacharya: Servies Marketing, Excel Publishers.</li> <li>6. Ravi Shanker: Services Marketing: Indian Perspectives, Excel Publishers.</li> </ol>		

## MM 305: RETAIL MARKETING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. Create awareness among the students about different concepts in retailing, impact of FDI in retailing</li> <li>2. To develop an understanding of a retail store layout designing, visual merchandising</li> <li>3. To comprehend merchandise management, sales forecasting, retail research and retail audit</li> <li>4. To learn different retail strategies in finance, human resources and marketing functions of retailing</li> <li>5. To understand the concept of franchising and E-tailing and their advantages and limitations.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Retailing: Concept, Nature, Scope, Functions of Retailing; Formats of Retailing; Retail Organizations structures; Retailing Mix; Retail Management Process; Theories of Retailing (Retail Change); Indian Retail Sector; Impact of FDI on Retail Sector.		
<b>Unit-II:</b>		
Retail store location and Store Design: Theories and criteria. Retail Store Design: Importance of Store Design, Exterior and Interior Store Design; Layout Design: Layout, Types of layouts, Layout selection, Visual merchandising: Methods of Display.		
<b>Unit-III:</b>		
Merchandise Management in Retail: Merchandise Planning, Merchandise Buying and Handling; Category management; Sales Forecasting in Retailing.		
<b>Unit-IV:</b>		
Retail Strategies: Financial Strategy, Human Resource Strategy, Marketing Strategy, Vendor Relation.		
<b>Unit-V:</b>		
Concept of Franchising: Meaning, Evolution of Franchising, Types. Concept of E-Tailing, Advantages and limitations.		
<b>Case study is compulsory</b>		
<b>Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand functioning of retail sector in India based on retailing theories.</li> <li>2. Students can plan store location, design store layout and adopt visual merchandising practices for efficient store operations.</li> <li>3. Students can forecast sales and handle merchandise management.</li> <li>4. Students will be able to formulate appropriate functional strategies in retailing.</li> <li>5. Students are able to establish his own franchise.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Arif Sheik and Kaneez Fatima, Retail Management, Himalaya Publishing House, Mumbai.</li> <li>2. Swapna Pradhan, Retail Management, Tata Mc- Graw-Hill, New Delhi.</li> <li>3. Suja R Nair, Retail Management, Himalaya Publishing House, Mumbai.</li> <li>4. Chunnawala S.A., Compendium of Retail Management, Himalaya Publishing House, Mumbai.</li> <li>5. David Gilbert, Retail marketing management, PHI.</li> </ol>		

## MM 306: RURAL MARKETING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand rural marketing environment and design appropriate marketing mix strategy for rural markets.</li> <li>2. To study various factors affecting rural marketing consumer behaviour.</li> <li>3. To understand the concept of rural product strategy to the needs of rural markets.</li> <li>4. To analyse various channels of distribution for rural markets.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Definition, Scope of Rural Marketing, Concepts, and Components of Rural Market, Classification of Rural Markets. Rural Marketing Environment; Socio Economic Profile of Rural Customer, Rural Credit Institutions, Rural Retail Outlets, Print Media in Rural Areas, Rural Areas Requirement, Problems in Rural Marketing, Rural Demand, Rural Market Index.		
<b>Unit-II:</b>		
Rural Consumer Behaviour: Factors affecting Consumer Behaviour, Characteristics of Rural Consumer, Lifestyle, Personality and Brand Belief; Rural Segmenting, Targeting and Positioning, Information Search and Pre Purchase Evaluation, Consumer Buying Process, Opinion Leadership, Diffusion of Innovation, Rural Marketing Strategies.		
<b>Unit-III:</b>		
Product Strategy in Rural Markets: Marketing Mix Challenges, Product concepts classification, Rural Product Categories, Agriculture Goods and Services, New Product Development, Consumer Adoption Process, Product life cycle, Product Mix, Brand building in Rural India, Brand Loyalty Vs Stickiness, Fake Brands, The Fakes Market, Strategy to counter fakes.		
<b>Unit-IV:</b>		
Channels of Distribution: Distribution pattern and methods in Rural Markets, Special Characteristics of Rural Channels, Channel Management in Rural Markets, Storage, Warehousing and Transportation in Rural Markets.		
<b>Unit-V:</b>		
Marketing Communication in Rural Markets: Advertising and Sales Promotion for Rural Markets, Major Challenges in Media Planning, Sales Force Management in Rural Markets, Selecting the Media Mix.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be equipped with skills to study and analyse rural marketing environment for designing appropriate marketing mix strategy.</li> <li>2. Student can study rural consumer behaviour to take suitable marketing decisions.</li> <li>3. Students can design appropriate product mix strategies for rural markets.</li> <li>4. Students can design an appropriate distribution strategy to tap potential consumers in rural markets.</li> <li>5. Students can design an appropriate promotion strategy to communicate with potential consumers in rural markets.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Rural Marketing, Pradeep Kashyap &amp; Siddhartha Raut, Biztantra</li> <li>2. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House, 2/e</li> <li>3. Rural Marketing, Balaram Dogra &amp; Karminder Ghuman, TMH, 1/e</li> <li>4. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication.</li> </ol>		

## MM 307: E-MARKETING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To impart knowledge of contemporary E-Marketing practices &amp; emerging trends.</li> <li>2. To learn various E- business models and to provide insights for developing appropriate E-marketing plans</li> <li>3. To enable the student to understand the online Consumer Behaviour and related STP strategies.</li> <li>4. To understand various online marketing communications, distribution channels and CRM practices.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: overview of e-commerce, e-commerce Framework, E-commerce Vs E-Business, Internet Economy, Market implications of Internet technologies, Emerging technology trends, Future Web, E-marketing landscape, Past & Present scenario, global market & e-marketing issues		
<b>Unit-II:</b>		
E-marketing Plan: E-business models, E-marketing Plan, Web analytics and performance matrices, Seven-step e-marketing plan, ethical & legal issues		
<b>Unit-III:</b>		
E-marketing Strategy: Customer in twenty first century, Online consumer behaviour, Business Market Segmentation and Online communities, Targeting Strategy, Differentiation and Position Strategies		
<b>Unit-IV:</b>		
E-marketing Management: Creating customer value online, Product strategies for e-marketing, Online pricing, Internet distribution & Channel management.		
<b>Unit-V:</b>		
E-marketing Communication and Advertising: Email Marketing Campaign, Search Engine Marketing, Pay-Per-Click (PPC) Advertising model, Social Media and marketing, Content Management systems: E-CRM and Building Relationship.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to understand basics of e-marketing and its related technologies</li> <li>2. Students will understand various models, analytics and legal framework of e-marketing</li> <li>3. Able to design E- marketing strategies to suit emerging trends for enhancing customer value.</li> <li>4. Able to formulate e marketing strategies using online marketing mix.</li> <li>5. Capable of applying integrated marketing communications strategy to manage &amp; control the marketing channels, marketing communications &amp; online customer relationships.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. E-marketing. Strauss J. &amp; Raymond F. PHI learning</li> <li>2. Digital Marketing: Global Strategies from the World's Leading Experts, Wind J. &amp; Mahajan V. First Ed. Wiley.</li> <li>3. Digi Marketing: The Essential Guide to New Media &amp; Digital Marketing. Wertime K. &amp; Fenwick I. Wiley.</li> <li>4. Judy Strauss, Aclal E – Ansary Raymond Frost, E Marketing, Pearson Education, 3rd Edition.</li> <li>5. Parag Diwan: E-Commerce, , Excel Publishers, New Delhi.</li> </ol>		

## MM 402: ADVERTISING AND BRAND MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide knowledge on the different socio-economic and ethical aspects of advertising.</li> <li>2. To enable the students to analyse the audience and develop media strategy accordingly.</li> <li>3. To understand the influence of culture and customs on advertising.</li> <li>4. To equip the students with the concepts and importance of branding.</li> <li>5. To learn about brand equity and identify the emerging trends in branding.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction, Nature and Scope of Advertising, Role of Advertising in Promotional Mix, Advertising and Communication, Integrated Marketing Communication (IMC).		
<b>Unit-II:</b>		
Media Planning, Audience Analysis in Advertising, Media Mix Decisions, Developing Media Strategy, Different Types of Advertising appeals.		
<b>Unit-III:</b>		
Advertising Budgets, Methods of Formulating Advertising Budgets, Evaluating Advertising Effectiveness (DAGMAR), Advertising Agencies, International Advertising, Impact of Culture, Customs, Laws and Regulations.		
<b>Unit-IV:</b>		
Brand Management, Introduction to Branding, Types of Brands, Branding decisions, Brand Identity, Brand Personality and Positioning, Brand repositioning.		
<b>Unit-V:</b>		
Measuring Brand Equity, Evaluating Brand Performance, Designing Brand Marketing Programmes, Branding in Retail Business, Role of Own Label.		
<b>Case study is compulsory.</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student can practice ethical advertising considering economic and social aspects of business.</li> <li>2. The student can develop a creative message and plan appropriate media mix for an advertisement.</li> <li>3. Students will be able to formulate budget for effective advertising campaigns.</li> <li>4. Students can take branding decisions in introducing new brands and position them in market.</li> <li>5. The student can design and evaluate brand marketing programmes for products and services.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. William Wills, John Burnett and Sandra Moriarty, Advertising Principles and Practice, Pearson Education.</li> <li>2. John. S. Wright, Daniel S. Warner, Willis. L. Winter, Jr. and Sherilyn K. Zeigler, Advertising, Tata McGraw Hill.</li> <li>3. Percy, Elliott, Strategic Advertising Management, Oxford University Press.</li> <li>4. A.Chunnawala and K.C. Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing House.</li> <li>5. U.C. Mathur, Brand Management: Text and Cases, Macmillan India Ltd.</li> <li>6. Y.L.R. Murthy, Brand Management: Indian Cases, Sangam Books Ltd.</li> </ol>		

## MM 403: GLOBAL MARKETING MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the factors affecting marketing environment at global level.</li> <li>2. To enable the student to perform segmentation, targeting and positioning (STP) process at global level.</li> <li>3. To train the student in designing marketing mix (4P) strategy at global level.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Global Marketing Concept: Nature, Evolution and Scope of Global Marketing, Management Orientations (EPRG Framework), Global Environment: Economic, Socio-Cultural, Technological, Ecological, Political and Legal Environment.		
<b>Unit-II:</b>		
STP Strategies: Global Market Segmentation, Targeting and Positioning, Criteria for Global Market Selection, Basic Modes of Entry into Foreign Markets. Global Product Strategies: Ansoff Matrix, New Product Development at Global Level, Global Product Life Cycle, Building Global Brands.		
<b>Unit-III:</b>		
Global Pricing: Objectives, Factors influencing Global pricing, Pricing Methods, Pricing Strategies, Transfer Pricing, Issues in Global Price Setting.		
<b>Unit-IV:</b>		
Global Distribution and Logistics: Global Channel Functions, Structure of Global Distribution Systems, Criteria for Channel Design.		
<b>Unit-V:</b>		
Global Promotional Mix: Global Advertising, Personal Selling and Sales Promotion, Direct Marketing, Public Relations, Publicity, Trade Fairs, Sponsorship, Exhibitions.		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students plan and execute global marketing operations in a dynamic global environment.</li> <li>2. Students are able to design appropriate STP strategy (Segmenting, Targeting and Positioning) with a suitable product strategy.</li> <li>3. Students are able to adopt optimum global pricing strategies.</li> <li>4. Students are equipped with skills to design suitable global distribution channels.</li> <li>5. Students can select appropriate global promotion mix and can design an appropriate global promotion programme.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Keifer Lee, Steve Carter: Global Marketing Management, Oxford University Press, 2<sup>nd</sup> Edition, 2009.</li> <li>2. Wareen J. Keegan, Naval K. Bhargava: Global Marketing Management, Pearson Education, 7<sup>th</sup> Edition, 2002.</li> <li>3. Jean-Pierre Jennet &amp; H. David Hennessey, Global Marketing Strategies, Wiley India, Delhi.</li> <li>4. Vasudeva: International Marketing, Excel Publications.</li> <li>5. Dana-Nicoleta Lascu, International Marketing, Wiley India, New Delhi.</li> </ol>		

## MM 404: BUSINESS TO BUSINESS (B2B) MARKETING

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide inputs on different Organisational buying situations and relative B2B marketing strategies.</li> <li>2. To help the students understand managing B2B product lines.</li> <li>3. To impart knowledge on pricing strategies for B2B products in different demand situations.</li> <li>4. To enable the students to manage distribution channels for B2B products.</li> <li>5. Enable the student to comprehend, design and execute effective B2B Marketing Communications</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Introduction B2B marketing:</b> Nature and Scope, Evaluation. Comparison with consumer products and markets. Concept of resellers market; Future of B2B marketing as a separate discipline.		
<b>Unit-II:</b>		
<b>B2B Customer:</b> B2B buying process, Characteristics, Marketing strategies, Value and Vendor analysis, Models of Organizational Buying Behaviour. The industrial market: Seizing marketing opportunities; Market Segmentation models: Strategy, Demand analysis, Marketing planning, Market development strategy and process.		
<b>Unit-III:</b>		
<b>Managing B2B Product Line:</b> Classification of B2B products, Product Planning and Development Strategy, Product Evaluation Matrix Models, Managing Existing Product Line and Developing New Products.		
<b>Unit-IV:</b>		
<p><b>Pricing and Channel Management of B2B products:</b> Pricing objectives, Methods, Pricing decisions and Policies.</p> <p><b>Managing channels of distribution:</b> Channel participants, Channel design, Evaluation, Selection of Alternatives, Channel management, Concept of Channel Logistics.</p>		
<b>Unit-V:</b>		
<b>B2B Marketing Communication:</b> Communication Mix, Concepts of Advertising, Personal Selling, Sales Promotion and Public Relations. Sales Force management. Marketing control: Levels of Marketing control, Control strategies, B2B Marketing Program Audits.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students can evaluate business markets and design relevant B2B marketing plans.</li> <li>2. Students can analyse organisation buying behaviour to develop appropriate B2B product mix strategies.</li> <li>3. Students can adopt suitable pricing and distribution strategies for B2B products.</li> <li>4. Students can design appropriate IMC strategies for B2B markets.</li> <li>5. Students will be capable of understanding, designing and delivering effective B2B Marketing Communications for a firm.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Robert Hass, Industrial marketing, Kent Pub, Co.</li> <li>2. Ralph S Alexander, James S. Cross, Richard M. Hill: Industrial Marketing, Irwin.</li> <li>3. Reeder, Briety, Reeder: Industrial Marketing, Prentice Hall.</li> <li>4. Hawaldar, Industrial Marketing, Tata Mc Graw- Hill Education.</li> <li>5. P K Ghosh, Industrial Marketing, Oxford University Press.</li> </ol>		

## MM 405: STRATEGIC MARKETING

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives.</b>		
<ol style="list-style-type: none"> <li>1. To impart knowledge on Strategic Marketing Management decisions.</li> <li>2. To equip the students with various strategic marketing analytical models</li> <li>3. To provide knowledge on implementation and constraints of Marketing Strategies in different sectors.</li> <li>4. To provide knowledge on development and introduction of new products through effective strategies.</li> <li>5. To impart knowledge on marketing strategy evaluation and performance measurement methods</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Strategic Marketing Management: Objectives and Meaning of Strategic Marketing Management. Strategy Definition. Strategy Formulation: Vision, Mission, Objectives and Goals of business and their relationship with Strategic Marketing Management. Considerations for formulation of marketing strategies for all components of Product, Price, Promotion and Distribution.		
<b>Unit-II:</b>		
Strategic Marketing analysis: SWOT Analysis, GAP Analysis, Competitive Analysis, Porter's 5 forces Model of competition, BCG Matrix, GE 9 Cell Model as basic foundation of Strategic Marketing, McKinsey's 7s framework for analyzing and improving organizational effectiveness.		
<b>Unit-III:</b>		
<b>Marketing Strategy Implementation:</b> Integration of Marketing Strategies and their application to different business sectors: FMCG, Industrial and Services. Constraints in marketing strategy implementation.		
<b>Unit-IV:</b>		
<b>Specific Strategy Initiatives:</b> New product development and introduction strategies, Planned or unplanned strategy withdrawals/obsolescence, Contingency/Alternative Strategic Planning, Pricing strategies and Branding Strategies.		
<b>Unit-V:</b>		
<b>Marketing Strategy Evaluation:</b> Marketing Audits and their scope, Measurement of Marketing Performance and its feedback to next year's Marketing strategy formulation.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student can design and Develop Marketing strategies for business in line with Organizational Goals and Objectives.</li> <li>2. Student will be able to use various analytical tools to evaluate an Organization and develop appropriate marketing strategies.</li> <li>3. Student can efficiently manage new product development for market growth and sustainability.</li> <li>4. Student can distinguish between planned and unplanned strategies, withdrawals/obsolescence, contingency/alternative strategic planning etc. while designing Marketing strategies.</li> <li>5. Student can effectively evaluate various marketing strategies, audit and measure the scope of a marketing strategy and based on the feedback collected, can contribute towards developing a better marketing strategy in the future.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Phillip Kotler: Marketing Management: Analysis, Planning &amp; Control, The Prentice-Hall.</li> <li>2. Azar Kazmi: Business Policy &amp; Strategic Management, Tata McGraw-Hill Education.</li> <li>3. David W.Cravens and Nigel f.Piercy Strategic Marketing, McGraw-Hill Education.</li> <li>4. Boyd Walker, Mullins Larrech" Marketing Strategy, Tata McGraw-Hill Education</li> </ol>		

**HUMAN RESOURCE MANAGEMENT**  
**HR 302: HUMAN RESOURCE PLANNING AND DEVELOPMENT**

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To comprehend the processes of Human Resource planning under the context of need for manpower with help of estimation techniques.</li> <li>2. To understand the significance of Human resource development in bringing the competitive advantage.</li> <li>3. To enabling the students gaining knowledge about the purpose and significance of career planning and succession planning</li> <li>4. To impart knowledge about conduction of a training programme by identification of training needs.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>	Human Resource Planning - Objectives of HRP, Significance, Factors affecting HRP; Macro level scenario of Human Resource Planning; Succession Planning to HRP.	
<b>Unit-II:</b>	Organizational HRP: Process of HRP - Models and Techniques of Manpower Demand and Supply Forecasting. – Wastage Analysis., Re-training, Redeployment and Exit strategies.	
<b>Unit-III:</b>	HRD System, and its Subsystems, HRD Culture and Climate, HRD Trends and Practices in various sectors in India.	
<b>Unit-IV:</b>	Career- Stages of Career - Career Planning and Development. Relevance of career planning to HRP, Concept of Learning- Challenges to Learning .	
<b>Unit-V:</b>	Management Training and Development: Roles, Responsibilities and Challenges to Training Managers; Training need analysis, Developing Training Modules, Competency Based Training, Training Evaluation.	
<b>Case study is compulsory</b>		
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Students are able to identify factors affecting HRP and significance of succession planning.</li> <li>2. Students are able to adopt suitable HR demand and supply estimation techniques for manpower requirement.</li> <li>3. Students are able to evolve relevant career plans as a base for effective human resource planning.</li> <li>4. Students are able to design and implement appropriate HRD interventions.</li> <li>5. Students are able to design the training modules in relevance to the requirements of the job for efficiency.</li> </ol>	
<b>References :</b>	<ol style="list-style-type: none"> <li>1. Bhattacharya D.K, Human Resource Planning, Excel Books, 2012.</li> <li>2. Rao.T.V, Readings in HRD, Oxford &amp; IBH, 2005.</li> <li>3. Rao T.V. et al, Alternative Approaches &amp; Strategies of HRD, Rawat Publications, 2006.</li> <li>4. Lynton R.P.&amp;Pareek U , Training for Development, Vistaar Publications, 2006</li> </ol>	

## HR 303: LEGAL FRAMEWORK IN HUMAN RESOURCE MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To acquire knowledge about the development of industrial society with the concept of welfare state and the need for state intervention in the area of employer-employee relationship.</li> <li>2. To enable the student to understand amendments in labor laws.</li> <li>3. To acquire knowledge of various legal compliances required for smooth functioning of the organization.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Scope, and Importance of Labour Legislation. Principles of Labour Legislation, Classification of Labour Laws, International Labour Organisation and its Influence on Labour Legislation in India.		
<b>Unit-II:</b>		
Legislation on working Conditions: Factories Act – 1948, Contract Labour (Regulation and Abolition) Act-1970.		
<b>Unit-III:</b>		
Legislation on Wages: Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act-1965.		
<b>Unit-IV:</b>		
Legislation on Industrial Relations: Industrial Employment (Standing Orders) Act, 1946, Industrial Dispute Act-1947, The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013.		
<b>Unit-V:</b>		
Legislation on Social Security: The Employee Compensation Act, 1923. Employee State Insurance Act, 1948, The Employees’ Provident Fund Act, 1952, Maternity Benefit Act, 1961.		
<b>Case Law is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The Students are able to understand the objectives of the legal aspects for human resources and enable them to critically examine the developments and changes that have taken place in the field of labour legislation from time to time.</li> <li>2. The student can effectively implement the legislation provisions related to working conditions, compensation in the organisation to integrate the knowledge in their day to day practice.</li> <li>3. The students can gain the capability of handling industrial disputes and resolve them harmoniously seeking legal implications on both employer and employee in settlement of the disputes.</li> <li>4. The Students can apply necessary legal provisions of prevention of sexual harassment at work place to protect the women employees.</li> <li>5. Student has the competence to comply with the relevant legal provisions governing employees in the organisation.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. P L Malik, “Handbook of Labour and Industrial Law”, Lucknow Eastern Book Company, 2009.</li> <li>2. I.A.Saiyed, Labour Law , Himalaya Publishing House, 2009.</li> <li>3. A.M.Sharma, “Industrial Jurisprudence and Labour Legislation”, Himalaya Publishing House, 2008.</li> <li>4. Arora R, Labour Law, Himalaya Publishing House, 2000.</li> <li>5. Goswami V.G.Dr., Labour and Industrial Laws, Central Law Publications, 1999.</li> </ol>		

## HR 304: COMPENSATION AND WELFARE MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the components of compensation and the trends in executive remuneration.</li> <li>2. To provide the knowledge of compensation structure.</li> <li>3. To help the students to understand the significance of labour welfare and the role of government agencies in realizing labour welfare.</li> <li>4. To acquaint students with statutory and non-statutory welfare provisions and proformas to be submitted to the government offices.</li> <li>5. To create an understanding on the concept of social security and the government in enforcing social security.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Compensation: Wage and Salary policies in Organisation: Role of HR Department in Wage and Salary Administration, Payroll Administration. Executive Remuneration Components: Base Salary, Annual Bonus, Long Term Incentives, Perquisites. Recent Trends in Executive Remuneration in Indian Organisations and MNCs		
<b>Unit-II:</b>		
Compensation Structure- Components of Wage, CTC, D.A and FDA, Calculation of Variable Dearness Allowance (DA), Bonus, Provident Fund, Gratuity.		
<b>Unit-III:</b>		
Labour Welfare: Definition, Scope, Objectives, Importance, Theories Labour Welfare - Agencies of Labour Welfare – Government, Employers, Voluntary Organisations, Trade Unions & International Labour Organization (ILO).		
<b>Unit-IV:</b>		
Employee Welfare programmes , Statutory & Non – Statutory welfare, Labour welfare policy, Statutory compliances (Different proformas and returns(half yearly and annually) to be submitted to government offices like PF, ESI, and Form 16).		
<b>Unit-V:</b>		
Social Security – Concept, Scope, Social Assistance & social insurance; Labour Administration – Central and State Labour machinery in India,		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to understand basic compensation concepts and the context of compensation practice.</li> <li>2. Student will be able to undertake payroll process</li> <li>3. Student will be able to guide the management in implementation of statutory compliance.</li> <li>4. Student will be able to implement labour welfare programmes</li> <li>5. Student will be able to implement social security measures mandated by the government.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. C.B Mamoria. &amp;Doshi S.L, “Labour Problems and Social Welfare”,Kitab Mahal.1958.</li> <li>2. A.M.Sharma, “Aspects of labour welfare and social security”, Himalaya publishing house, 2012.</li> <li>3. A.M.Sarma, “Understanding Wage Systems”, Himalaya Publishing House, 2008.</li> <li>4. Kanchan Bhatia, “Compensation Management”, Himalaya Publishing House,2010</li> <li>5. George T,Melkovich,JerryM.Newman,Venkataratnam CS, “Compensation management”, McGraw Hill Education; 9 edition, 2017</li> </ol>		

## HR305: ADVANCEMENT AND EMERGING ISSUES IN HUMAN RESOURCE MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide contemporary knowledge and skills required for HR professionals to handle human resources efficiently.</li> <li>2. To enable the students, understand the concept of talent management and its significance.</li> <li>3. To impart knowledge about implementation of HR policies with the support of Information Technology for better results and decision making.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Changing environment of HRM in the Globalised Economy, Emerging Challenges and Prospects –, Diversity Management (specific focus on gender diversity), HR in IT & IT Enabled Services and SEZs, Managing the Millennials		
<b>Unit-II:</b>		
Human Resource Acquisition: E-Recruitment, Retention, Attrition Rightsizing-Significance and Methods, Alternatives to Redundancy, Delaying.		
<b>Unit-III:</b>		
Knowledge Management – Dealing with Knowledge Workers, Workers Attitudes towards KM. B5 strategies, Mentoring, New People Management (NPM). Emotional Intelligence, Intellectual Capital Management		
<b>Unit-IV:</b>		
Human Problems at Workplace: Handling Difficult People – Problem Employee, Deadwood, Plateaued Employees. Management of Stress: Causes of Stress, Coping with Stress. Absenteeism: Causes, Measures to Reduce Absenteeism. Employee Engagement - Managing Work-life Balance, Prevention/Handling of Sexual Harassment at Work Place		
<b>Unit-V:</b>		
Technology and HR Interface: HRIS, ERP-HR, HR Issues in Outsourcing – BPO, and E-Learning, HR Accounting and HR Audit.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students are able to understand the changing role of HRM in the globalized scenario</li> <li>2. Students are able to understand the concepts such as talent management, rightsizing, and downsizing and implement them in the organisations</li> <li>3. Students will be able to get insights into managing new people, knowledge works, Difficult employees.</li> <li>4. Students are able to initiate various stress management techniques, work life balance mechanisms and absenteeism controlling techniques in the organisations</li> <li>5. Students are able to know about utilization of Information technology in performing human resource management functions.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. BiswajeetPattnayak, “Human Resource Management”, Prentice hall of India New Delhi</li> <li>2. C.B. Mamoria, S.V. Gankar, “ Personnel Management text and cases”, Himalaya Publications 2009</li> <li>3. Cynthia D. Fisher &amp; Lyle F. Schoenfeld, “Human Resource Management”, Wiley India, New Delhi.</li> <li>4. P.L.Rao, “ Comprehensive Human resource management”, Excel Books 2004</li> <li>5. Jyothi, “Human Resource Management”, Pearson Education, New Delhi.</li> <li>6. Lawrence Kleiman, “Human Resource Management”, Wiley India, New Delhi.</li> <li>7. P. SubbaRao, “Essentials of human resource management”, Himalaya Publications 2009.</li> <li>8. Ramaswamy, “Managing Human Resources – A Contemporary”, Oxford University Press.</li> </ol>		

## HR 306: MANAGEMENT OF INDUSTRIAL RELATIONS

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To help the students about relations between different stake holders and its linkage with organizational effectiveness.</li> <li>2. To familiarise the Student with dispute settlement machinery and the role of trade unions in protecting the interest of employees and also development of organization.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Industrial Relations: Concept, Objectives, and Components of IR – Government, Employer, Employee, Scope and Significance. Approaches to IR – Dunlop, Marxist, Gandhian. Industrial Relations in the emerging scenario.		
<b>Unit-II:</b>		
Trade Unionism in India - Evolution, Structure & Management of Trade Unions. Trade Union Act, 1926 – Objectives, Functions, Registration, Funding and Recognition of trade unions. Problems in Trade Unions. Employer’s Organizations in India, Changing Role of Trade Unions in the Context of Liberalization.		
<b>Unit-III:</b>		
Promotion of Harmonious Relations: Concept, Scope and Consequences of Industrial Disputes – Prevention of Industrial Disputes. Employee Grievance and Discipline - Meaning, Grievances Redressal Machinery, Code of Discipline, Misconduct, Discipline in Industry, Measures for dealing with Indiscipline.		
<b>Unit-IV:</b>		
Collective Bargaining: Process, Issues to CB, and Prerequisites for effective CB. Industrial Democracy - Concept, Workers’ Participation Schemes in India – Works Committee, Joint Management Councils, Shop Councils, Unit Councils, Worker Director.		
<b>Unit-V:</b>		
Settlement of Disputes – Conciliation, Arbitration, and Adjudication. Industrial Relations in U.S.A, U.K, China.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student can guide the management on the various processes and procedures for maintaining harmonious Employee and Employer Relations.</li> <li>2. The student can adopt effective systems of collective bargaining, employee participation, grievance redressal, and discipline in industry.</li> <li>3. The student can be able to handle the industrial disputes according to the legislations prevailing in India and in select countries.</li> <li>4. The students can be able to impart employee participation as an effective tool for organisational development.</li> <li>5. The students can be able to adopt effective collective bargaining process in the organisation.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Arun Monappa, “Industrial Relations”, Tata McGraw Hill, 2007.</li> <li>2. B.D. Singh, “Industrial Relations”, Excel Books.</li> <li>3. C B Matoria &amp; S.V. Gankar, “Dynamics of Industrial Relations”, Himalaya Publishers , Fifteenth Edition.</li> <li>4. M.Arora, “Industrial Relations” , Excel Publications, 2007.</li> <li>5. A.M.Sarma, “Industrial Relations”, Himalaya Publishing House, 2007.</li> </ol>		

## HR 307- HUMAN RESOURCE INFORMATION SYSTEMS & TECHNOLOGY

<b>Credits :4</b>	<b>Theory :4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the fundamentals of information system.</li> <li>2. To know the role of information systems in decision making.</li> <li>3. To provide insights in to Data Base Management System and its applications in manufacturing and service industry.</li> <li>4. To help the students to understand the various HRIS models and their implementations.</li> <li>5. To study the application of HRIS in time management and payroll administration.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to HRIS: Origin, Relevance, Necessity, Components, Development and Importance of the HRIS		
<b>Unit-II:</b>		
Management Information systems: Concept and Definition. Role of MIS; Impact of MIS on management; Functions; Basics of MIS: Decision Making, Information Systems Analysis and Design, Development of MIS and Choice of Information Technology		
<b>Unit-III:</b>		
Enterprise Resource Planning: Concept and Variables; Decision Support Systems; Basic Concepts of Technology for MIS; Database Management System; Client Server Technology and Networks; Application of MIS: Application in Manufacturing Sector and Application in Service Sector.		
<b>Unit-IV:</b>		
Human Resource Information Systems: Introduction, Concept and Definition; Information Needs in HRM; HRIS Models; Acquiring and Implementing HRIS; Computers and HRIS and Uses in HRM; Database in HRIS.		
<b>Unit-V:</b>		
Calculation of Pay roll, Time Management and Maintaining employee data with the help of Human Resources Information System.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand the various factors influencing of HRIS</li> <li>2. Students will be able to adopt functions of MIS</li> <li>3. Student will be able to adopt and apply ERP for better decision making by an effective usage of DBMS</li> <li>4. Student will be able to design and implement an appropriate HRIS model in the organization.</li> <li>5. Student will be able to compute and maintain payroll and time management.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Jawadekar, W.S., Management Information Systems, Tata McGraw Hill, New Delhi.</li> <li>2. Kumar, Muneesh, Business Information Systems, Vikas Publishing House Pvt.Ltd., New Delhi.</li> <li>3. Davis, Gordon, B., Management Information Systems: Conceptual Foundations, Structure and Development, Tata McGraw Hill, New Delhi.</li> <li>4. Laudon, Kenneth, C., and Laudon, Jane Price, Management Information Systems- A contemporary Perspectives, Macmillian, New York.</li> <li>5. Davis, B. Gordon and Oison H. Margretne, Management Information Systems, Tata McGraw Hill, New Delhi.</li> </ol>		

## HR 402: PERFORMANCE AND TALENT MANAGEMENT SYSTEM

<b>Credits :04</b>	<b>Theory : 04 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the working procedure of performance management system in an organisation.</li> <li>2. To impart knowledge on identifying Key Result Areas and Key Performance Areas to establish key performance indicators.</li> <li>3. To provide insight into talent management cycle and contemporary talent management practices in India.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Performance Management: Objectives of PM and Emerging Significance of PMS. Performance Management System Cycle: Performance Planning, Performance Monitoring and Coaching, Performance Measurement and Team Work, Performance linked Reward and Development plan.		
<b>Unit-II:</b>		
Goal Setting and Performance Targets: Linking individual and team goals to organizational goals. Performance Analysis – Objectives, Factors Influencing Performance Analysis; Key Result Areas, Key Performance Areas, Key Performance Indicators.		
<b>Unit-III:</b>		
Performance Measurement: Modern Methods of Performance Appraisal – 360 Degree Appraisal, Behaviorally Anchored Rating Scales (BARS), Self-Appraisal, Assessment Centers, Potential Appraisal, Balanced Score Card, HR Score Card. Employee Counseling: Need, Process, Forms of Counseling, Performance Review Counseling (PRC), Competency Mapping.		
<b>Unit-IV:</b>		
Talent Management: Introduction, Talent Management Life cycle, Talent Acquisition: Process, sources of talent acquisition. On boarding, Talent Development: Process of talent development.		
<b>Unit-V:</b>		
Contemporary Talent Management Issues: Introduction, Best Practices, Challenges, Talent Management practices in India.		
<b>Case Study is Compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student can design and deliver an effective performance management system in line with the organisational mission and objectives.</li> <li>2. The student able to design the outline of performance management cycle, identify and explain the KRA'S, KPA'S and KPI'S of this cycle and also create appropriate environment for linking individual and team goals to organisational goals.</li> <li>3. The student able to design the suitable performance appraisal method as per the organization policies.</li> <li>4. The student able to develop and implement best talent management practices in the organisation.</li> <li>5. The student gain the capability of implementing the best talent management practices and also handle the challenges occurred in talent management process.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. G. K. Suri, "Performance Measurement and Management", Excel Publications.</li> <li>2. Michael Armstrong &amp; Angela Baron, "Performance management, The New realities", Jaico Publishing House, New Delhi.</li> <li>3. Prem Chadha, "Performance Management", Macmillan India, New Delhi, 2003.</li> <li>4. G.K.Suri, C.S.VenkataRatnam, N.K.Gupta, "Performance Measurement and Management", Excel Publications, 2004.</li> <li>5. Rao.T.V, "Appraising and Developing Managerial Performance", Excel Books.</li> <li>6. 'Attracting and Retaining Talent' - National HRD Network Special issue, Hyderabad, Vol I, Issue 3, May 2007.</li> </ol>		

## HR 403: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours per week</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>
<ol style="list-style-type: none"> <li>1. To help the students understand the challenges and practices of International Human Resource Management.</li> <li>2. To help the students comprehend the challenges of staffing functions in the global context.</li> <li>3. To understand the key components of compensation and performance management systems in MNCs.</li> <li>4. To provide insight into the global IR scenario and different forms of industrial democracy in MNCs.</li> <li>5. To orient the students in cross cultural training and development and nurturing global leadership.</li> </ol>

### SYLLABUS

<b>Unit-I:</b>
Introduction to IHRM, Reasons for going global, Difference between IHRM and Domestic HRM, the Challenges of International Human Resource Management
<b>Unit-II:</b>
Cross Cultural Theories, Global Human Resource Planning, Recruitment, Selection and Staffing in International Context.
<b>Unit-III:</b>
Cross Cultural Training Methods, Expatriate Management Development in MNCs, Global Leadership Development, and Process of Repatriation.
<b>Unit-IV:</b>
International Compensation: Objectives and Key Components of International Compensation, Incentives and Rewards, Compensation Practices in MNCs.
<b>Unit-V:</b>
Industrial Relations at Global Level: IR Scenario in Global Organizations – – Forms of Industrial Democracy in MNCs .

### Case Study compulsory ( may be from any of the units)

<b>Outcomes</b>
<ol style="list-style-type: none"> <li>1. Students can deliver the HR functions of procurement and development in the context of multinational environment.</li> <li>2. Students can be handle the process of expatriation and repatriation</li> <li>3. Develop competency in handling cross cultural issues in MNCs, with special emphasis on compensation and conflict resolution.</li> <li>4. Enables the students in dealing with structuring compensation and conflict resolution in MNC's</li> <li>5. Students can manage diversified work environment.</li> </ol>

<b>References :</b>
<ol style="list-style-type: none"> <li>1. <i>Peter J Dowling, Marion Festing and Allen D Engle Sr: International Human Resource Management, Excel Publications 7<sup>th</sup>Edn.</i></li> <li>2. <i>Tayeb, International HRM, Oxford University Press, 2005.</i></li> <li>3. <i>Evans, Pucik, Barsoux, The Global Challenge- Framework For International Human Resource Management, Tata McGraw-Hill.</i></li> <li>4. <i>S.C.Gupta, Text Book of International Human Resource Management, Macmillan Publications, 2006.</i></li> <li>5. <i>P.Subbarao, International Human Resource Management, Himalaya Publishing House, 2011.</i></li> </ol>

## HR 404: STRATEGIC HUMAN RESOURCE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours per week</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To help the student comprehend the significance of aligning HR strategies with business strategies and the impact of global outsourcing of labour.</li> <li>2. To understand the strategic role of HR in enhancing the competitiveness of the organizations.</li> <li>3. To prepare the student to design appropriate HR policies for strategic work force utilization.</li> <li>4. To make the students understand the process of developing strategically oriented performance management systems.</li> <li>5. To enable the students to adopt strategic approach to industrial relations to establish harmonious IR.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Strategic HRM: Concept, Scope, Evolution, Linking Business Strategies and HR Strategies. The Human Resource Environment – Technology and Organization Structure – Management of Diversity – HR Outsourcing – Global Competition – Global Sourcing of Labour.		
<b>Unit-II:</b>		
Strategic role of HRM - HR for Competitive Advantage- Planning and Implementing Strategic HR policies, HR Strategies to increase firm performance.		
<b>Unit-III:</b>		
Strategic Responses of Organizations –Strategic Role of HR Planning – Selection of Employees – work force utilization and employment practices-dealing with employee surpluses/ shortages-Career Paths for Technical Professionals.		
<b>Unit-IV:</b>		
Strategic Compensation Systems - Establishing Pay Plans and Pay Periods, Compensation trends. Compensation and Employee Development. Strategically Oriented Performance Management Systems.		
<b>Unit-V:</b>		
Strategic Approach to Industrial Relations – Social Dialogue, Negotiation Skills, Dealing with Unions for Working towards Harmonious Relations.		
<b>Case Study compulsory ( may be from any of the units)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to develop HR strategies in alignment with business strategy for competitive advantage.</li> <li>2. Student would be able to comprehend strategic role of HR planning.</li> <li>3. Students can enable to design appropriate workforce utilization strategies.</li> <li>4. Student will be able to develop competitive performance management.</li> <li>5. Students could able to develop competency in negotiating skills and structuring appropriate compensation systems.</li> </ol>		
<b>References</b>		
<ol style="list-style-type: none"> <li>1. Anuradha Sharma, Strategic Human Resource Management, An Indian perspective, Sage Response Books.</li> <li>2. Charles R.Greer, Strategic Human Resource Management, Pearson Education, New Delhi.</li> <li>3. Michael Armstrong, Armstrong’s Handbook of Strategic Human Resource Management, Kogan Page, London 2016.</li> <li>4. Ramaswamy E.A., Managing Human Resources – A Contemporary Text, Oxford University Press.</li> <li>5. Srinivas R. Kandula, Strategic Human Resource Development, Prentice Hall of India, New Delhi 2004.</li> <li>6. K.Prasad, Strategic Human Resource Management, MacMillan Publications, 2008.</li> </ol>		

## HR 405: KNOWLEDGE MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To comprehend the importance of knowledge management in current business organizations.</li> <li>2. To impart ability to manage knowledge worker.</li> <li>3. To understand the role of technology in different aspects of knowledge management.</li> <li>4. To understand the dynamics of learning organization.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Knowledge Management – Concept of Knowledge Management – Techniques and difficulties in Knowledge Management - Knowledge Management and Knowledge Sharing – Knowledge Dynamics – Principles of Knowledge Management – knowledge assets.		
<b>Unit-II:</b>		
Knowledge Management and its tools – Data- information- knowledge – Basic types of Knowledge – Knowledge Capital – classification of organizational Knowledge and Knowledge life cycle-organizational Knowledge processes —Seven layers of knowledge management- Knowledge Mapping Techniques - Knowledge Indexing and Processing – Knowledge analysis- On-line Analytical Processing.		
<b>Unit-III:</b>		
Technologies and Knowledge Management – Information Technology and Knowledge Management – E-Commerce and KM – Total Quality Management and KM – Benchmarking - Customer Relationship and Knowledge Management – Measuring Knowledge Management		
<b>Unit-IV:</b>		
Human Resources and Knowledge Management – Managing Knowledge Worker – Neuro Linguistic Programming(NLP) – Strategies for Human Capital and Talent Management – New Vistas – Job Hopping - Knowledge Audit – Brain Drain and Brain Gain – Effective Career Planing – Building Competitive Advantages through Training and Development		
<b>Unit-V:</b>		
Learning Organizations – Knowledge Management in Indian Organizations – Mystique of a Learning Organization – Balanced Scorecard - Learning and Change – Managing Innovations - Continuous Learning - RICE Model - Knowledge Network		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand techniques of knowledge management</li> <li>2. Student will able to understand the process of knowledge life cycle</li> <li>3. Students can adopt appropriate technological interventions for knowledge management.</li> <li>4. Students have the capability to manage knowledge workers.</li> <li>5. Students are able to create a learning organization.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1 RL Nandeshwar, BalaKrishna: Change and Knowledge Management, Excel Books, New Delhi, 2010</li> <li>2 Sudhir Warier E: <i>Knowledge Management</i> Vikas Publishing House Private Limited, Hyderabad.2009</li> <li>3 Daryl Morey: Knowledge Management, University Press, New Delhi, 2009</li> <li>4 B. Rathan Reddy: Knowledge Management, Himalaya Publication, 2007.</li> <li>5 Donald Hislop: Knowledge Management in Organisation, Oxford University Press, New Delhi, 2009</li> <li>6 Shelda Debowski: Knowledge Management, Wiley India, New Delhi, 2007</li> </ol>		

**BANKING AND FINANCIAL SERVICES**  
**BFS 302: RETAIL BANKING**

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>To impart knowledge on various retail banking functions</li> <li>To familiarise student on retail banking operations</li> <li>To equip students about recovery mechanism and its impact</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Concept of Retail Banking- Distinction between Retail and Corporate/Wholesale Banking; Retail Products Overview: Customer requirements, Products Development Process, Liabilities and Assets Products, Approval process for retail loans, credit scoring.		
<b>Unit-II:</b>		
Retail asset products: Home loans, Auto/vehicle loans, Study of these products in terms of Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/Collection; Credit/Debit Cards-Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points (CIBIL); Other products/Remittances/Funds Transfer (RTGS).		
<b>Unit-III:</b>		
Retail Banking Strategies: Tie-up with Institutions for Retail Loans; Delivery Channels- Branch, Extension counters, ATMs, POS, Internet Banking-Banking; Customer Relationship Management- Role and impact of Customer Relationship Management, Stages in CRM process; Technology for Retail Banking.		
<b>Unit-IV:</b>		
Modern Trends in Retail Banking-New products like, Online, Tele and Mobile Banking, Property Services, Reverse Mortgage-Growth of E-Banking, Cross Selling and up selling opportunities.		
<b>Unit-V:</b>		
Recovery of Retail Loans- Defaults, Rescheduling, Recovery process-SARAFESI Act, DRT Act, use of Lok Adalat forum, Recovery Agents.		
<b>Case Studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>Student will learn about various products and services offered by banks</li> <li>Students will learn disbursement process of various loans.</li> <li>Students will acquire knowledge on the role of CRM in retail banking for efficient customer service</li> <li>Students are exposed to wealth management services.</li> <li>Students can manage NPA, recovery process and various agencies associated with it</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>Agarwal, O.P., Fundamentals of Retail Banking, Himalaya Publishing House, Mumbai.</li> <li>Jha, SM, Banking Marketing, Himalaya Publishing House, Mumbai.</li> <li>Khan, MY, Indian Financial System, ;Tata McGraw Hill Publishing Company Ltd., New Delhi.</li> <li>Uppal, RK, &amp; Bishnupriya N, Modern Banking in India, New Century Publications, New Delhi.</li> <li>Uppal, RK, Banking Services and IT, New Century Publications, New Delhi.</li> <li>Guruswamy, S., Banking in the New Millenium, New Century Publications, New Delhi</li> </ol>		

## BFS 303: INSURANCE

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the principles, purpose and types of insurance for transferring risk.</li> <li>2. To impart knowledge on different life insurance policies.</li> <li>3. To impart knowledge on different types of General insurance and laws related to different insurance policies.</li> <li>4. To give insights on Health insurance mechanism in India.</li> <li>5. To impart knowledge on underwriting management</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Insurance- Definition, Purpose & Need of Insurance, Insurance as Risk Transfer & Risk Sharing Mechanism, Benefits & Cost of insurance to society, Types of Insurance business. Insurance as Contract- Essential elements, Fundamental principles of Insurance- Utmost good faith, Insurable Interest, Indemnity & its Corollaries, Proximate cause, Co-insurance, Condition of Average.		
<b>Unit-II:</b>		
Types of Life Insurance Policies – Term Life Insurance – Whole Life Insurance – Endowment Life Insurance – Unit Linked Policies with or without Profit Policies - Group and Pension Insurance Policies— Super Annuation Schemes.		
<b>Unit-III:</b>		
Meaning & Types of General Insurance, Principles of General Insurance, Laws related to General Insurance, Insurance documents, Fire Insurance, Marine Insurance, Motor Insurance (Terminology , Perils, Clause, Exclusion & Covers).		
<b>Unit-IV:</b>		
Health Insurance: Meaning & Distinctive feature of Health Insurance, Principle of Health Insurance, Third Party Administrator, Types of Health Insurance, Surgical expense insurance, Major Medical Insurance, Long term care, Disability income Insurance, Co- Insurance, Wavier Premium, Rehabilitation Benefit, Partial & Residual disability.		
<b>Unit-V:</b>		
Underwriting Management- Meaning & Fundamentals of Underwriting, Underwriting policy, Sources of Underwriting information, Underwriting of Life Insurance, Underwriting of General Insurance.		
<b>(Case study is compulsory)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand the concept, principles, purpose, types of Insurance.</li> <li>2. Students will be able to know and various policies of Life Insurance for transferring of risks.</li> <li>3. Students will be able to know and various policies of General Insurance for transferring of risks.</li> <li>4. Students will be aware of different Health insurance policies for covering of risk.</li> <li>5. Students will be able to understand the process of underwriting for different types of insurance</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Principles Of Insurance Management- Neelam C. Gulati, Excel Books India Ltd.</li> <li>2. Insurance And Risk management – P.K.Gupta,Himalaya Publishing House .</li> <li>3. Elements of banking And Insurance –J.Sethi, PHI Learning Pvt. Ltd</li> <li>4. Insurance Principles and Practice - M.N. Mishra S.B. Mishra ,Published by S. Chand &amp; Company Ltd, 2014</li> <li>5. Principles of Risk Management &amp; Insurance – George E. Rejda,Pearson.</li> </ol>		

## BFS 304: WEALTH MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To make the student understand functions of professional wealth managers.</li> <li>2. To give insight into the process of client on boarding.</li> <li>3. To acquire knowledge on different types of wealth management account structures.</li> <li>4. To comprehend the students with the technology absorption in wealth management.</li> <li>5. To enable the student to understand portfolio modeling.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Functions of Investment Advisor, Independent Advisors, Wire House Wealth Managers, Custodians Offering, White Labeled solutions to advisors, Software Solutions for Advisors. Wealth management Client Categories - Mass Affluent, High Net Worth, Ultra High Net Worth, Unified Households		
<b>Unit-II:</b>		
Client onboarding - Profiling, Financial Planning, Suitability Assessment - Aggressive, Moderate etc., Client preferences, Restrictions, Return Expectations versus Risk Appetite. Structure the Cash Flow Forecasting and define the goals, Milestones, Liabilities etc.		
<b>Unit-III:</b>		
Types of Wealth Management Account structures - Separately Managed Accounts, Unified Managed Accounts, Overlay Portfolio Management, Sleeves and Open Architecture Wealth Management, Portfolio Manager Models, Pooled Funds.		
<b>Unit-IV:</b>		
Technology Absorption in Wealth Management - Use of Social Media in Wealth Management, Mobility solutions and advantages to Investment Advisors. Asset allocation, Active, Passive investment styles - Advantages, Correlation in Security Returns and Risk Diversification, Standard Deviation of each asset class and security.		
<b>Unit-V:</b>		
Portfolio modeling using Multiple Asset Classes, Monitoring Tolerances and Rebalancing, Substitution rules Portfolio Performance Measurement, Attribution and Reporting		
<b>(Case studies are compulsory)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The students acquire knowledge on key practices involved in effective wealth management.</li> <li>2. Students can practice in assessing the expected return and risk appetite of the client.</li> <li>3. Students will be capable of recommending a suitable wealth management account structures.</li> <li>4. Students can acquaint knowledge on digital <i>wealth management</i> solutions to asses each asset class.</li> <li>5. By implementing portfolio modeling, student can design and build new portfolios to the clients.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Wealth Management – Major Suresh Goel (Retd) – Global India Publications Pvt. Ltd. New Delhi.</li> <li>2. ICICI Notes on Wealth Management</li> <li>3. Wealth Management – Harold R Evensky</li> <li>4. Wealth Management – Dimitris N. Chorafas</li> </ol>		

## BFS 305: RURAL BANKING AND FINANCIAL INCLUSION

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To enable the student to understand the features of banking.</li> <li>2. To understand various causes of rural poverty and methods of measuring the poverty.</li> <li>3. To understand various programs initiated by GOI, RBI and NABARD for rural development.</li> <li>4. To impart knowledge on various institutions and schemes initiated by GOI for financial inclusion.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Banking in India: Evolution of Banking Demographic features-Economic features-Rural Poverty-main causes and methods of measuring Rural Poverty-Rural Infrastructure-Rural Development Policy-Govt. Policies and Programmes-Economic Reforms and its impact on Rural Economy.		
<b>Unit-II:</b>		
Financing Rural Development: Functions and Policies of RBI and NABARD; Rural Credit Institutions-Role and Functions -Role of Information and Communication Technologies in Rural Banking-Regulation of Rural Financial Services.		
<b>Unit-III:</b>		
Financial Inclusion: Concept and its Role in Inclusive Growth- Micro Credit, Micro Insurance Scheme - Business Facilitators and Business Correspondents in Rural Financing- SHGs/NGOs, Linkages with Banking, Latest Guidelines of GOI and RBI.		
<b>Unit-IV:</b>		
Priority Sector Financing and Govt. Initiatives: Components of Priority Sector- RBI Guidelines; Government Initiatives: Poverty Alleviation Programmes/Employment Programmes/Production Oriented Programmers-Rural Housing and Urban Housing Schemes under Priority Sector-Educational Loans.		
<b>Unit-V:</b>		
Problems and Prospects of Rural Banking: Problems of Rural Branches of Commercial Banks and Regional Rural Banks-Emerging Trends in Rural Banking-Financing Poor as Bankable Opportunity.		
<b>Case Studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to understand the rural poverty and can evaluate the impact of economic reforms on rural economy.</li> <li>2. Student can interpret the role of rural credit institutions and ICT in rural banking.</li> <li>3. Student will be able to connect the rural people with bank linkage programs to fulfill financial inclusion.</li> <li>4. Student will be able to suggest the programs initiated by GOI for priority sector lending through rural banking.</li> <li>5. Student can identify the problems and prospects of rural banking.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Vasantha Desai, Indian Banking-Nature and Problems, Himalaya Publishing House, Mumbai</li> <li>2. Pai Panandikar &amp; NC Mehra, Rural Banking, National Institute of Bank Management, Pune.</li> <li>3. Guruswamy, S., Banking in the New Millenium, New Century Publications, New Delhi</li> <li>4. Uppal RK, &amp; Rimpi Kaur, Banking Sector Reforms in India, New Century Publications, New Delhi.</li> <li>5. Indian Institute of Banking &amp; Finance, Rural Banking, Mumbai.</li> </ol>		

## BFS 402: CORPORATE BANKING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. Enable the student to learn various services provided by corporate banks.</li> <li>2. To familiarize the students with various sources and methods of export finance.</li> <li>3. To provide insight into investment banking services.</li> <li>4. To acquaint the student with various corporate advisory services.</li> <li>5. To provide an understanding on project financing techniques.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Corporate Banking- Meaning and Importance, Various services provided viz., Cash Management, Salary Payment, Debt Management, trusteeship, Custodial Services, Business Advisory, Off-Shore Services, Trade Services, FOREX Management.		
<b>Unit-II:</b>		
Export finance-Documentation- Methods of trade financing; Bank credit, factoring, forfeiting and counter trade.		
<b>Unit-III:</b>		
Investment Banking-Meaning and Scope of Investment Banking, Current state of Investment Banking in India; Merchant Banking –Advisory services for Equity/Debt issues, Management, Placement Distribution of Debt; Mergers and Acquisitions, Divestitures-Identification, Structuring, Negotiation and Execution, Arranging Finances.		
<b>Unit-IV:</b>		
Corporate Advisory services-Capital Restructuring-Methods and procedures, Project Advisory, Private Equity and Loan Syndication.		
<b>Unit-V:</b>		
Project and Infrastructure Finance: Characteristics of Project Finance- Technology selection, Assessment of Technical Collaborator-Market Analysis, Financial Analysis; Common risks in projects-Infrastructure Financing Cash Flow deal agreement with parties involved-SPV-Monitoring and follow-up of the project		
<b>Case studies are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to learn various services provided by the corporate banking divisions.</li> <li>2. Student will gain knowledge about various sources of financing exports.</li> <li>3. Student understands the functions of investment banking.</li> <li>4. Students are exposed to functions to be delivered as a corporate service advisor.</li> <li>5. Student will learn about intricacies associated with project and infrastructure finance.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Uppal R, Indian Banking in the globalised world, New Century Publications, New Delhi</li> <li>2. Indian Institute of Banking &amp; Finance, Corporate Banking, Mumbai</li> <li>3. Avadhani, International Finance, Himalaya Publishing House, Mumbai</li> <li>4. Madhu Vij, Multinational Financial Management, Excel Publications, New Delhi</li> <li>5. Apte, PG, International Financial Management, Macmillan Publishers, Mumbai</li> </ol>		

## BFS 403: SECURITIES OPERATIONS

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To make the student understand the structure of capital market and the various market participants in securities operations.</li> <li>2. To provide insight into various stages of trade life cycle.</li> <li>3. To know the various risk management practices in trading of securities.</li> <li>4. To understand the clearing and settlement process of equity and derivatives market.</li> <li>5. To comprehend the redressal mechanism of investor grievance and arbitration.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Securities Market-Indian Securities Markets and its role in Indian Economy-Structure of Securities Market-Money Market and its Key features-Products traded in the securities Market - Market Participants in Securities Market- Types of Investors-issuers-Intermediaries.		
<b>Unit-II:</b>		
Introduction to Securities Broking Operations – Trade Life Cycle. Front Office Operations – Client on Boarding and Registration – KYC norms - Unique Client Code - Order Management - Order Outing through exchange – Execution of Trade. Back-office Services – Trade Enrichment – Trade Allocation – Trade Confirmation/Modification – Clearing and Settlement – Accounting – Information Technology.		
<b>Unit-III:</b>		
Risk Management Practices, Capital Adequacy Requirements, Client Account Control- Margin Requirement –Fraud control unit.		
<b>Unit-IV:</b>		
Clearing Process- Role of Clearing Agency, Clearing Banks and Depositories and Depository Participants in Clearing Trades. Clearing Process for Equities Trading – Clearing Process for Derivatives Trading. Settlement Process- Settlement Cycle – Settlement of Internet Based Trading and Order placed on phone – Settlement of Funds – Settlement of Securities.		
<b>Unit-V:</b>		
SEBI guidelines to stock broking agencies. Investor Grievance and Arbitration – Redressal of Investor Grievance and arbitration – procedure of Arbitration – Role of Appellate Arbitration.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Enables the student to understand the structure of capital market and will be able to handle the role of market participant in securities operations.</li> <li>2. The student will be able to manage the trade at different stages of trade life cycle.</li> <li>3. Student will be able to apply the risk management practices during the trade.</li> <li>4. Student will be able to handle clearing and settlement process of equity and derivatives market.</li> <li>5. Student will be able to understand the role of redressal of investor grievance and arbitration.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Michael Simmons., Securities Operations, Wiley &amp; Sons.</li> <li>2. Robert Baker, The Trade life cycle, Wiley &amp; Sons.</li> <li>3. Michael T Reddy, Securities Operations: A Guide to operation and information system in the securities Industry, PHI.</li> <li>4. L.M.Bhole, Financial Institutions and Markets, Tata McGraw Hill.</li> </ol>		

## BFS 404: INSURANCE RISK MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To study the risk and significance of insurance and general structure of insurance market.</li> <li>2. To study the Risk management process.</li> <li>3. To study the identification, sources, measurement and perception of risk.</li> <li>4. To study the risk evaluation and prediction</li> <li>5. To study the control, avoidance, reduction, measures of risk and also deals the self-insurance and transfer –Non-insurance transfer.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Risk, Types of Business And Personal Risks ,Degree of Risk, Uncertainty, Peril, Hazard ,Meaning, Scope & Objective of Risk Management ,Significance of Risk Management function within Business Organizations. Significance of Insurance and Risk. General structure of the Insurance Market		
<b>Unit-II:</b>		
Requirements of Insurable Risks, Difference between Insurance and Hedging, and Money Laundering. Benefits and Costs of Insurance to society, Advantages and disadvantages of Insurance in handling Risk, Risk Management Process, Meaning and objective of Risk Management, Steps in Personal Risk Management, Risk Control and Risk Financing.		
<b>Unit-III:</b>		
Risk Identification, Sources and Measurement of Risk, - Perception of Risk, Operative Cause/Perils, Safety Audit.		
<b>Unit-IV:</b>		
Risk Evaluation and Prediction, Disaster Risk Management Risk Evaluation - Presentation of Data, Probability Concepts, Risk and Law of large number.		
<b>Unit-V:</b>		
Risk Control- Risk avoidance, Risk reduction- Classifications, Evaluation of Risk Reduction Measures. Risk Financing- Retention—Determination of Retention levels, Captive Insurer, Self Insurance, Risk Retention group. Transfer—Non-insurance transfer, Insurance		
<b>(Case studies are compulsory)</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students will understand significance of risk and general structure of insurance market.</li> <li>2. Student will understand the process of risk management.</li> <li>3. Student can identify and measure the risk.</li> <li>4. Students will be able to predict and evaluate the risk.</li> <li>5. Student will be able to minimize the risk.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Insurance Principles and Practice-M.V. Mishra –S.Chand</li> <li>2. Principles of Risk Management &amp; Insurance – George E. Rejda-Pearson .</li> <li>3. Risk Management and Insurance-C. Arthur Williams, Jr. Richard M. Heins-McGraw-Hall book company</li> <li>4. Insurance And Risk Management – P.K.Gupta –Himalaya Publishing House.</li> <li>5. Insurance Institute of India – IC 86 – Risk Management</li> </ol>		

## BFS 405: TREASURY AND FOREX MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

### Course Objectives :

1. To enable the student to understand the functions of Treasury management.
2. To develop an understanding of structure and instruments of money market and its influence on banking operations.
3. To acquaint the student with various aspects of asset liability management for banks.
4. To familiarise the student with the functions and operations of foreign exchange market and determination of exchange rate in spot and forward markets.
5. To enable the students to measure and manage various types of foreign currency exposures.

### SYLLABUS

#### Unit-I:

Treasury Management –Scope and Functions of Treasury Management: Treasury Management - Structure and Organization of Treasury Management - Role of CFO -Functions of a Controller - Functions and Responsibilities of a Treasurer. Treasury Operations: Integrated Treasury - Structure of Treasury - Operations of Treasury - Dealing and Settlement Procedures.

#### Unit-II:

Money Market: The role of Money Market in the financial System - The Money Market Instruments - Segments of Money Market Call Money Segment– Repo Segment – CBLO Segment – LAF Segment Various Intermediaries and their Role - Influence of Monetary policy on Money Markets - Regulatory Framework in the Indian Money Market - Recent Developments in the Monetary and Credit Policy. Call Money - Treasury Bills: Certificate of Deposits (CDs).

#### Unit-III:

Asset and Liability Management of Banks: Cash and Liquidity Management - Reserves Management - Investment Portfolio Management - Transfer Pricing - Asset and Liability Management; FOREX Management - Investment Portfolio of Banks: - Investment portfolio of Banks - Investment Management - Components of Bank's Investment Policy - Valuation of Investment Portfolio - Asset – Liability Management: ALM Information Systems; ALM Organization; Liquidity Risk Management; Currency Risk Management; Interest rate Risk (IRR) Management – Implications of BASEL Norms.

#### Unit-IV:

Foreign Exchange Market and Exchange Mechanism: Foreign Exchange Market: Features – Participants – Spot – Futures – Forwards – Options – Types of Transactions – Hedging – Speculations – Arbitrage – Covered Interest Rate Arbitrage – Borrowings and Investing Markets – Tax Implications - Indian Foreign Exchange Markets – Evolution - Developments and Forex Regulations - Exchange Rate Mechanism : Quotations – Types of Quotations – Exchange Rate Determinations in Spot and Forward Markets – Factors Influencing Exchange Rate - Theories of Exchange Rates.

#### Unit-V:

Foreign Exchange Exposure Management: Meaning – Types of Foreign Exchange Exposure – Transaction Exposure – Operating Exposure – Accounting Exposure (Including Problems) - Management of Foreign Exchange Exposure - Need – Hedging of Transaction Exposure – Hedging of Operating Exposure – Management of Accounting Exposure (Including problems) - Internal Treasury Control: Structure and Organization of Treasury; Accounting and control; Various Measures of

Controls;		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will gain knowledge on structure and organisation of treasury management</li> <li>2. Students will understand the functions, structure and segments of money market.</li> <li>3. Student can handle various aspects of Asset-Liability Management in banks.</li> <li>4. Students are able to understand operations of foreign exchange markets and exchange rate determination.</li> <li>5. Student can minimise risk involved in foreign exchange exposure.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. M. Y. Khan, Indian Financial System, Tata McGraw Hill.</li> <li>2. Gerald Hatler, Bank Investments and Funds Management, Macmillan</li> <li>3. Stigum, Managing Bank Assets and Liabilities, Dow-Jones Irwin.</li> <li>4. Dudley Lockett, Money and Banking, McGraw Hill.</li> <li>5. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead”, Response Books.</li> <li>6. Principles of Banking, Indian Institute of Banking and Finance, Macmillan.</li> </ol>		

**RETAIL MANAGEMENT**  
**RM 302: RETAIL MANAGEMENT: THEORY AND PRACTICES**

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To create awareness among the students about retailing concepts and retail business environment in India as well at global level.</li> <li>2. To develop an understanding on theories of retailing and different retail formats.</li> <li>3. To impart knowledge on consumer as well as consumption behavioural models towards different category of products in a specific target market.</li> <li>4. To develop an understanding of a retail store design and layout design.</li> <li>5. To comprehend the students about different strategies on different functional areas of retailing.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Introduction to Retailing:</b> Retail Management, Nature, Scope, Characteristics. Retail, Retailer, Retailing. Different types of Retail Formats; Retail Business Environment: Internal and External Factors, STEP factors. Retail Mix. Retail scenario in India and at Global level; Impact of FDI on Retail.		
<b>Unit-II:</b>		
<b>Retailing Concepts:</b> Retail Management Process;Theories of Retailing (Retail Change); Theories of Store Location; Store Design and Layout; Category Management.		
<b>Unit-III:</b>		
<b>Consumption Patterns:</b> Consumer Behaviour in Retailing, Consumer Decision Making Process in retail,Factors affecting Consumer Behaviour.		
<b>Unit-IV:</b>		
<b>Legal Issues in Retailing:</b> Model Shops and Establishments (Regulation of Employment and Conditions of Service) Act, 2015; Laws related to Employee theft, Customer theft.		
<b>Unit-V:</b>		
<b>CRM in Retailing:</b> Customer ladder of Loyalty, Customer Loyalty Programs. E-CRM;		
<b>Case Study is compulsory and An Observational Report</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to take different strategic retailing decisions by scanning retail business environment effectively at local, regional and global level.</li> <li>2. Students can manage the retail store by applying various theories of retailing and store location, and can select appropriate store layout for the retail outlet.</li> <li>3. Students will study the factors affecting retail consumer behaviour and thereby design appropriate retail mix strategies.</li> <li>4. Students can deal with various legal issues related to retail store.</li> <li>5. Students can establish a scientific CRM practices for a retail store.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Arifshaik and Kaneez Fatima,Retail Management, Himalaya Publishing House, 2011.</li> <li>2. Barry Berman, Joel R Evans, Patrali Chatterjee, Ritu Srivastava: Retail Management, Pearson Education, 2017.</li> <li>3. Barry J. Davies, Philippa Ward, Managing Retail Consumption.</li> <li>4. Suja R Nair: Retail Marketing, Himalaya Publishing House, 2014.</li> <li>5. Jim Pooler,Why We Shop: Emotional Rewards and Retail Strategies.</li> <li>6. Jill Dyche, The CRM hand Book, Pearson.</li> </ol>		

## RM 303: RETAIL STORE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To impart knowledge on the role of operations in establishing a store and managing day to day store operations.</li> <li>2. To gain conceptual knowledge about the management of stock in a retail outlet and the financial &amp; control methods used in a store.</li> <li>3. To learn about the various factors involved in the maintenance of store exterior and customer service desk.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Introduction to Store operations:</b> Role of Operations in Establishment of Store, Store Opening and Closing, Achieving Customer Expectations, Check Out Management; Loss Prevention Strategies, Concept of Distribution Center.		
<b>Unit-II:</b>		
<b>Retail Arithmetic/Metrics:</b> Average Stock Value, Average Sales Value, Growth Calculation; Sales And Productivity Calculation: Sales Per SFT, Per Person Productivity Per Day; Average Bill Value, Basket Size, Line Fill, Case Fill.		
<b>Unit-III:</b>		
<b>Stock Management:</b> Stock Check, Negative Stock, Stock Quality, Returns And Defective Goods, Gap Check, Product Line Management. Receiving Stock, Prioritizing. <b>Store Finance and Controls:</b> Store Audit, Stock Valuation And Verification, Accounts Receivable, Budgeting.		
<b>Unit-IV:</b>		
<b>Store Atmospherics and Customer Service desk:</b> Store Appearance, Signage, Façade and Entrance, Door- Glazing, Presentation, Stock Storage, Enrolment Of Loyalty Program, Single Point Of Contact Of Alterations.		
<b>Unit-V:</b>		
<b>Sale Process:</b> Types Of Sales, Inside The Store, Planogram, End Cap Displays, Identifying Competencies, After-Sale-Services.		
<b>(Case Study is Compulsory and An Observational Report)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student would learn procedures for new store establishment, design and execute SOPs for store opening and closing and manage vendor relations.</li> <li>2. Student acquires necessary skills on various retail metrics in the retail outlet for its smooth functioning.</li> <li>3. The student would be skilled at theoretical aspects of stock and cash management.</li> <li>4. The student gains in-depth knowledge on the maintenance of store atmospherics and functions of customer service desk.</li> <li>5. The student develops an understanding on retail planogram, sales process and shop floor management.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Sriram, B Iyer, Retail store operations, Tata McGraw Hill.</li> <li>2. Gibson G Vedamani, Retail Management, Jaico Publishing House.</li> </ol>		

## RM 304: SUPPLY CHAIN MANAGEMENT IN RETAILING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To comprehend supply chain management and the role played by supply chain actors in retailing.</li> <li>2. To understand the process of sourcing merchandise and materials for retailing.</li> <li>3. To know the process of integrating logistics management and information technology with supply chain management.</li> <li>4. To understand challenges in retail supply chain and internationalization of retail supply chain.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Supply Chain operations, Structure of Supply Chain, Participants in Supply Chain; The Retail Distribution Channel: Channel Members and types of channels.		
<b>Unit-II:</b>		
Planning Supply Chain Operations, Sourcing Materials and Making Products, Deliveries and Returns; Different Categories and Models of SCM, Elements of SCM, Procurement, Online Marketing and Advertisement.		
<b>Unit-III:</b>		
Elements of logistics management, Supply Chain integration, transportation management, warehousing and warehouse management systems, packaging for logistics third party logistics; GPS and GIS technologies.		
<b>Unit-IV:</b>		
Management and Strategies, Changes and Challenges, Relationships in the Supply Chain; The Internationalization of the Retail Supply Chain: Market Orientation and Supply Chain Management.		
<b>Unit-V:</b>		
Creating a System Prototype, Final Planning and Budgeting; Phases of SCM, SCM and its relation to other departments in the Organization.		
<b>Case study is compulsory and an observation report</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students are able to design supply chain management strategies in retailing.</li> <li>2. Students are able to carry out supply chain operations from sourcing to delivery of merchandise.</li> <li>3. Students are able to integrate all supply chain actors effectively by using ICT.</li> <li>4. Student can track and manage the changes and challenges in the supply chain domain.</li> <li>5. Students can manage various phases of supply chain.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Michael Hugos, Chris Thomas: Supply Chain Management in the Retail Industry.</li> <li>2. David Simchi Levi, Philip Kaminsky and Edith Simchi Levi: Managing the Supply Chain-The Definitive Guide, Tata McGraw Hill, 2004.</li> <li>3. Burt, Dobler and Starling: World Class Supply Management-The Key to SCM. Tata- McGraw Hill, Seventh Edition, 2006.</li> <li>4. Robert B. Handfield, Ernest L. Nicholas, Jr.: Introduction to Supply Chain Management, Pearson Education.</li> <li>5. Ronald H. Ballou, Samir K. Srivastava: Business Logistics/Supply Chain Management, Pearson Education.</li> </ol>		

## RM 305: FRANCHISE AND BRAND MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide knowledge on the concept of franchising and recognising franchising opportunities.</li> <li>2. To understand management and marketing of franchisees.</li> <li>3. To equip the students with knowledge of the advanced concepts in franchising.</li> <li>4. To impart knowledge on the legal and global aspects of franchising.</li> <li>5. To learn branding process in retail business.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Franchising, Definition of Franchising, History and Overview, Types of Franchises, Advantages and Disadvantages to Franchisor and franchisee, Elements of a Successful System, Recognizing franchising opportunities.		
<b>Unit-II:</b>		
Choosing Franchisees, Right Profile of choosing franchisees, Sources of Revenue, Company Owned Stores. Managing and marketing the franchisee business, Franchisor support services.		
<b>Unit-III:</b>		
Advance Concepts in Franchising, Multi-Concept Franchises, Market Development/Encroachment, Enforcement of Standards.		
<b>Unit-IV:</b>		
Legal and Global Aspects of Franchising, Franchise Legal Documents, Trademarks, Copyrights, Patents, Trade Secrets, Transfer or Exit Strategy, Succession (Family Issues), Franchise Termination, International Franchising.		
<b>Unit-V:</b>		
Retail Branding, Branding in Retail Business, The retailer as a Brand, The role of own label, Retailers perspective towards Manufactures and their Brands, Emerging trends of Branding in Retail Business.		
<b>Case study and Observational Reports compulsory.</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to exploit any franchising opportunity into new entrepreneurial venture.</li> <li>2. Students will be able to formulate appropriate functional strategies to manage their franchise business.</li> <li>3. Students can implement advanced concepts in franchise business.</li> <li>4. The student will be able to address legal issues of franchising and explore international franchise opportunities.</li> <li>5. The student can introduce own label for their products and services.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Martin Mendelsohn, The guide to Franchising, Cengage Learning Business Press.</li> <li>2. Harold Brown, Franchising: Realities and Remedies, Law Journal Press.</li> <li>3. Mark Abell and Lisa Sen, Franchising in India, Eastern Law house.</li> <li>4. Kevin Lane Keller, Strategic Brand Management, Pearson Education.</li> <li>5. Manish V. Sidhpuria, Retail Franchising, Tata Mc Graw Hill Company.</li> </ol>		

## RM 402: MERCHANDISE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. Providing insight to the students on merchandise management.</li> <li>2. To gain insight into merchandise planning and assortment.</li> <li>3. Gain knowledge about the importance of category management, buying and control.</li> <li>4. To learn about the various merchandising techniques to evaluate merchandise performance.</li> <li>5. To provide an overview on visual merchandising and its importance in attracting the customers.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Merchandising:</b> Meaning, Factors affecting Merchandising Function, Merchandise Manager - Functions, Merchandise Hierarchy, Merchandise Mix, Components of Merchandise Management, Merchandise Strategies.		
<b>Unit-II:</b>		
<b>Merchandise Planning:</b> Steps involved, Sales Forecasting in Retail and Assortment Planning		
<b>Unit-III:</b>		
<b>Merchandise Buying and Control:</b> Steps involved, Types of Buying, Sources of Supply-identifying, Contracting and Evaluating Sources, Merchandise Control <b>Category Management:</b> Components of Category Management and Role of Category Captain.		
<b>Unit-IV:</b>		
<b>Merchandising Techniques and Performance Tools:</b> Retail Pricing, Elements, Merchandise Allocation; Merchandising Performance: Analysing Merchandise Performance		
<b>Unit-V:</b>		
<b>Visual Merchandising:</b> Definition, Need and Importance; Design and Display: Core Design Strategies, Principles of Design, Store Ambience, and Merchandise Presentation.		
<b>(Case Study is Compulsory and An Observational Report)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student would develop a basic understanding on the concept of merchandising.</li> <li>2. The student can plan for merchandising a retail outlet through forecasting and assortment.</li> <li>3. The student would be able to develop strategies for buying and controlling of merchandise and gain insights into category management.</li> <li>4. The student develops an understanding on analysis of merchandise performance.</li> <li>5. The student can formulate visual merchandising strategies.</li> </ol>		
<b>References:</b>		
<ol style="list-style-type: none"> <li>1. Swapna Pradhan, Retail Merchandising, Tata Mc Graw Hill</li> <li>2. Berry Bennan and Joel Evans, Retail Management, Tata McGraw Hill.</li> <li>3. Chetan Bajaj and Ranjith, Retail Management, Oxford University Press.</li> <li>4. Gillespie, Hecht and Lebowitz, Retail Business Management, Tata McGraw Hill.</li> </ol>		

## RM 403: E-TAILING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
	For 2019-2021	
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide knowledge on different forms of retailing through online.</li> <li>2. To impart knowledge on the emergence &amp; prospects of online retailing.</li> <li>3. To discuss various formats of E-tailing, Merchandise Management &amp; Assortment practices.</li> <li>4. To make the student to understand pricing and promotion strategies related to e-retailing.</li> <li>5. To enable the student to have fair understanding of e-shoppers' behavior.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Introduction:</b> The Concepts of E-Commerce, E-Business and E-Marketing; Importance and Evolution of E-Commerce; E-Commerce Vs. Traditional Commerce; Models of E-commerce. Prospects and Issues of E-tailing in India.		
<b>Unit-II:</b>		
<b>E-Tail Planning:</b> E-Tailing as a format, Business Models; Merchandising for E-Tailing Assortment Planning for E-Tailing, Inventory for E-Tailing, Logistics and its importance in E-Tailing.		
<b>Unit-III:</b>		
<b>E-Shoppers' Behaviour:</b> Consumer Behaviour: Determinants, Issues and Challenges; Types of online shoppers; VALS model; Role of Internet in Consumer Behavior, E-CRM		
<b>Unit-IV:</b>		
<b>Pricing Strategy for E-Tailing:</b> Pricing objectives, Different Pricing Strategies'; E-Payment Avenues- Credit Cards, Debit Cards, Online Payments, Digital Wallets, Mobile Payments.		
<b>Unit-V:</b>		
<b>Internet Promotion:</b> E-Mail Marketing, Mobile marketing, Display Advertising , Social Media Advertisng, Search Engine Marketing, Pay Per Click (PPC) Model.		
<b>(Case Study is compulsory and An Observational Report)</b>		
<b>Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand the online business activities, technologies and emerging trends</li> <li>2. Students will be able to understand various components of online retailing and capable of execute appropriate merchandise and inventory strategies for e-tail business in global economy.</li> <li>3. Students can analyze various models of online consumer buying behavior and plan strategies for online retailing.</li> <li>4. Students can able to understand various modes of online payments and can design appropriate pricing strategies.</li> <li>5. Students can implement various online promotional strategies to enhance online customer base.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Chaffey, Mayer, Johnston, Ellis-Chadwick (2000) Internet Marketing, Prentice Hall.</li> <li>2. Hanson, W. (1999) Principles of Internet Marketing, International Thomson Publishing</li> <li>3. Reedy, Schullo, Zimmerman, K. (2000) Electronic Marketing, Dryden.</li> <li>4. E.Sterne, J. (1999) World Wide Web Marketing, 2nd Ed, John Wiley &amp; Sons</li> <li>5. Joanne Neidorf, Robin Neidorf: E-Merchant: Retail Strategies for E-Commerce.</li> <li>6. Judy Strauss, Acel E – Ansary Raymond Frost, E Marketing, Pearson Education, 3rd Edition. ParagDiwan:E-Commerce, , Excel Publishers, New Delhi.</li> </ol>		

## RM 404: STRATEGIC RETAILING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To provide inputs relating to Strategic retail planning.</li> <li>2. To impart knowledge on retail business environment analysis to design appropriate retail mix.</li> <li>3. To provide knowledge on Retail Market Strategies, Consumer behaviour and their application in the market.</li> <li>4. To introduce the student to the concept of retail location strategy.</li> <li>5. To enable the student to understand the Strategic retailing functions.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Strategy: Meaning, Scope, Features. Strategic Planning, Strategic Management Process, Strategic Intent: Vision, Mission & Objectives. The strategic Retail Planning Process.		
<b>Unit-II:</b>		
Environmental and Resource Analysis: Environmental Analysis; External and Internal Environment, Components, Environmental Scanning, Industry Analysis, Competitive Analysis, Internal Analysis.		
<b>Unit-III:</b>		
Retail Market Strategy: Definition, Target Market and Retail Format, Growth Strategies. Global growth opportunities; Consumer Behaviour and STP Strategies;		
<b>Unit-IV:</b>		
Retail Locations Strategy: Shopping Centers, Urban Locations, Free Standing Sites, Other Retail Location Opportunities. Site Selection Strategy: Factors influencing the choice of region or trade area, Factors influencing the choice of a site, Evaluating the demand for a new location.		
<b>Unit-V:</b>		
Strategic Retailing Functions: Financial Strategy, HRM Strategy and Marketing Strategy: Product Strategy, Pricing Strategy, Distribution Strategy and Promotion Strategy.		
<b>(Case Study is Compulsory and An Observational Report)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student will be able to design and develop strategic retail plan.</li> <li>2. Student can Identify appropriate Store location and develop effective retail management strategy after analyzing retail business environment.</li> <li>3. Student can define and implement effective Retail strategies and identify Global growth opportunities.</li> <li>4. Student can differentiate the benefits and drawbacks of various retail locations and identify appropriate retail location for an enterprise.</li> <li>5. Student can Manage retail business efficiently with a clear understanding on functional strategies of retailing and their coordination.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Barry Berman and Joel R. Evans: Retail Management (A strategic Approach), 12<sup>th</sup> Edition, Pearson.</li> <li>2. VSP Rao, V. Hari Krishna: Strategic Management (Text and Cases), Excel Books.</li> <li>3. Levy Weitz: Retail Management, 8<sup>th</sup> Edition, McGraw-Hill Education.</li> <li>4. Thomson: Strategic Management (Competitiveness and Globalization) Concepts and Cases, 3rd edition edition Cengage Learning.</li> <li>5. Arifshaik and Kaneez Fatima: Retail Management, Himalaya Publishing House.</li> </ol>		

## RM 405: RETAIL COMMUNICATION

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max.Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide knowledge on different Marketing Communication models.</li> <li>2. To understand the role of advertising in retail communication.</li> <li>3. To emphasize on the importance of different forms of direct marketing.</li> <li>4. To comprehend the consumer oriented sales promotion techniques.</li> <li>5. To equip the students with different retail communication strategies.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction: Elements of Marketing Communications, IMC (Integrated Marketing Communication): Advertising, Personal Selling, Sales Promotion, Publicity and Public Relations, Events and Experience, Direct Marketing; Designing Retail Communication Program: Planning, Execution and Evaluation.		
<b>Unit-II:</b>		
Advertising in Retail: Media Planning, Media Mix Decisions, Developing Media Strategy, Message Development, Popular Media Vehicles used in Retail Sector, Creative Strategy And Copy Writing, Copy Writing Pyramid, Different Types of Appeals, Copy Layout, Laws and Regulations.		
<b>Unit-III:</b>		
Direct Marketing in Retail: Catalogue Marketing, Direct Mail and Email Marketing, Telemarketing, Electronic messages: E-mail, Mobile and Social Media. Internet Marketing: Web Portals, Web Traffic Management. Personal Selling: Sales Functions, Functions and Qualities of a Retail Sales Personnel, Sales Presentation Techniques		
<b>Unit-IV:</b>		
Sales Promotion in Retail: Retail Consumer Oriented Sales Promotion Techniques, Coordinating Sales Promotion with Other Tools of Market Promotion; Major Decisions in Sales Promotion, Retail Promotion Tools; Developing the Retail Sales Promotion Program: Pre-testing the Program, Implementation and Controlling the Program, Evaluation of Results.		
<b>Unit-V:</b>		
Communication Strategies for Retail Professionals: Communication Forms, Communication Challenges for Retail Sales Persons, Communication in Customer Interactions; Effective Listening, Team Communication, Non Verbal Communication in Sales.		
<b>Case study and Observation Report is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. The student will be able to design a retail communication programme.</li> <li>2. The student can understand and design media strategy for retail store.</li> <li>3. The student will be capable of handling the communication challenges in retailing.</li> <li>4. Students can design promotion programme for a retail store.</li> <li>5. Students can understand various communication skills required for managing a retail store.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. M. Ashraf Rizvi and Ramneek Kapoor, Communication for Retail Professionals, Tata Mc Graw Hill Education Pvt. Ltd.</li> <li>2. William Wills, John Burnett and Sandra Moriarty, Advertising Principles and Practice, Pearson Education.</li> <li>3. A.Chunnawala and K.C. Sethia, Foundations of Advertising Theory and Practice, Himalaya Publishing House.</li> <li>4. Kazim Shah, and Satish K.Batra, Advertising and Sales Promotion, Excel Books.</li> <li>5. Arif Sheik and Kaneez Fatima, Retail Management, Himalaya Publishing House.</li> </ol>		

## HOSPITAL MANAGEMENT

### HM-302: PATIENT CARE AND BEHAVIOUR

<b>Credits :4</b>	<b>Theory : _4_ Hours</b>	<b>Tutorials : __ Hours</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To understand the health care personnel roles&amp; functions</li> <li>2. To understand the psychology of patients&amp; importance of decision making.</li> <li>3. To learn the patient behaviour audit process (patient satisfaction)</li> <li>4. To study the factors influencing healthcare service buying behaviour</li> <li>5. To equip skills on patient care management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Organization Behaviour &amp; Personnel Functioning:</b>		
Attitude and Behaviour of Health care Personnel: Role of Medical Superintendent, Hospital Administrator, Resident Medical Officer, Role and functions of line managers and staff (clinical/non clinical). Role of Healthcare personnel for better Patient Care Management.		
<b>Unit-II:</b>		
<b>Patient behaviour:</b> Patient Behaviours, Patient Perception & Attitudes-Factors influencing patient behaviour. Importance of communication process- Patient involvement in Decision making, Family Decision Making.		
<b>Unit-III:</b>		
<b>Consumer/Patient Services Buying behaviour:</b> Factors influencing Patient behaviour -Lifestyles Reference group influence, Audit of Patient behaviour, Importance of Patient satisfaction, Attendants' Management,		
<b>Unit-IV:</b>		
<b>Managing Patient Care:</b> Patient Information Booklets, Patient rights and responsibilities. Patient classification systems and the role of case mix, Case mix innovations.		
<b>Unit-V:</b>		
<b>Ethics in relation to patient care:</b> Patient safety and patient risk management Information regarding patients- Code of Press Relations& Medical Information, End of life care(EOL)-Grief counselling, Patient education and counselling: for surgical procedures, for treatment, Need and importance of Consents.		
<b>Case Study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Student is able to understand the functioning of hospital healthcare system and personnel's.</li> <li>2. Students acquire knowledge on patient behaviour and assessment.</li> <li>3. Students will be able to acquire the knowledge to assess the health care service buying behaviour.</li> <li>4. Student imbibe essential skills for patient care management.</li> <li>5. Students equip knowledge w.r.t patient safety and risk management.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Beauchamp TL and Childress JF : Principles of Bio-Medical Ethics, 7th Edition, NEWYORK, Oxford University Press, 2013.</li> <li>2. Srinivasan A.V.(ed) Managing a Modern Hospital, Response Books, New Delhi, 2000.</li> <li>3. Albert R Jensen, Mark Seigler and William J winslade: Clinical Ethics: A practical approach to ethical decisions in Clinical medicine: 7th Edition, New York, McGraw Hill.</li> <li>4. Liewellyne Davis and H.M Macacaulay, Hospital Administration and Planning, JPBrothers, New Delhi, 2001.</li> <li>5. S.Porkodi&amp; Shashikala, Hospital Architecture Planning &amp; Design, Parshwa Publication, 2010, New Delhi</li> <li>6. S.G.D.Mogli, Medical Records, Organization and management, Published by Jaypee brothers, New Delhi 110002.</li> <li>7. Mark D. Shipley, In Search of Good Medicine: Hospital Marketing Strategies to Engage Healthcare Consumers.</li> </ol>		

## HM- 303: HOSPITAL OPERATIONS MANAGEMENT

<b>Credits :4</b>	<b>Theory : __ Hours</b>	<b>Tutorials : __ Hours</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To familiarize students with the hospital Organizational and Management Structure</li> <li>2. To enable students with the understanding of operations in clinical and Non clinical departments.</li> <li>3. To make the student understand the significance of supportive services departments in hospital</li> <li>4. To impart knowledge on material management and hospital operations.</li> <li>5. To train students in hospital&amp; equipment maintenance management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Hospital Operations Management-(Clinical and Non-clinical departments), Role of Operation manager in hospitals, Disaster Management, Triage and Codes of Colours.		
<b>Unit-II:</b>		
Types of Wards and Unit locations, Types of labs- Laboratory Management- Basic Laboratories (Biochemistry, Microbiology, Clinical Pathology, Radiology) specialized laboratories.		
<b>Unit-III:</b>		
Support Services: Pharmacy, Physiotherapy, Dietetics, CSSD, Blood bank, Purchase, Stores. Medical records department, Housekeeping, Linen and Laundry, Bio-Medical Waste Management, Fire and safety management, Role of HR, Finance (use of EBITA -Hospital business management) and marketing departments.		
<b>Unit-IV:</b>		
Material Management: The process of material management, Demand Forecasting; Procurement- Purchasing strategy process. Inventory Control. Supply Chain management Model in Health Care.		
<b>Unit-V:</b>		
Objectives and role of maintenance management in hospital, equipment maintenance, quality maintenance and monitoring of biomedical equipment's.		
<b>Case/ Observation Report</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students imbibe knowledge in operations of clinical and Non clinical departments, emergency and patient flow management.</li> <li>2. Students are able to learn the ease of interconnect pathway for different locations of wards, labs and units.</li> <li>3. Students equip knowledge about functioning of supportive services in hospital.</li> <li>4. Learn to manage material and inventory in Hospitals.</li> <li>5. Students have a fair understanding over maintenance &amp; bio medical engineering functioning.</li> </ol>		
<b>Reference books:</b>		

1. \*Hospital Management, S.M.JHA, Himalaya Publication House,2019.
2. \*Hospital Management, Text and cases, K.V.Ramani, Pearson publication,2013.
3. Principles of Hospital Administration and Planning, B.M. Sakharkar,Jaypee Medical Publishers (P) Ltd., New Delhi.
4. Hospital Management, Mario de Souza, Jaypee Brothers Medical Publishers,2019.
5. Hospitals, Facilities, Planning and Management, Kunders, G.D., et al. Tata McGraw Hill, 2004
6. Hospital Administration, C.M. Francis,Jaypee Medical Publishers (P) Ltd., New Delhi.
7. Schroedev, Roger G., Operations Management – Decision Making in Operations Function, McGrawHill, New Delhi.
8. K.S. Menon,Stores management-2<sup>nd</sup> edition, Published by Macmillan India Ltd.
9. B S Sahay Supply Chain Management,- Published by Macmillan India Ltd.
10. Hand Book of Bio-Medical Engineering - Jacob Kline
11. Clinical Engineering Principles and Practices - Webster J.G and Albert M. Cook
12. Buffa, Elwood S. and Sarin, Rakesh K., Modern Production/Operations Management, John Wiley & Sons, Singapore, 1987.

## HM 304: HOSPITAL PLANNING AND ENGINEERING

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials :-</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. Create awareness among the students about the patient care hospital management.</li> <li>2. To develop an understanding of planning about hospital location, size, bed ratios, kind of hospital service, quality of facilities and services, evaluation of natural and human resources of each area in terms of sources of finance, hospital constitution. (Geographical study or demographical study)</li> <li>3. To study about functional plans of hospital management</li> <li>4. To understand the importance of ethics in hospital maintenance.</li> <li>5. To study the supportive services.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to better patient care Hospitals, beds, utilization, personnel, assets, finances		
<b>Unit-II:</b>		
Surveying the community Area wide planning, planning for general Hospital service, determining the logical centres for hospital location, determining the area served by them, non-acceptable hospitals, occupancy and bed ratios, determining the size and kind of hospital service, quality of facilities and services, evaluating the natural and human resource of each area in terms Sourcing finance, hospital constitution.		
<b>Unit-III:</b>		
Functional plans for hospital construction Role of hospital consultant, planning stage: role of architect, working drawings, legal formalities, the hospital site, design considerations, environments regulations, equipment planning, bed distribution, space requirements, their relationships, construction costs.		
<b>Unit-IV:</b>		
Functional Hospital Organization Hospital code of ethics, medical ethics, standards for hospitals, standards for hospital accreditation, accreditation standards for extended care facilities. Medical Specialties Overview of the functions and sphere of each specialty: oncology, general medicine, cardio thoracic gastroenterology, urology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services.		
<b>Unit-V:</b>		
Supportive Services : Clinical Laboratories, radiological services, medical records, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services, infection control, and mortuary services.		
<b>Case study and Observation Report is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student is able to understand the functioning of healthcare system</li> <li>2. Able to design and execute appropriate functional plan for hospital.</li> <li>3. Able to organize and manage functions of a multi-specialty hospitals ethically and efficiently.</li> <li>4. Able to plan hospital location, size, kind of service, bed ratios, quality of facilities and services to start a new hospital.</li> <li>5. Able to participate in work in coordination with hospital supportive service departments</li> </ol>		

## HM 305: HEALTH CARE MANAGEMENT AND HOSPITAL ENVIRONMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To make the students understand different environmental frameworks in health care system.</li> <li>2. To enable the students to conceptualize the health care system segments and operations in India.</li> <li>3. To familiarize students about various health care Regulations.</li> <li>4. To make students understand the basis of epidemiology.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction-Theoretical frame work-Environment-Internal and External- Environmental Scanning-Economic Environment-Competitive Environment- Natural Environment-Politico Legal Environment- Socio Cultural Environment –International and Technological Environment.		
<b>Unit-II:</b>		
A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Settings - Out Patient services– Medical Services – Surgical Services – Operating department – Paediatric services – Dental services – Psychiatric services –Casualty & Emergency services – Hospital Laboratory services – Anaesthesia services – Obstetrics and Gynecology services –Neuro – Surgery service – Neurology services.		
<b>Unit-III:</b>		
Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy		
<b>Unit-IV:</b>		
Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems		
<b>Unit-V:</b>		
Epidemiology – Aims – Principles – Descriptive, Analytical and Experimental Epidemiology - Methods – Uses		
<b>Case study and Observation Reports are compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student can understand and analyse the business environment of a hospital in different perspectives.</li> <li>2. Student would be able to handle a hospital offering multiple services such as surgical, paediatrics, dental, psychiatric, etc.</li> <li>3. Able to distinguish between preventive and curative care and Roles of healthcare personnel.</li> <li>4. Student equip skills to manage a teaching hospital with adequate knowledge of international health care Institutions and policies.</li> <li>5. Student can grab opportunities in healthcare by applying knowledge of epidemiology, its analysis and uses.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Paul’s, Readings in Economics, Tata McGraw Hill, New Delhi , 1992</li> <li>2. K.V.Ramani.Hospital Management,Pearson publishers,2013.</li> <li>3. Dr. S. Porkodi, International Business Environment Book, Gvph - Publishers &amp; Exporters</li> <li>4. Thomas Bodenheimer , Kevin Grumbach ,Understanding Health Policy: A Clinical Approach, 6th Edition, Jenson Books Inc</li> <li>5. Peter,Z&amp; Fredrick, B.,Health Economics, Oxford Pub., New York, 1997</li> <li>6. Shanmugansundaram, Y., Health Economics, Oxford Pub. New York, 1997</li> <li>7. Mills, A &amp; Lee, K., Economics of Health, OUP, Oxford, 1983.</li> <li>8. K Park Park’s , Text Book of Preventive and Social Medicine. WHO Publications on International Vaccination.</li> </ol>		

## HM-402 LEGAL AND ETHICAL ISSUES IN HEALTH CARE SERVICES

Credits :4	Theory : 4 Hours	Tutorials : __ Hours
Max. Marks :100	External : 70 Marks	Internal : 30 Marks

<b>Course Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To familiarize students with Medico-legal laws and governing bodies.</li> <li>2. To understand medical related Acts, policies, G.O's etc.</li> <li>3. To understand laws pertaining to hospitals and health</li> <li>4. To equip skills in handling MLC cases and Mass Causalities.</li> <li>5. To understand laws pertaining pharmacy management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Establishment, Registration and Regulation of Health care Organization Registration and regulation of health care organization under Andhra Pradesh - Private Medical Care Establishment Act 2002; (License / Approval / Registration / certification / agreements / submissions).		
<b>Unit-II:</b>		
Laws pertaining to health: Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994, Central Births and Deaths Registration Act, 1969- Recent amendments -Medical Termination of Pregnancy Act, 1971(MTP). Pollution Control Act -Bio medical Waste Management Act.		
<b>Unit-III:</b>		
Liability of hospitals: Right to information Act with reference to medical and health issues, Violence against medical professionals and hospital staff is punishable, Exception from Consumer court(Code of Conduct of Doctors)		
<b>Unit-IV:</b>		
Medical legal issues: Medical Negligence - Medico Legal Case &Medico legal issues: Police Investigation& giving evidence, Euthanasia (mercy killing), Dying Declaration.		
<b>Unit-V:</b>		
Consumer protection Act-1986, Consumer protection Act -relating to drugs. Law pertaining to Manufacture and sale of Drugs: Drugs and Cosmetics Acts- 1940. Drug licensing Act, Pharmacy Act-1948, Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954.		
<b>Case/ Observation Report</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students gain knowledge in areas of hospital, medical and legal aspects of clinical establishment for better administration.</li> <li>2. Students are able to understand different laws pertaining to healthcare.</li> <li>3. Students learn the liabilities of hospitals and regulatory approaches.</li> <li>4. Students have a better understanding and can discriminate medical legal issues in hospitals/healthcare.</li> <li>5. Students gain knowledge about drug manufacturing and licensing Acts and its applicability.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. R.K.Chowbe, Consumer protection and the medical profession, Jaypee publishing house, New Delhi.</li> <li>2. George D Pozgar (2012), Legal Aspects of health care administration, Jones and Bartlett Learning.</li> <li>3. Frengen.B. (2012), Medical law and ethics, Prentice Hall of India, New Delhi.</li> <li>4. Arun Kumar(ed), Encyclopedia of hospital administration and development, Anmol Publications, New Delhi,2001</li> <li>5. Syed Amin Tabish, Hospital and Health Services Administrative Principles and Practice, Oxford Publishers, New Delhi,2001.</li> <li>6. Chaubey.P.C, Medical Ethics, Health legislation and patient care in India, Published by Saurabh publishers, A-64,Defence colony. New Delhi-110024.</li> </ol>		

## HM 403: MEDICAL AUDIT AND QUALITY MANAGEMENT IN HOSPITALS

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : __ Hours</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

### Objectives:

1. To introduce the student to the concept and practice of Quality Management and control in hospitals
2. To familiarize the students with various audit/accreditation bodies for standardization.
3. To train students about Patient care management.
4. To train the students for developing quality control assessing tools.
5. To emphasize on the importance of documentation for quality system.

### SYLLABUS

#### Unit-I:

Quality in healthcare: Dimensions of Quality in health care, Evolution of Quality concepts - Need and Importance of Quality Circles.

#### Unit-II:

Quality planning and control: TQM in hospitals. Need to Improve Quality service in hospitals. NABH accreditation. Audit Committee. Need for Documentation in Quality Management-Quality Manual

#### Unit-III:

**Systems approach to Quality:** ISO Certificate benefits, Introduction to ISO 9001 :2008 CERTIFICATE. Internal audits (cycle) in hospitals, Clinical Audit-Process of quality audits in clinical and Non clinical departments.

#### Unit-IV:

Hospital planning for improvement in service: Patient Safety Management Program. Infection Control Program in hospitals. Equipment Management.

#### Unit-V:

**Quality Tools:** 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

### Case/ Observation Report

#### Outcomes

1. Students' gains knowledge about Quality concepts in healthcare service delivery.
2. Students learn about quality planning and control procedures.
3. Students gain knowledge about various quality management approaches.
4. Students exhibit the knowledge of Indicator wise Performance Evaluation (quality assessment and control process in hospital service).
5. Student learn quality management techniques.

#### References :

1. Joan rantorLiebley, Ruth Eller Louvine, Jeffrey Rothman, Management Principles for Health Professionals. 2nd edition (1992) –, Aspex publication, Gaithersburg. MaryInd.
2. G. Venkatesan, Principles of Management, J.J. Publisher (Madurai),1994.
3. Elaine Lynnela Monica and Philip Ian Morgan, Management in Health Care – A Theoretical and Experiential approach, Macmillan publishers,1997.
4. Harold KonntzWeihrich, Essentials of Management, Tata McGraw Hil – Fifth Edition.
5. McCall Haven, Risk Management Approaches Used in Us Hospitals - A Literature ReviewPaperback – Import, 14 Aug 2013.

## HM-404 HOSPITAL INFORMATION SYSTEM

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To familiarise students in different software applications available in hospitals.</li> <li>2. To acquire knowledge on database management (HIS) and use it further for delivery/analysis.</li> <li>3. To understand and analyse the legal and ethical issues pertaining to medical records.</li> <li>4. To equip skills to understand importance of documentation and inventory management.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Computers /IT Department -Information Needs-Security, Availability & Integrity- Storage and retrieval of information- in hospitals.		
<b>Unit-II:</b>		
Medical Records - Confidentiality, Security and Retention of Medical Records -Medical Audit Committee-Issue of Medical Records - Retention and Destruction of Medical Records -safety and security of offsite Medical Records store - Discharge Record and Completion of Deficiency – Functions of the paper record –law-advantages and disadvantage.		
<b>Unit-III:</b>		
Software application in health care and hospital, Functions of applications in Clinical – Non clinical departments. Electronic medical records. PACTS-Patient allied Care Team.		
<b>Unit-IV:</b>		
MIS in hospitals – patient data base –medical service data base –resource planning and control -Medical case history database-The back-office applications- HR – billing – recovery –inventory control –financial accounting- Business intelligence reports – Operational		
<b>Unit-V:</b>		
Practical's on MIS in hospitals –Profit analysis – vendor analysis –patient satisfaction index- business stream analysis –operational statistics.		
<b>Case study and Observation Report is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students understand the importance of healthcare data Confidentiality, Security and retrieval.</li> <li>2. Students explore different types of record and integrate database management.</li> <li>3. Students will be able to differentiate and link between importance of Clinical and Non clinical documentation.</li> <li>4. Students imbibe application knowledge about use of MIS with Hospital database.</li> <li>5. Students are able to analyze and understand areas needed to be improved with quality management.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. J.D.Gupta, Hospital Administration and Management a Comprehensive Manual, Jayapee Medical publishers(P Ltd), Ausasi road, New Delhi</li> <li>2. Anil Kumar Saini,Management Information system(MIS)in Health care,Pblished by Deep and deep publications pvt ltd,F-159,RafousiGardens,New Delhi-110002</li> <li>3. A.V.Srinivasan(Ph.D),Managing a Modern hospital(Ed),Published by response books-a division of Sage Publications India (pvt. Ltd),M-32,Market Greater Kailash-1,New Delhi-110048</li> <li>4. EDNA K,Huiffman, RRA, Health Information management ,Published by Physicians Record Company,BERWYN-ILLINOIS-USA.</li> <li>5. Mr.Rupnarayan Bose, An Introduction to Documentary Credits, Published by Macmillan India Ltd.</li> </ol>		

## HM 405: HOSPITAL WASTE MANAGEMENT

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials :-</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the different types of hospital hazards and its impact.</li> <li>2. To gain knowledge about the principles of hospitals hazards management.</li> <li>3. To learn about the ways to control hospital acquired infection.</li> <li>4. To know about the management of biomedical waste.</li> <li>5. To study about the disposal of human waste and sewage.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Hospital Hazards: Meaning – Types – Physical–Biological Mechanical – Psychological – Its Impact on Employees – Preventive measures.		
<b>Unit-II:</b>		
Hospital Hazards Management: Meaning – Need – Principles – Purpose.		
<b>Unit-III:</b>		
Control of Hospital Acquired Infection: Types of Infection – Common Nosocomial Infection and their Causative Agents – Prevention of Hospital Acquired Infection – Role of Central Sterile Supply Department – Infection Control Committee – Monitoring and Control or Cross-Infection – Staff Health.		
<b>Unit-IV:</b>		
Biomedical Waste Management: Meaning – Categories of Biomedical wastes – Disposal of biomedical waste products – Incineration and its importance – Standards for Waste Autoclaving, Micro Waving and Deep Burial – Segregation – Packaging – Transportation –Storage.		
<b>Unit-V:</b>		
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.		
<b>Case study is compulsory</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to categorize hazardous bio medical waste based.</li> <li>2. The student will be able to adopt measures to minimize the impact of hospital hazards on employees.</li> <li>3. Exhibit basic knowledge on Principles of BMW management.</li> <li>4. The student can take appropriate steps to control nosocomial infection to patients as well as cross infection to hospital staff.</li> <li>5. The student will be able to undertake appropriate measures for disposal of biomedical and human waste.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.</li> <li>2. Mohd Faisal Khan, Hospital Waste Management: Principles and Guidelines Hardcover – 2004.</li> <li>3. Shishir Bashkar, Hospital Waste Management, Agsar Paperback – 2009.</li> </ol>		

**BA 302 BUSINESS ANALYTICS**  
**Business Analytics and R programming**

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 50 Marks</b>	<b>Internal : 20 Marks + 30 Practical</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand business analytics and its importance</li> <li>2. To know the domains of Business Analytics.</li> <li>3. To be acquainted with the basics of R programming</li> <li>4. To understand the functions in R</li> <li>5. To understand Data visualization</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Introduction to Business Analytics:</b> Introduction to Business Analytics – What is Business Analytics, Examples of Applications, Scope of Business Analytics, Data for Business Analytics, Models in Business Analytics, Business Analytics Process, Business Analytics Vs Data Science , Benefits of Business Analytics, Importance of Business Analytics , Skills required for Business Analyst		
<b>Unit-II:</b>		
<b>Business Analytics Domains:</b> Domains of Business Analytics - Marketing analytics, Financial Analytics, HR Analytics , Health Care Analytics, Supply Chain Analytics and analytics for government and non-profit organizations, Sports analytics and Web analytics.		
<b>Unit-III:</b>		
<b>Basics of R programming:</b> Basics of R programming - Installing R, Installing R Studio ,Installing R Packages – Assigning Values, Creating Vectors, Sequences, Data Types - Data Frames, Vectors - Vectors: Numeric, Characters, and Logical, Factors, Lists, Matrices ; Functions – sort, order , max, which.max, rank, Vector Arithmetics, Subsetting with logicals ,which, match , %in% , Descriptive Analytics – mean, mode, median, quantiles, range, standard deviation – Importance of Descriptive Analytics		
<b>Unit-IV:</b>		
<b>Functions in R Programming:</b> Conditional Expressions, Defining functions, for loop, tidyverse – Manipulating dataframes – Adding a column with mutate, Subsetting with filter ,Selecting columns with select , The pipe %>%, Summarizing data,Pull, group_by, Sorting data frames, Nested sorting, top n, Importing data		
<b>Unit-V:</b>		
<b>Data Visualization using R programming:</b> Introduction to Data Visualization – What is Data Visualization? Data Visualization – Importance and Benefits – Data Visualization in practice - Basic plots – plot, hist, boxplot, image, scatter plot, ggplot2		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Realize the importance of Business Analytics in today’s context.</li> <li>2. Understand the domains of business analytics</li> <li>3. To apply Basic R programming in Business Analytics</li> <li>4. To use functions in R and understand their importance</li> <li>5. Realize the importance of Data Visualization and practical application using R programming</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Business Analytics Using R - A Practical Approach - Dr. Umesh R. Hodeghatta and Umesha Nayak</li> <li>2. Introduction to Data Science – Rafael A. Irizarry</li> <li>3. Essentials of business analytics, Cochran, Anderson, Williams and others, Cengage learning publication.</li> </ol>		

**Recommended Course for this Semester - Data Science: R Basics** by Harvard University and edx on the website – [www.edx.org](http://www.edx.org)

## Business Analytics and R programming Lab

### Programs for Lab

1. Write a program to install R package
2. Write a program to learn implementing expressions in R
3. Write a program to print sum of first n numbers by inputting the value of n
4. Write a R program to implement Data Frames
5. Write a R program to implement Lists
6. Write a R program to implement Matrices
7. Write a R program to implement Vectors
8. Write a R program for sorting
9. Write a R program for ordering
10. Write a R program to find the maximum of a series
11. Write an R program to find rank for a series
12. Write an R program for Vector Arithmetic
13. Write an R program to subset with logicals
14. Write an R program to demonstrate the use of “which”
15. Write an R program to demonstrate the use of “max”
16. Write an R program to demonstrate the use of “%in%”
17. Write an R program to implement Descriptive Analytics
18. Write an R program to implement Conditional Expressions
19. Write an R program to demonstrate the use of for loop
20. Write an R program to add a column with mutate
21. Write an R program to demonstrate the use of filter
22. Write an R program to select columns using select command
23. Write an R program to demonstrate the use of pipe %>%
24. Write an R program to summarize data
25. Write an R program to pull data
26. Write an R program to implement the usage of group\_by
27. Write an R program for sorting data frames
28. Write an R program for Nested Sorting
29. Write an R program for selecting the top n
30. Write an R program to import Data
31. Write an R program to demonstrate the usage of plot
32. Write an R program to demonstrate the usage of hist
33. Write an R program to demonstrate the usage of boxplot
34. Write an R program to demonstrate the usage of image
35. Write an R program to demonstrate the usage of scatterplot
36. Write an R program to demonstrate the usage of ggplot2

## BA 303 DESCRIPTIVE AND PREDICTIVE ANALYTICS USING MS-EXCEL

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 50 Marks</b>	<b>Internal : 20 Marks+30 Practical</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To know the different types of data and data manipulation if MS-Excel.</li> <li>2. To know the techniques of data visualization.</li> <li>3. To know the different descriptive statistics used to describe the data.</li> <li>4. To learn about the tools used to measure the association between two quantitative variables.</li> <li>5. To learn about the techniques of forecasting.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<p><b>Data and data modification:</b> Population and Sample, Types of data- quantitative and categorical data, cross sectional, time series data, Panel data, and sources of data.</p> <p>Modifying data in Excel, sorting and filtering of data, conditional formatting of data, creating distributions from data, frequency distributions from categorical data, relative frequency and percent frequency distributions, frequency distributions for quantitative data, histograms and cumulative frequency distributions.</p>		
<b>Unit-II:</b>		
<p><b>Data visualization:</b> Tables, cross tabulation and pivot tables in Excel, scatter plots, line charts, bar charts and column charts, pie charts and additional charts for multiple variables.</p>		
<b>Unit-III:</b>		
<p><b>Descriptive Statistics:</b> Arithmetic mean, median, mode, geometric mean, range, variance, standard deviation, coefficient of variation, percentiles, quartiles, Z scores, box plots, Scatter charts, covariance and correlation coefficient.</p>		
<b>Unit-IV:</b>		
<p><b>Regression Analysis:</b> Regression model and regression equation, least squares method to estimate regression parameters, Excel chart tools to compute estimated regression equation.</p> <p>Multiple regression model, least squares method and multiple regression, using Excel regression tool to develop estimated multiple regression equation. Testing for an overall regression relationship.</p>		
<b>Unit-V:</b>		
<p><b>Time series analysis and forecasting:</b> Time series patterns, trend, seasonal and cyclical variation patterns, moving averages and exponential smoothing forecast accuracy, using regression analysis for forecasting.</p>		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Will be able to carry out modifications of data in Excel.</li> <li>2. Will be able to display data using charts and graphs.</li> <li>3. Will be able to compute various statistical measures to describe the data.</li> <li>4. To use regression analysis for prediction.</li> <li>5. To use forecasting techniques for future predictions.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Essentials of business analytics, Cochran, Anderson, Williams and others, Cengage learning publication.</li> <li>2. Business analytics – A consumer centric approach, Sandhya Kuruganti and Hindol Basu, Mac Graw Hill publishers.</li> <li>3. Business analytics principles concepts and applications, Marc J. Schniederjans Dara G. Schniederjans Christopher M. Starkey, Pearson education publication.</li> <li>4. Statistics made simple Do it yourself on PC. KVS Sharma, Prentice Hall of India.</li> </ol>		

## **LIST OF PRACTICALS FOR RECODRD WORK**

**(Marks: 30)**

### **(Descriptive and Predictive analytics Using MS-Excel)**

1. Prepare Histograms for the given data set by using Excel and interpret the results accordingly.
2. Prepare Frequency polygon and frequency curve for the given data set and interpret the results accordingly.
3. Prepare various diagrams like Pie chart, line chart etc., for the given data sets by using Excel and interpret the results accordingly.
4. Prepare Cross tabulation and Pivot table for the given data sets by using Excel and interpret the results accordingly.
5. Finding out the descriptive statistics for the given data set by using Excel and interpret the results accordingly.
6. Finding out the correlation coefficient and draw the scatter charts for the given data sets and interpret the results.
7. Finding out the linear regression equation for the given data set by using Excel and interpret the regression coefficients.
8. Finding out the Multiple regression for the given data set by using Excel and interpret the results accordingly.
9. Finding out the Moving averages for the given data set by using Excel and interpret the results accordingly.
10. Finding out the Trend values for the given data set by using Excel and interpret the results accordingly.

## BA 304 ECONOMIC FORECASTING

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To enable the students to understand about basics of time series data</li> <li>2. To enable the students to analyze the data using various quantitative models</li> <li>3. To forecast using time series data</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Time Series Analysis :</b> Introduction – Stationary Stochastic Process – Non-Stationary Stochastic process and unit Roots – Test for Unit Roots in Economic Data – The Dicky – Fuller Test – Cointegration – Testing for Cointegration - VAR, ARCH and GARCH models.		
<b>Unit-II:</b>		
<b>Linear Time Series Models :</b> Univariate Time Series Models – Moving Average Models – Auto Regressive Moving Average Methods – ARIMA Models.		
<b>Unit-III:</b>		
<b>Quantitative and Limited Dependent variables Models:</b> Binary Choice Models – Linear probability Model, Probit Model and Logit Models – Censored and Truncated Regression Models.		
<b>Unit-IV:</b>		
<b>Forecasting :</b> Nature and Uses of Forecasts – Forecasting with a Single Equation Linear Regression Model – Forecasting with a Multi Equation Econometric Model – Testing the difference between single prediction and Realization – Evaluation of the Forecasting Power of a Model – Unconditional Forecasting – Forecasting with Serially correlated Errors – Conditional Forecasting.		
<b>Unit-V:</b>		
<b>Forecasting by Exponential Smoothing:</b> Single and Double Exponential Smoothing – Host Winters Model – Box-Jen Kins Model.		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>6. Students will gain knowledge about fundamentals of Time series data.</li> <li>7. Students can analyze the data using various quantitative methods.</li> <li>8. Students can forecast the time series data</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Koutsoyiannis, A : Theory of Econometrics, The Mac Millan Press Ltd.</li> <li>2. Maddala, G.S : Econometrics, Mc Graw Hill Book Company.</li> <li>3. Robert S. Pindy CK &amp; Daniel L. Rubinfeld : Econometric Models and Economic</li> <li>4. Forecasts, Mc Graw Hill Book Company.</li> <li>5. Francis Diabold: Elements of Forecasting, South Western College Publishing.</li> <li>6. Harnilton, J.D. : Time Series Analysis, Princeton, N.J, Princeton University Press.</li> </ol>		

## BA 305 FINANCIAL TIME SERIES ANALYSIS

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To impart knowledge on various linear time series analysis models.</li> <li>2. To equip the students with the various heteroskedastic models.</li> <li>3. To familiarise the students with multivariate time series models.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Financial time series and their characteristics-</b> Asset returns, distributional properties of returns, empirical properties of returns.		
<b>Unit-II:</b>		
<b>Linear time series analysis and its applications-</b> Simple auto regressive models (AR models), simple moving average models (MA models) , Simple ARMA models and seasonal models.		
<b>Unit-III:</b>		
<b>Conditional heteroskedastic Models and their applications-</b> the ARCH model, the GARCH model, the exponential GARCH model.		
<b>Unit-IV:</b>		
<b>Multivariate Time series analysis and its applications-</b> Vector Autoregressive models, cointegrated vector models, forecasting of cointegrated vector models.		
<b>Unit-V:</b>		
<b>Markov Chain Monte Carlo methods with applications-</b> Markov chain simulation, linear regression with time series errors, stochastic volatility models, forecasting and other applications.		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students gain knowledge on properties of financial time series.</li> <li>2. Students can analyse the dynamic structure of the financial time series through various linear time series models.</li> <li>3. Students eliminate heteroskedasticity in the time series.</li> <li>4. Students can apply various multivariate series models to forecast future values.</li> <li>5. Students can apply Monte Carlo methods to obtain information about distributions.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Ruey S Tsay, Analysis of Financial Time series, Wiley Interscience.</li> <li>2. Ruey S Tsay, An introduction to analysis of financial data with R, John Wiley publication.</li> <li>3. Nagai Hang Chan, Time series Applications to finance, John Wiley publication.</li> </ol>		

**BA 402 BUSINESS ANALYTICS - MINING AND MODELING**

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 50 Marks</b>	<b>Internal : 20 Marks+30 Internal</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand the importance of Business Analytics – Mining and Modeling in the present scenario</li> <li>2. To be acquainted with Probability, Exploratory and Data Visualization Techniques in R.</li> <li>3. To understand and implement Linear Regression in R</li> <li>4. To understand and implement Logistic Regression in R</li> <li>5. To understand and implement concepts in the latest development areas of Business Analytics</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>INTRODUCTION TO BUSINESS ANALYTICS AND DATA MINING MODELING</b> - Importance of Business Analytics in present scenario– Application in Industry – Data Mining – Need and Importance – Application of Data Mining in Industry - Modeling – Need and Importance – Application of Data Modeling in Industry		
<b>Unit-II:</b>		
<b>R SOFTWARE</b> : – R Basics , Probability, Exploratory and Data Visualization Techniques in R		
<b>Unit-III:</b>		
<b>Standard Linear Regression</b> – Understanding of Linear Regression, Practical Examples, Estimation in R , Examples of Standard Linear Regression in R – Modeling using Linear Regression in R.		
<b>Unit-IV:</b>		
<b>Logistic Regression</b> - Understanding of Logistic Regression, Practical Examples, Estimation in R , Examples of Standard Logistic Regression in R – Modeling using Logistic Regression in R.		
<b>Unit-V:</b>		
<b>Other Aspects of Modeling</b> - Naïve Bayesian Analysis, Discriminant Analysis, Decision Trees , Neural Networks , Latest Development Areas of Business Analytics		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Realize the importance of Business Analytics - Mining and Modeling in the present scenario.</li> <li>2. Implement Probability, Exploratory and Data Visualization in R</li> <li>3. Implement Linear Regression in R</li> <li>4. Implement Logistic Regression in R</li> <li>5. Understand and be acquainted with the latest development areas of Business Analytics</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1) DATA MINING FOR BUSINESS ANALYTICS - Concepts, Techniques, and Applications in R(2018) Galit Shmueli Peter C. Bruce Inbal Yahav Nitin R. Patel Kenneth C. Lichtendahl, Jr.</li> <li>2) Data Mining and Business Analytics with R(2013) by Johannes Ledolter</li> <li>3) Business Analytics – D Bag first published 2017 by Routledge</li> </ol>		

## **BUSINESS ANALYTICS - MINING AND MODELING LAB**

### **Programs for Lab**

- 1) Write an R program to implement Probability functions in R
- 2) Write an R program to implement Data Visualization
- 3) Write an R program to implement Linear Regression
- 4) Write an R program to implement Logistic Regression
- 5) Think of programs and write programs in R which can implement Analytics in Marketing
- 6) Think of programs and write programs in R which can implement Analytics in HR
- 7) Think of programs and write programs in R which can implement Analytics in Finance.
- 8) Think of programs and write programs in R which can solve business problems.

## BA 405 Business Analytics Applications

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To understand importance of Business Analytics Domains</li> <li>2. To know about Marketing Analytics and implementation</li> <li>3. To know about HR Analytics and implementation</li> <li>4. To know about Financial Analytics and implementation</li> <li>5. To know about Supply Chain Analytics and implementation</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Business Analytics Domains:</b> Business Analytics Applications in Various Domains - Marketing Analytics, Financial Analytics, HR Analytics , Health Care Analytics, Supply Chain Analytics , Analytics for Government and Non-Profit Organizations, Sports analytics and Web analytics.		
<b>Unit-II:</b>		
<b>Marketing Analytics:</b> Introduction to Marketing Analytics, Improving the Marketing Process with Analytics, Text Analytics , Utilizing Data to Improve Marketing Strategy , Measuring Brand Value, Calculating Brand Value, Customer Lifetime Value (CLV), Calculating CLV, Applying the CLV Formula: Netflix, Using CLV to Make Decisions: IBM, Transformation of Marketing at the Ohio Art Company		
<b>Unit-III:</b>		
<b>HR Analytics:</b> Introduction to HR Analytics, HR Metrics, HR Metrics Life Cycle, Performance Evaluation, Staffing Analytics , Using Data Analysis to Predict Performance, Talent Analytics: Navigating the Challenges of Talent Analytics, HR Metrics Dashboards and Trends		
<b>Unit-IV:</b>		
<b>Financial Analytics:</b> Introduction to Financial Analytics, Business Forecasting and Time Series Data, Forecasting Performance Measurements, Forecasting Models, Stationarity and ARIMA Model, Modern Portfolio Theory and Algorithmic Trading, Applying Data Analytics in Finance		
<b>Unit-V:</b>		
<b>Supply Chain Analytics:</b> Introduction to Supply Chain Analytics, Competitive Analysis and Benchmarking, Inventory & Shipping Cost Estimates, Store Operations, Customer Experience & Shipping , Applying Analytics in Supply Chain		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Realize the importance of Business Analytics in various domains.</li> <li>2. Understand Marketing Analytics and Applications</li> <li>3. Understand HR Analytics and Applications</li> <li>4. Understand Financial Analytics and Applications</li> <li>5. Understand Supply Chain Analytics and Applications</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Marketing Analytics: A Practical Guide to Real Marketing Science by Mike Grigsby</li> <li>2. HR Analytics in Practice - By Valued Acer Customer</li> <li>3. Logistics, Supply Chain and Financial Predictive Analytics – By Kusum Deep &amp; Madhu Jain &amp; Said Salhi</li> </ol>		

## BA 404 MARKETING ANALYTICS

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To equip the students with necessary knowledge and skills to perform marketing analytics.</li> <li>2. To enhance the decisionmaking skills of the students by practicing data driven decision making.</li> <li>3. To make the students to perform retail analytics and digital marketing analytics.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to Marketing Analytics: Meaning, Significance – Marketing Research Process, Types of Marketing Research - Applications of Business Analytics in Marketing: Descriptive Analytics, Diagnostic Analytics, Predictive Analytics, Prescriptive Analytics, Cognitive Analytics.		
<b>Unit-II:</b>		
Sales Forecasting - Quantitative Methods – Linear Regression, Multiple Regression Applications. New Product Decisions – Pricing Decisions.		
<b>Unit-III:</b>		
Market Segmentation – Applications of Cluster Analysis – Calculating Customer Lifetime Value – Customer Analysis: Customer Needs & Wants, Customer Tastes & Preferences – Applications of Principle Component Analysis.		
<b>Unit-IV:</b>		
Retail Analytics: Retail Floor Performance, Retail Sales People Performance, Category Performance, Sales Promotion Performance.		
<b>Unit-V:</b>		
Digital Marketing Analytics: Google Analytics, Web traffic – SEO and SEM performance – SMM Performance – Pay Per Click Advertising / Online Advertising.		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students are able to understand various types of marketing analytics for decision making.</li> <li>2. Students are able to perform quantitative sales forecasting, decision analysis for new products and its pricing.</li> <li>3. Students can perform market segmentation, calculation of customer lifetime value and customer analysis.</li> <li>4. Students can perform retail analytics for better retail performance of the products.</li> <li>5. Students can perform digital marketing analytics to evaluate the performance of various digital marketing tools.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Wanya L Winston, “Marketing Analytics”, Wiley Publishers, 2018.</li> <li>2. Mike Grigsby, “Marketing Analytics”, Kogan Page, 2020.</li> </ol>		

## BA 405 HR Analytics

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To give knowledge in theory, concepts, and business application of human resources research, data, metrics, systems, analyses, and reporting.</li> <li>2. To understand of how HR function adds value and demonstrates the value in business terms.</li> <li>3. To know the best practices using HR analytics to support data-driven decision making.</li> <li>4. To gain knowledge in identifying HR benchmarks and metrics relevant to organisation's mission and goals</li> <li>5. Formulate decisions about human resource initiatives using data-based reasoning and analysis.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Introduction to HR Analytics: Basics of HR Analytics, what is Analytics, Evolution of HR Analytics, Application of HR analytics.		
<b>Unit-II:</b>		
HRA Frameworks: Current approaches to measuring HR, Strategic HR Metrics versus Benchmarking, HR Scorecards & Workforce Scorecards. HR Maturity Framework: HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. Diversity Analysis: Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles		
<b>Unit-III:</b>		
Recruitment and Selection Analytics: Evaluating Reliability and validity of selection models, Finding out selection bias, Predicting the performance and turnover.		
<b>Unit-IV:</b>		
Performance Analysis: Predicting employee performance, Training requirements, evaluating training and development, Optimizing selection and promotion decisions		
<b>Unit-V:</b>		
HR Metrics : Defining metrics, Demographics, data sources and requirements, Types of data, tying data sets together, Difficulties in obtaining data, ethics of measurement and evaluation. Human capital analytics continuum.		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. The student will be able to develop HR analytics, and the ability to track, store, retrieve, analyse and interpret HR data to support decision making.</li> <li>2. The student will use applicable benchmarks/metrics to conduct research and statistical analyses related to Human Resource Management</li> <li>3. The student can gain the capability to apply the relevant software to record, maintain, retrieve and analyse human resources information (e.g., staffing, skills, performance ratings and compensation information).</li> <li>4. The student able to apply quantitative and qualitative analysis to understand trends and indicators in human resource data; understand and apply various statistical analysis methods.</li> <li>5. The student can demonstrate how to connect HR results to business results</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Predictive analytics for Human Resources, Jac Fitz-enz, John R. Mattox, II, Wiley, 2014.</li> <li>2. Human Capital Analytics: Gene Pease Boyce Byerly, Jac Fitz-enz, Wiley, 2013.</li> <li>3. The HR Scorecard: Linking People, Strategy, and Performance, by Brian E. Becker, Mark A. Huselid, Mark A Huselid, David Ulrich, 2001.</li> <li>4. HR Analytics: The What, Why and How, by Tracey Smith</li> <li>5. Human Resource Analytics: Theory And Application Techniques 1St Edition by Swati Dhir Suparna Pal, CENGAGE INDIA.</li> <li>6. HR Analytics: Understanding Theories and Applications Paperback – 1 May 2017 by <b>Dipak Kumar Bhattacharyya (Author)</b>.</li> </ol>		

## BA 405 FINANCIAL TIME SERIES ANALYSIS

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>4. To impart knowledge on various linear time series analysis models.</li> <li>5. To equip the students with the various heteroskedastic models.</li> <li>6. To familiarise the students with multivariate time series models.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Financial time series and their characteristics-</b> Asset returns, distributional properties of returns, empirical properties of returns.		
<b>Unit-II:</b>		
<b>Linear time series analysis and its applications-</b> Simple auto regressive models (AR models), simple moving average models (MA models) , Simple ARMA models and seasonal models.		
<b>Unit-III:</b>		
<b>Conditional heteroskedastic Models and their applications-</b> the ARCH model, the GARCH model, the exponential GARCH model.		
<b>Unit-IV:</b>		
<b>Multivariate Time series analysis and its applications-</b> Vector Autoregressive models, cointegrated vector models, forecasting of cointegrated vector models.		
<b>Unit-V:</b>		
<b>Markov Chain Monte Carlo methods with applications-</b> Markov chain simulation, linear regression with time series errors, stochastic volatility models, forecasting and other applications.		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>6. Students gain knowledge on properties of financial time series.</li> <li>7. Students can analyse the dynamic structure of the financial time series through various linear time series models.</li> <li>8. Students eliminate heteroskedasticity in the time series.</li> <li>9. Students can apply various multivariate series models to forecast future values.</li> <li>10. Students can apply Monte Carlo methods to obtain information about distributions.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>4. Ruey S Tsay, Analysis of Financial Time series, Wiley Interscience.</li> <li>5. Ruey S Tsay, An introduction to analysis of financial data with R, John Wiley publication.</li> <li>6. Nagai Hang Chan, Time series Applications to finance, John Wiley publication.</li> </ol>		

## LOGISTICS AND SUPPLY CHAIN MANAGEMENT

### LS 302: PRINCIPLES OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To impart the basic conceptual knowledge on logistics and supply chain management;</li> <li>2. To give an overall scenario of logistics and supply chain management practices at national and international level;</li> <li>3. To develop the students to understand the concept of sourcing, the role of vendors and vendor analysis;</li> <li>4. To impart the knowledge on measuring supply chain and logistics performance.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>OVERVIEW OF LOGISTICS:</b> Meaning & Significance of Logistics - Role of Logistics in Economy/Business - Functions of the Logistics system-In-bound and Out-bound logistics – Components of Logistics Management. Global logistics and Supply Chains.		
<b>Unit-II:</b>		
<b>SUPPLY CHAIN MANAGEMENT:</b> Introduction to Supply chain management - Definition, objectives - functions of Supply chain and drivers - Lack of supply chain coordination and the Bullwhip effect – Obstacle to coordination– Continuous replenishment and Vendor managed inventories – Collaborative planning, Forecasting and Replenishment.		
<b>Unit-III:</b>		
<b>INVENTORY AND WAREHOUSING:</b> Demand forecasting -- Strategic sourcing --Inventory management-Concept and Types of Inventory, Functions of Inventory -Elements of Inventory Costs, – The Sourcing Process , Prime sources of supplier information, Industry Best Practices - Warehousing Functions.		
<b>Unit-IV:</b>		
<b>LOGISTICS ADMINISTRATION:</b> Trends of Logistics & Supply Chain Management, Logistics Service Provides (LSP), Supply chain integration -Role of 3 PL and 4 PL - Order Fulfillment-Financial Flow in Supply Chain, Reverse Logistics - Logistics information system		
<b>Unit-V:</b>		
<b>LOGISTICS &amp; SUPPLY CHAIN PERFORMANCE:</b> Measuring Supply chain & Logistic performance - Financial issues in Logistics - Logistics and Customer Service. Integrated IT solutions for Logistics and Supply Chain.		
<b>Case study is compulsory (may be from any of the units)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>6. Student will get the conceptual knowledge on logistics systems and components;</li> <li>7. Student gains inputs on different activities in supply chain management;</li> <li>8. Student will be able to analyse different vendors on different parameters;</li> <li>9. Student can integrate different logistical operations to provide better customer service;</li> <li>10. Student can understand and measure supply chain and logistics performance.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Douglas W Lambert, "Fundamentals of Logistics Management, 10th Edition.2003 REFERENCE BOOKS:</li> <li>2. Pramod Rao, "Logistics Management", 11th Edition, 2007. 2. John W Langford, "Logistics: Principles &amp; Applications", 8th Edition, 1995.</li> <li>3. Martin Christopher, "Logistics &amp; Supply Chain Management", 9th Edition, 2010.</li> </ol>		

**LS 303: EXPORT IMPORT MANAGEMENT AND DOCUMENTATION**

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To provide good knowledge on export – Import management concepts;</li> <li>2. To impart knowledge on export and import documentation;</li> <li>3. To provide insights on different sources of export and import finance;</li> <li>4. To impart knowledge on legalities of export and imports and the role of clearing and forwarding Agents.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<b>Export Import Management: Need and importance of International Trade</b> – Recent Trends in World Trade – Leading players – India’s Foreign Trade – Commodity composition and Destination – India’s position in World merchandise trade and services.		
<b>Unit-II:</b>		
<b>Export Procedure: Starting an export firm</b> – Selection of an export product – Market selection –Buyer selection - Registration procedure with Sales Tax, Central Exercise and various Boards and councils – Exim code number – Elements of export contract- Incoterms – Terms of payment and Letter of Credit.		
<b>Unit-III:</b>		
<b>Export Documentation: Types of documents-</b> Commercial invoice, shipping bill, Certificate of origin, Consular invoice, Bill of lading, GR form. Transport documents, Bill of entry, Certificate of inspection, Certificate of measurement, Freight Declaration and Insurance documents.		
<b>Unit-IV:</b>		
<b>Export Finance: Sources of Finance</b> –Bank Credit, Factoring, forfaiting and Counter trade. Role of commercial bank, EXIM Bank– Export promotion Schemes.		
<b>Unit-V:</b>		
<b>Import Procedure and Documentation: Global sourcing</b> – Types of global procurement – Tender – Negotiation – Contract and others – Customs regulations and import clearance formalities – Types of import licenses–Import formalities for 100% EOUs and SEZs.		
<b>Case study is compulsory (may be from any of the units)</b>		
<b>Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Student gains overall scenario of international business and India’s foreign trade;</li> <li>2. Students will be able to design export procedure by following incoterms;</li> <li>3. Student will understand about different documents required for export import operations;</li> <li>4. Student can identify suitable sources of finance to the export import operations;</li> <li>5. Students will be able to design import procedure by following different formalities.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Thomas E. Johnson, “Export/Import Procedures and Documentation”, Amacom; 4th Edition, 2010.</li> <li>2. Rama Gopal, CA.C, “Export Import Procedures - Documentation and Logistics”, New Age International, By: Shri C, 1st Edition, 2006.</li> <li>3. Rai, Ushakiran, “Export Import &amp; Logistic management”, AMACOM publication, 2 nd Edition 1996.</li> </ol>		

## LS 304 LOGISTICS INFRASTRUCTURE

### Objectives:

1. To understand the various operations involved in logistics
1. To develop basics on transportation and infrastructure
2. To understand the infrastructure requirements.

**Unit I Infrastructure:** Salient Features - Importance - Types - Commercialization of Infrastructure - Infrastructure and Environment - Infrastructure and the poor- Policy framework -Indian Scenario - Phases of project development - Slow progress.

**Unit II Technology Infrastructure :**Internet and World Wide Web, internet protocols- FTP, intranet and extranet, Cloud Service Models – SAAS, PAAS, IAAS, Cloud Deployment Models – Public Cloud, Private Cloud, Hybrid Cloud, Auto-Scaling in the Cloud, Internet information publishing technology- basics of web server hardware and software.

**Unit III Transportation Selection** – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness – 3 PL advantages – Indian transport infrastructure – IT solutions – EDI, e-Commerce, eProcurement – Bar Coding and RFID technology.

**Unit IV Storehouse Operations and Control:** Introduction, Objectives, Storehouse Operations and its Objectives, Daily Activities of Stores, Organising a Store, Store Location and Layout, Selecting appropriate storage system, Centralisation, Decentralisation and variety reduction of stores, Store Housekeeping, Stores Accounting.

**Unit V Infrastructure and Layout of Container Terminals:** Infrastructure and layout of container terminals - Berth and quay characteristics- Apron width, quay crane rails - Container yard size, layout and markings - Container Freight Station (CFS) -Gates, offices, maintenance facilities, fencing and traffic control. Types and purpose of equipment used in container terminals - Ship to shore handling equipment - Yard equipment for transfer, storage and delivery - CFS and other terminal equipmentTerminal automation

### References:

- David Simchi, Levi, Philip Kaminsky, Ravi Shankar. (2010). Designing & Managing the Supply Chain: Tata McGraw Hill. 14th Edition.
- JOSHI R. N. (2013). Public Private Partnership in Infrastructure: Perspectives, Principles and Practices: Vision Books. New Delhi. K. Hariharan. (2007).
- Containerization, Multimodal Transport and Infrastructure Development in India: Shroff Publishers and distributors Pvt. Ltd. 5th Edition.

## LS 305 PURCHASE AND VENDOR MANAGEMENT

### Objectives:

1. To understand core tasks and challenges in purchasing
2. To understand the importance of purchasing function as a strategy for an organization
3. To be familiar with the importance of vendor motivation and effective vendor management.

**Unit-I: Purchasing an important function in organization:** Evolution of purchasing, Meaning of Purchasing, purchasing cycle/process, , Purchasing objectives, purchasing principles, Impact of strategic purchasing on profitability, Make or Buy Decisions, centralized vs decentralized sourcing, single sourcing vs multiple sourcing, day-to-day vs long range sourcing, Purchase policy- Rate and Running Contract – Subcontracting- Systems Contract – Stockless purchase – Buying seasonal items – Forward Buying – Hedging – Purchasing Activities – Indent Status – A to Z of Purchase Order – Transportation – Incoming Inspection – Bill settlement – Documentation.

**Unit-II: Sourcing as a Strategy in Purchasing:** The Sourcing Process , Market analysis and supplier research, Prime sources of supplier information, Request for Proposal, terms and condition of purchase, Buying Documentation, Negotiation, Use of IT in sourcing, Global Tenders and E-Procurement, Reverse Auctions, Expanded role of global purchasing, Vendor selection process, Purchase Budgets, Budgetary control, Definition of lead time and its elements, compressing lead time and its benefit

**Unit-III: Vendor Development and Management** Relevance of Good Supplier, Advantages of Good Relations with vendors, The Buyers Role, Role of the Vendor, Relevance of Good Suppliers, vendor rating, Need for vendor rating, Goals of Vendor Rating, vendor rating techniques, Advantages of Vendor Rating , Parameters of Vendor Rating, Developing vendor performance measures, new vendor development process, working with suppliers to manage quality, JIT and TQM in sourcing, Key supplier account management, Vendor relationship management, Negotiation skills, Vendor monitoring, Promoting SME suppliers.

**Unit-IV: Global Trends and Issues in Sourcing** Global Trade Barriers, Dealing with international suppliers, UNO and GATT conventions, Legal, socio-cultural issues in international buying, Environmental Issues-Green Purchasing- Industry Best Practices, Measurement of sourcing performance, Benchmarking in Retail Purchasing.

**Unit-V:** Contemporary Developments Related to the Course during the Semester Concerned.

### Reference Books

1. Purchasing and Supply Chain management by Lysons and Farrington, Pearson Education, New edition.
2. Purchasing and Supply Chain Management by Monczka and Trent, Thomson South Western, 3rd Edition.
3. Purchasing and Supply Chain Management by Dobler, Tata McGraw Hill Publication, 6th Edition

## Fourth Semester

### LS 402 MARINE, RAIL, ROAD AND AIR CARGO LOGISTICS

#### Objectives

1. To understand fundamentals of marine logistics
2. To Comprehend basis on Rail and road terminal manning , Road safety management
3. To develop knowledge Transit monitoring and Quality assurance of rail component

**Unit I Transportation and logic:** significance of transportation logistics: utility created by transportation in logistics transportation as a means of conquering time and space features of inbound, outbound, local and medium, long and continental transportation features of logistics Transportation.

**Unit II Marine Logistics:** The maritime sector; Cargoes and Vessels; Chartering and Bulk Carriage; Organist ions and Processes; Legal financial and Insurance Issues; Compliances and Controls; Roles and Responsibilities; Awareness and Vigilance; Offshore Oil & Gas Supply Management

**Unit-III: Railway and Logistics Contours:** Features and facilities offered by Railways Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative.

**Unit IV Roadways and Logistics Contours:** Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics-friendly- Factors influencing choice- Factors influencing growth in Road Logistics- Suitability for different Cargo and distance Ranges segments –Innovative schemes/facilities to popularize rail logistics in India- Share of Railways in Cargo movement in India and world-wide. Role of National Highways and the Toll highways- Outsourcing Fleets from others-Technology, Cost, Speed, Security and Dynamics- Competition with other Modes

**Unit V Air Transportation in logistics :** Significance of air transportation in logistics: utility created by air transportation in logistics-Air transportation as a means of conquering time and space features and facilities offered byair cargo ways factors influencing growth in air logistics air suitability for different cargo- Innovative schemes facilities to popularize air cargo logistics in India –share cargo movement in India and worldwide Conventions covering the movement of dangerous goods by air.

#### References:

- Chi Chu, C. Leung, Van Hui & Cheung. (2004). 4th Party Cyber Logistics for Air Cargo: Springer US.  
Coyle, Bardi & Novack Transportation. (2010). A Supply Chain Perspective: South-Western College.  
MB. Stroh. (2006). A Practical Guide to Transportation and Logistics: Logistics Network Inc.  
MOSWest. (2005). Transportation and Cargo Security: Prentice Hall.  
Ritter, Barrett and Wilson, (2006). Securing Global Transportation Networks: McGraw Hill.

## LS 403 WAREHOUSE MANAGEMENT

### Objectives

1. To understand the basic concepts and various functions of Warehouse.
2. To impart knowledge on various types of warehouses and their advantages.
3. To develop knowledge on metrics of warehouse operations.

**Unit I Receiving:** Logistics support for Inward Transportation, Unloading, Inspection, Acceptance and Recording; Storing: Space allocation, Facilitation to stocking, Guarding & Recording; Risk bearing- Processing- Grading and branding – Disinfecting services -Issuing: Order preparation, Picking, Dispatching/ Delivery & Recording Handling, Transportation & Storage of ISO Containers– Utility and Advantages of warehouses- Problems and issues in receiving processes

**Unit II Warehouse Types: Own Warehouses-** Hired Warehouses- Private Warehouses- Public Warehouses- Government Warehouses- Bonded Warehouses- Co-operative Warehouses- Distribution Warehouses- Fulfilment/ Consolidation Warehouses. Warehouses Providing Value Added Services- Cross Docking and Trans-loading Warehouses- Break Bulk Warehouses- Storage Warehouses- Refrigerated Warehouses Characteristics of ideal warehouses- Warehouse Layout- Principles and Facilities Types.

**Unit III Internal Operations:** Measures and metrics of warehouse operations- Logistics in the warehouse- Localization of materials in a warehouse- Identification and classification of Materials and products in the warehouse- Managing the material/products turns in warehouse (FIFO/LIFO) – Problems and issues in shipment processes. Warehousing Equipment: Material Handling equipment and Systems Safety Matting, Industrial Safety Equipment- Storage types and storage unit management- Material Storage Systems - benefits – methods- Industrial Shelving, Industrial Storage Bins - Industrial Storage Cabinets - Spill Containment Systems-Industrial Waste Disposal.

**Unit IV Inventory Management:** Inventory Management- Need and functions- Stock Levels under Conditions of Certainty, Risk and Uncertainty- Cost of carrying or not holding adequate inventory- EOQ- Stock-out cost based inventory decisions- Inventory Classification: ABC, VED and FSN- Methods of Inventory Issue Pricing- Cost and Profit implications- Inventory Ledger- Goods Receipt processing with inbound delivery/without inbound delivery - Goods issue with outbound delivery/internal consumption- Stock Transfer Scenarios.

**Unit V IT for Warehouse Management (WM):documentation-** Information flows in the warehouse-ERP-WMS - Bar code – RFID- Organization Data- Warehouse Structure Warehouse Master Data - WM Material master view- Organization Data- Define Warehouse structure- Warehouse number - Storage type- Storage section - Storage Bin – Picking Area - Storage unit – Quantity- Creating Transfer requirement automatically/ manually - Creating Transfer requirement for storage Unit 6 Dynamic Component for Continuous Internal Assessment only: Contemporary Developments Related to the Course during the Semester concerned.

### REFERENCES

- David J. Piasecki.(2003). Inventory Accuracy: People, Processes, & Technology: Ops. Pub.,  
Jeroen P. Van Den Berg. (2009). Integral Warehouse Management: Management Outlook.  
Max Muller. (2009). Essentials of Inventory Management: AMACOM.  
Napolitana M. (2003). The Time, Space & Cost Guide to Better Warehouse Distribution Group  
Steven M. Bragg. (2011). Inventory Best Practices: Wiley

## LS 404 GLOBAL SUPPLY CHAIN MANAGEMENT

### Objectives:

1. To understand about the worldwide supply chain management practices.
2. To understand the moves of Global Supply Chain drives
3. To develop knowledge on various issues in supply chain management.

**Unit I Establishing a Global Supply Chain Strategy** - Insight into global trade and global supply chains Expertise in emerging markets and global supply chains-Best practices for strategic global supply chain management- How to integrate global supply chain functions -Strategic benefits of global supply chains

**Unit:II Implications of Industry Globalization** -Drivers for Supply Chains Ways to identify key market global drivers- Knowledge of how market globalization drivers influence supply chains - Exploration of the declining role of governments as producers and customers, and how their new role adds value for global supply chains -How competitive globalization drivers better facilitate global supply chains -The influence of competitive globalization drivers, including the increase in world trade levels, increased “born-global” companies and the growth of global networks.

**Unit: III Evaluating Global Supply Chain Infrastructure** -Analysis of transportation, communication, utilities and technology infrastructure -Supply chain security, risks and value Legal considerations, international contracts and insurance issues Commercial documents and customs clearance International commerce terms (in co-terms)

**Unit: IV Leveraging Logistics in Global Supply Chains** -How to design a global logistics strategy- Managing global inventory -Global packaging and materials handling - Understanding of global distribution centers Ocean, air, land and intermodal transportation

**Unit: V Purchasing in Global Supply Chains** Key elements of a global purchasing strategy International to global purchasing - Types of global purchasing strategies for outsourcing and off shoring -Selecting suppliers and designing global supplier networks Maximizing Operations in Global Supply Chains- Expertise in international wholesaling, retailing and franchising How to go global online -Using global EDGE diagnostic tools for global market channel partners- Managing Global Supply Chains Value of managing global supply chains- Coordination mechanisms in global supply chains -Inter-organizational relationships in global supply chains Knowledge of stakeholders and global supply chain sustainability -Guidelines for managing global supply chains.

### References:

- C S VenkataRatnam. (2007). Globalisation and Labour Management Relations: Response Books.  
N Viswanadham& S Kameshwaran. (2013). Ecosystem aware Global Supply chain Management: world scientific publishing.  
Ross D F. (2009). Competing through Supply Chain Management. (6thed): Chapman & Hall.

## LS 405 GLOBAL LOGISTICS MANAGEMENT

### Objectives:

1. To understand the basic framework of logistics management.
2. To understand role of logistics in customer services and role of information technology in logistics
3. To comprehensively learn the role of Port system in Global Logistics Operations.

**Unit-I: Overview of Logistics:** Nature- Concept- Evolution- Components of Logistics Management- Logistics in India- Functions- Value Chain of supply chain management- Concept of 3PLs- 4PLs- Green Logistics- Reverse Logistics- Contemporary trends in International Logistics.

**Unit-II: Information System and Services:** Logistics Information system- Operational LIS- IT Solutions for Logistics- Emerging technologies in Logistics Customer Service- Concept- Components- Customer service costs- Gap Analysis for customer service measurement- customer service strategic management- Impediments to an effective customer service strategy

**Unit-III:** Inventory Management, Ware housing and Material Handling Introduction, concept, types, functions of inventory in logistics. Elements of Inventory costs, Just in time system, Quick response logistics. Warehousing- Concept, Types, Warehouse Strategies, Recent Trends. Material Handling- Concept, Guiding Principles, Devices. Containerization- Introduction, History, classification, Container Standards, Problems. Packaging- Concept, Functions, Issues, Emerging Trends.

**Unit-IV:** Transportation, Shipping and Logistic Network Design Transportation- Introduction, Different Modes of Transport, Importance, Elements of transportation cost, Multi Model transport. Shipping- Liner Conference, Chartering- types and Charter Party Principles, freight Structure and Practices, Types of Ships, Inland Container Depot/ Dry Ports, Shipping and World Sea borne Trade, Recent trends in shipping Policy, Incoterms, Indian Shipping Industry Logistics Network Design Concept, Design options for a distribution network, Impact of distribution network design, Various distribution network.

**Unit-V: Port System:** Introduction, Major Ports in India, IPA, Port Community System, Traffic handled at Indian Ports, Major developments in ports, Major problems with Indian ports, Productivity of Indian ports, Policy initiatives for development of ports, Dredging policy, AISC, Maritime Fraud, International Maritime bureau.

### Reference Books

1. Logistics Management for International Business- Text and cases, Sudalaimuthu and Anthony Raj, PHI, 2009Edition
2. Global Operations and Logistics- Text and cases, By Dornier, Ernst and Fender, Wiley India, 2006 Edition
3. Supply Chain Logistics Management, By Bowersox D and Closs D, PHI, New edition
4. Business Logistics Management, by R. H. Ballou, PHI, 2004 Edition
5. Logistics Management, by V. V. Sople, Pearson education, New edition

## O II-406: DIGITAL MARKETING

<b>Credits : 4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : Hours</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>

### SYLLABUS

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. An understanding of Digital marketing goals</li> <li>2. Basic knowledge of Digital Marketing and technical knowhow required for Digital Marketing.</li> <li>3. An overview of Digital marketing strategies and best practices.</li> <li>4. An Understanding of the concepts of Digital marketing.</li> <li>5. Understanding various types of Digital promotional formats.</li> </ol>		
<b>Unit-I:</b>		
<b>UNIT-1: Introduction:</b> Introduction to Digital Marketing, Traditional Vs Digital Marketing, Digital Marketing Process; Digital marketing strategy- Exploring Digital Marketing. Types of Websites, Understanding Domain.		
<b>Unit-II:</b>		
<b>Unit-2: Starting with the website:</b> Building Website using Website/ Blog Foundations of analytics- Search engine optimization- Key Words, Key Word planner tools, SEO- One page and Off page Techniques: Indexing and Key word placing and content optimization.		
<b>Unit-III:</b>		
<b>UNIT-3:Email marketing:</b> Tools and setup- Email marketing segmentation, personalization and mobile friendly design – Campaign using Mail Chimp, , Email Marketing Strategy and Monitoring,		
<b>Unit-IV:</b>		
<b>Unit-4: Content Marketing Foundations-</b> Blogs for content marketing- Content marketing for staying relevant- Google Analytics, Google Ads.		
<b>Unit-V:</b>		
<b>Unit-5: Digital Marketing Promotion:</b> Types of Various Ad Formats: PPC, Banners, Video Ads, App Ads, Facebook advertising, Twitter Advertising, YouTube Advertising, LinkedIn Marketing.		
<b>(Project Report or Observational Report on Website development/ Digital Marketing Strategies submission is mandatory).</b>		
<b>Out Comes</b>		
<p>Upon Successful completion of the course, students will be able to</p> <ol style="list-style-type: none"> <li>1. Student can differentiate traditional and digital marketing.</li> <li>2. Students can develop skills necessity for maintaining a website and Manage online marketing content.</li> <li>3. Student will be capable of designing various email marketing campaign.</li> <li>4. Students can understand various content marketing strategies and can develop digital marketing content.</li> <li>5. They can be able to design appropriate promotional strategies to enhance online consumer base using digital marketing platforms.</li> </ol>		
<b>Recommended Software and Websites for Data Analysis:</b>		
Mail Chimp, ZOHO, Drip, WordPress, Blogger, Canva, HubSpot,Marketo, Facebook.com, Twitter.com, YouTube.com, LinkedIn.Com.		
<b>Recommended Online Exams and Certification Courses:</b>		
Google AdWords(5 Modules), NPTEL, GoogleAnalytics, YouTube Certifications		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Puneet Singh Bhatia: Fundamentals of Digital Marketing, 2nd Edition, Pearson</li> <li>2. Dave Chaffey; Fiona Ellis- Chadwick: Digital Marketing Strategy, Implementation and Practice, 11th Edition, Pearson</li> <li>3. Damian Ryan: Understanding Digital Market: Marketing Strategies for Engaging the Digital Generation, 4th Edition, Kogan Page</li> <li>4. Swaminathan T.N and Karthik Kumar: Digital Marketing: From Fundamentals to Future, Cengage.</li> <li>5. Seema Gupta: Digital Marketing , McGraw Hill Education (India) Private Limited.</li> </ol>		

## O II-407: PROJECT MANAGEMENT

<b>Credits :4</b>	<b>Theory : 4 Hours</b>	<b>Tutorials : -</b>
<b>Max. Marks :100</b>	<b>External : 70 Marks</b>	<b>Internal : 30 Marks</b>
<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To enable the student to conduct preliminary screening of project.</li> <li>2. To gain knowledge on conducting the studies of market, technical and operational feasibility of the Project.</li> <li>3. To analyse the financial viability of the project.</li> <li>4. To provide insight into implementation and abandonment of project.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
Basics of Project Management –Concept– Project environment – Types of Projects – Project Life Cycle – Project proposals – Monitoring Project Progress – Project Appraisal and Project Selection – Causes of delay in Project Commissioning– Remedies to avoid overruns. : Identification of Investment Opportunities – Sources of New project ideas, Preliminary screening of projects – Feasibility studies and Reports		
<b>Unit-II:</b>		
Market Feasibility -Market Survey – Categories of Market Survey – Steps involved in conducting Market Survey – Demand Forecasting Techniques, Sales Projections.		
<b>Unit-III:</b>		
Technical Feasibility: Production Technology, Materials and Inputs, Plant Capacity, Site Selection, Plant Layout, Site Preparation, Managerial Feasibility Project Organization and Responsibilities. : Legal Aspects of Project Management – Legalities – Basic Legal provisions.		
<b>Unit-IV:</b>		
Financial Analysis – Capital Expenditure – Criteria and Investment strategies – Capital Investment Appraisal Techniques (Non DCF and DCF) – Risk analysis – Cost and Financial Feasibility – Cost of Project and Means of Financing - Revenue estimation – Income – Determinants		
<b>Unit-V:</b>		
Project Management –Project Implementation and review - Forms of Project Organization – Project planning – Project Control – Human aspects of Project Management – Prerequisites for successful Project Implementation – Project Review – Performance Evaluation .		
<b>Case study is compulsory</b>		
<b>Out Comes</b>		
<ol style="list-style-type: none"> <li>1. Students will be able to understand basics of project management lifecycle and the embodied concepts.</li> <li>2. Student will be able to conduct market feasibility study of a project.</li> <li>3. Students can understand tools and techniques in order to achieve project success</li> <li>4. Students can apply financial and technical concepts for project analysis</li> <li>5. Student will be able to implement, evaluate and control projects.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Gido: Effective Project Management, 2e, Thomson, 2007.</li> <li>2. Prasanna Chandra, “Projects, Planning, Analysis, Selection, Financing, Implementation and Review”, TataMcGraw Hill Company Pvt. Ltd., New Delhi 1998.</li> <li>3. Damodaran, “Corporate Finance”, Johy Wiley Publications.</li> <li>4. Erhardt &amp; Brigham, “Principles of Corporate Finance”, Thomson, 2006.</li> <li>5. Singh M.K, “Project Evaluation and Management”.</li> </ol>		

## ENGLISH LANGUAGE ENHANCEMENT COURSE (III SEMESTER)

<b>Credits :</b>	<b>Theory :</b>	<b>Tutorials :</b>
<b>Max. Marks :</b>	<b>External :</b>	<b>Internal :</b>

<b>Course Objectives :</b>		
<ol style="list-style-type: none"> <li>1. To make students learn effective communication skills.</li> <li>2. To make students practice effective presentation skills for corporate success.</li> <li>3. To inculcate employability skills in students to make them job fit.</li> </ol>		
<b>SYLLABUS</b>		
<b>Unit-I:</b>		
<p>Speaking Skills - Greeting, Self introduction, introducing others , asking for permission, giving and refusing permission , Thanking and responding to thanks etc.</p> <p>Role Play ( Topic on social situation)</p>		
<b>Unit-II:</b>		
<p>Presentation Skills - Making presentation , Structuring the content The language of presentation</p> <p>Public Speaking - Strategy for effective speaking Voice quality, Breath control ,clarity ,intonation,</p> <p>Body Language - Eye contact, Precision, Politeness , Listening</p>		
<b>Unit-III:</b>		
<b>Debate - Types in debate ,key points, Format , characteristic .</b>		
<b>Unit-IV:</b>		
<p>Non- Verbal communication - Facial expression , Body posture and gait, Hand shake impact, Touch behavior , Paralinguistic communication</p>		
<b>Case studies are compulsory</b>		
<b>Course Outcomes</b>		
<ol style="list-style-type: none"> <li>1. Students will understand the basics of good written communication.</li> <li>2. Improves confidence in students to face job interviews</li> <li>3. Students will heighten their awareness of correct usage of English Language.</li> <li>4. Students will be able to exhibit effective business correspondence.</li> <li>5. Enables students to get employment in corporate and other sectors.</li> </ol>		
<b>References :</b>		
<ol style="list-style-type: none"> <li>1. Sanjay Kumar and Pushpa lata, communication Skills, Oxford University press</li> <li>2. Wren and Martin, Blackie ELT books.</li> <li>3. Abhishek Arora, Communication Skills and Personality Development, Kalyani Publication, New Delhi.</li> <li>4. Jeff Butterfield, Soft Skills for Everyone, Cengage Learning India Private Limited.</li> </ol>		