

**SCHOOL OF MANAGEMENT STUDIES**  
**SRI SATYA SAI UNIVERSITY OF TECHNOLOGY AND MEDICAL SCIENCES**  
**Outcome based Curriculum for**  
**Post-graduate Degree Courses in Management**  
**Department of Master of Business Administration**

**(1) Vision:**

To accomplish excellence in management education and craft a flora and fauna for the holistic growth of all stakeholders.

**(2) Mission:**

To provide surroundings of effective learning and innovation for transforming students into dynamic, responsible and prolific professionals in managerial fields, who are capable of adapting to the shifting needs of the industry and society.

**(3) Program Educational Preambles (PEO's):**

**PEO 1:** To develop managerial skills in the students to fulfill contemporary needs of the industry as well as society to contribute in nation's growth.

**PEO 2:** To develop analytical skills in the students for the sake of sustainable development of academic research and innovation.

**(4) Programme Outcomes (PO's):**

**PO-01: Business Environment and Domain Knowledge (BEDK):** Graduates are able to improve their awareness and knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolution of business enterprises and exploring the entrepreneurial opportunities.

**PO-02: Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI):** Graduates are expected to develop skills on analyzing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

**PO-03: Global Exposure and Cross-Cultural Understanding (GECCU):** Graduates are able to demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

**PO-04: Social Responsiveness and Ethics (SRE):** Graduates are expected to identify the contemporary social problems, exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

**PO-05: Effective Communication (EC):** Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).

**PO06: Leadership and Teamwork (LT):** Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

**(5) Program Specific Outcomes (PSOs)**

**PSO-1: Modern Tool Usage (MTU):** Graduates are expected to create, select, and apply appropriate techniques, resources, and modern management and IT tools including prediction and modeling to complex management activities with an understanding of the limitations.

**PSO- 2: Specific Operational Domain (SOD):** Graduates are expected to hands on current practices of Marketing Management, Human Resource Management, Production Management, Financial Management & contemporary and specific need of the market.

**(06) Programme PO's and PSO's Mapping:**

			PO 1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
S.No	Program	Courses Category	Business Environment and Domain Knowledge	Critical thinking and Innovative Solutions	Global Exposure and Cross-Cultural Understanding	Social Responsiveness and Ethics	Effective Communication	Leadership and Teamwork	Modern Tool Usage	Specific Operational Domain
1	MBA	Humanities and Social Sciences	*		*	*	*	*		
2		Basic Management courses	*	*	*		*			
3		Basics Management courses of Marketing/Human Resource/Finance/ Production/ ITM etc.	*		*					*
4		Professional core courses	*	*	*				*	*
5		Professional Elective courses relevant to chosen specialization	*		*				*	*
6		Open subjects – Electives from other management and /or emerging *subjects	*			*			*	*
7		Project work, seminar and internship in industry or elsewhere	*	*	*	*	*	*	*	*
8		Mandatory Course (Non credit)			*	*	*	*	*	

**(07) Semester wise PO's and SPO's Mapping**

Semester	Name of the Courses/Pos (Basic, Core, Electives, Projects, Internships etc.)	PO 1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2
		Business Environment and Domain Knowledge	Critical thinking and Innovative Solutions	Global Exposure and Cross-Cultural Understanding	Social Responsiveness and Ethics	Effective Communication	Leadership and Team work	Modern Tool Usage	Specific Operational Domain
Semester-I <sup>st</sup>	Management: organizational behavior	*	*	*	*				
	Management: principles & practices	*	*		*				
	Managerial economics	*	*	*					*
	Financial accounting & analysis		*					*	
	Management: quantitative techniques & methods		*				*	*	
	Cross culture management								*
	WTO & IPR				*				*
	Total quality management								*
	Project management								*
	Business communication – (seminar)	*	*	*	*	*			*
Semester-II <sup>nd</sup>	Management: human resources	*	*	*	*				
	Management: marketing	*	*	*	*				
	Management: financial	*						*	
	Management: production & operations	*	*	*	*		*		
	Management: information technology	*	*	*	*				
	India's foreign trade & policy					*			*
	Banking insurance & risk management	*							*
	Logistic & supply chain management		*						*
	MSME management								*
	Summer internship			*	*		*	*	*
Semester-III <sup>rd</sup>	International business	*	*	*	*				
	Business legislation		*	*					
	Operation research	*	*	*					
	Advertising management	*	*	*					*

Marketing of services	*	*	*	*				*
Marketing research	*	*	*	*	*			*
Marketing of non-profit organization		*	*		*	*	*	*
HR planning and development	*			*				
Human resource development	*			*				
Manpower development for technological change			*			*		*
Legal framework governing human relations	*			*				
Security analysis and portfolio management		*					*	*
Financial market & services	*							*
Micro finance & development			*					
Corporate finance	*		*					*
Legal & ethical issues for hospital			*	*				
Health education & communication					*	*		
Hospital support services								*
Medical waste management								*
International logistic management	*		*			*		
Export & import management	*		*		*	*		
International business laws	*		*		*			
Global business ethics & corporate governance	*		*					
Database management system		*		*			*	*
Technology innovation & change	*	*		*		*	*	*
Software project management		*		*			*	
E-governance and framework of ICT	*			*			*	

	Indian banking & financial system				*			*	
	Monetary & treasury management	*		*					*
	International banking & forex management	*	*						*
	Corporate banking	*		*				*	*
	Materials management	*						*	
	Service operations management			*				*	
	Innovation and R&D management		*					*	
	Technology management	*			*			*	*
	Food production	*			*			*	*
	Communication for professionals	*			*			*	*
	Food & beverage service management and control	*		*				*	*
	Marketing for hospitality & tourism	*		*				*	*
	Natural and Anthropogenic Disasters Management	*						*	*
	Disaster Preparedness and Decision Making	*						*	*
	Disaster Law and Protection	*						*	*
	Disaster mitigation				*				*
	Seminar: business best practices and success stories of emerging leaders	*	*	*	*	*	*	*	*
<b>Semester -IV<sup>th</sup></b>	Spirituality management				*		*		
	Business research methods		*					*	
	Entrepreneurship and project management		*					*	
	Sales and distribution management	*							*
	International marketing			*		*		*	

Rural marketing	*		*	*				
Retail marketing	*		*	*				
Management of industrial relations		*		*	*	*		
Training & development	*		*	*	*		*	*
Labor legislations		*		*	*			
Counseling skills for managers				*		*		
International finance management		*	*		*	*		
Income tax management	*		*	*	*		*	
Derivatives & risk management		*		*	*	*		
Advance financial services	*		*	*				
Hospital waste management				*		*	*	*
Healthcare economics	*		*	*				
Health insurance	*		*	*	*		*	*
Clinical, diagnostic & therapeutic services	*		*	*	*		*	*
International trade operations		*		*	*	*		
MNC's: financial management		*		*	*	*		
Trading blocks & foreign trade frame work			*		*	*		
Forex management and currency derivatives	*		*					
Network application and management		*		*	*			
Data centre management	*		*	*	*			
Knowledge management			*		*	*	*	
E- customer relationship management			*		*	*	*	

Insurance management	*		*					
Bank management	*							
Banking financial services management	*					*		*
Legal issues: banking & insurance	*			*				
Production planning and control	*		*		*		*	
Purchasing and materials management	*							
World class manufacturing	*							
Product design Facilities design and management			*		*	*	*	
Food science, nutrition and Dietetics management	*		*	*				
Facilities design and management				*		*	*	
Kitchen operation management				*		*	*	*
Hospitality: laws & regulations				*		*	*	*
Natural and Manmade Disaster				*		*	*	
Reconstruction and Rehabilitation	*		*	*	*			
Preventive Laws in Disaster Management				*		*	*	*
Agencies in Disaster Management		*		*	*	*		
Project report & viva	*	*	*	*	*	*	*	*



**(08) Structure of Programme:** To fulfill the need of development of all the POs/ GAs, as per above mapping, the following semester wise programme structure are as under.

**[L= Lecture, T = Tutorials, P = Practical's & C = Credits]**

**Total Credits\*= 107**

**Structure of Postgraduate Management program:**

S.No.	Course Category	Credits of the MBA Curriculum
1.	Humanities and Social Sciences	16
2.	Basic Management	12
3.	Management Sciences including Marketing, HRM, Finance/Production/ITM etc.	21
4.	Professional Core Subjects	16
5.	Professional Subjects: Subjects relevant to chosen specialization/branch	24
6.	Open Subjects: Electives from other technical and/or emerging subjects	06
7.	Project work, seminar and internship in industry or elsewhere	12
8.	Mandatory Courses [Environmental Sciences, Induction Program, Indian Constitution, Essence of Indian Knowledge Tradition]	Non-credit
	<b>Total</b>	<b>107</b>

**\*Definition of Credit:**

1 Hr. Lecture (L) per week	1 Credit
1 Hr. Tutorial (T) per week	1 Credit
1 Hr. Practical (P) per week	0.5 Credit
2 Hours Practical(Lab)/week	1 Credit

**(09) Scheme of Examination (MBA) Academic Year 2019-20**

**I Semester**

S.NO	SUBJECT CODE	SUBJECT NAME	MAXIMUM MARKS ALLOTTED							HOURS/WEEK			CREDITS
			THEORY			PRACTICAL				L	T	P	
			END SEM	MID SEMTEST	QUIZ,ASSIGNMEN	END SEM	LAB WORK/Presentation	ASSIGNMENT/QUIZ	TOTAL				
1	MBA C 101	MANAGEMENT: ORGANISATIONAL BEHAVIOUR	60	30	10	0	0	0	100	3	1	0	4
2	MBA C 102	MANAGEMENT: PRINCIPLES & PRACTICES	60	30	10	0	0	0	100	3	1	0	4
3	MBA C 103	MANAGERIAL ECONOMICS	60	30	10	0	0	0	100	3	1	0	4
4	MBA C 104	FINANCIAL ACCOUNTING & ANALYSIS	60	30	10	30	0	20	150	2	1	2	4
5	MBA C 105	MANAGEMENT: QUANTITATIVE TECHNIQUES & METHODS	60	30	10	0	0	0	100	3	1	0	4
6*	MBA E 106 A	CROSS CULTURE MANAGEMENT	60	30	10	0	0	0	100	2	1	0	3
	MBA E 106 B	WTO & IPR											
	MBA E 106 C	TOTAL QUALITY MANAGEMENT											
	MBA E 106 D	PROJECT MANAGEMENT											
7	MBA S 107	BUSINESS COMMUNICATION - SEMINAR	0	0	0	0	40	60	100	0	1	2	2
			360	180	60	30	40	80	750	16	7	4	25

\*Note: Only one subject should be selected from MBA E 106

## II Semester

S. NO	SUBJECT CODE	SUBJECT NAME	MAXIMUM MARKS ALLOTTED							HOURS/WEEK	CREDITS	TOTAL MARKS			
			MAX. MARKS THEORY SLOT			MINIMUM PASSING MARKS	MAX. MARKS PRACTICAL SLOT						MINIMUM PASSING MARKS		
			END SEM	MID SEM TEST	QUIZ/ASSIGNMENT		END SEM	LAB WORK & Presentation	ASSIGNMENT /QUIZ						
1	MBA C 201	MANAGEMENT: HUMAN RESOURCES	60	30	10	40	0	0	0	--	3	1	0	4	100
2	MBA C 202	MANAGEMENT: MARKETING	60	30	10	40	0	0	0	--	3	1	0	4	100
3	MBA C 203	MANAGEMENT: FINANCIAL	60	30	10	40	30	0	20	20	3	1	2	5	150
4	MBA C 204	MANAGEMENT: PRODUCTION & OPERATIONS	60	30	10	40	0	0	0	---	3	1	0	4	100
5	MBA C 205	MANAGEMENT: INFORMATION TECHNOLOGY	60	30	10	40	0	0	0	---	3	1	0	4	100
6*	MBA E 206 A	INDIA'S FOREIGN TRADE & POLICY	60	30	10	40	0	0	0	----	2	1	0	3	100
	MBA E 206 B	BANKING INSURANCE & RISK MANAGEMENT													
	MBA E 206 C	LOGISTIC & SUPPLY CHAIN MANAGEMENT													
	MBA E 206 D	MSME MANAGEMENT													
7	MBA S 201	SUMMER INTERNSHIP	0	0	0		0	40	60		0	1	2	2	100
			360	180	60		30	40	80		17	7	4	26	750

\*Note: Only one subject should be selected from MBA E 206

### III SEMESTER

S. NO	SUBJECT CODE	SUBJECT NAME	MAXIMUM MARKS ALLOTTED								HOURS/ WEEK			CREDITS	TOTAL MARKS
			MAX. MARKS THEORY SLOT				MAX. MARKS PRACTICAL SLOT				L	T	P		
			END SEM	MID SEM TEST	QUIZ/ASSIGNMENT	MINIMUM PASSING MARKS	END SEM	LAB WORK/Presentation	ASSIGNMENT/QUIZ	MINIMUM PASSING MARKS					
1	MBA C 301	INTERNATIONAL BUSINESS	60	30	10	40	0	0	0	---	3	1	0	4	100
2	MBA C 302	BUSINESS LEGISLATION	60	30	10	40	0	0	0	---	3	1	0	4	100
3	MBA C 303	OPERATION RESEARCH	60	30	10	40	0	0	0	-	3	1	0	4	100
4	MBA E 304 A	SPECIALIZATION 1	60	30	10	40	0	0	0	---	2	1	0	3	100
5	MBA E 305 B	SPECIALIZATION 1	60	30	10	40	0	0	0	---	2	1	0	3	100
6	MBA E 306 A	SPECIALIZATION 2	60	30	10	40	0	0	0	---	2	1	0	3	100
7	MBA E 307 B	SPECIALIZATION 2	60	30	10	40	0	0	0	---	2	1	0	3	100
8	MBA S 308	SEMINAR: BUSINESS BEST PRACTICES AND SUCCESS STORIES OF EMERGING LEADERS	0	0	0		0	40	60		0	1	2	2	100
			420	210	70		0	40	60		17	8	2	26	800

\*Note: Any two from specialization 1 of four and Any two from specialization 2 of four should be selected.

III <sup>RD</sup> SEMESTER ELECTIVES		
MARKETING MANAGEMENT	Advertising management	Marketing research
	Marketing of services	Marketing of non-profit organization
HUMAN RESOURCE MANAGEMENT	HR planning and development	Manpower development for technological change
	Human resource development	Legal framework governing human relations
FINANCE MANAGEMENT	Security analysis and portfolio management	Micro finance & development
	Financial market & services	Corporate finance
HOSPITAL MANAGEMENT	Legal & ethical issues for hospital	Hospital support services
	Health education & communication	Medical waste management
INTERNATIONAL BUSINESS MANAGEMENT	International logistic management	International business laws
	Export & import management	Global business ethics & corporate governance
IT MANAGEMENT	Database management system	Software project management
	Technology innovation & change	E-governance and framework of ICT
BANKING & INSURANCE MANAGEMENT	Indian banking & financial system	International banking & forex management
	Monetary & treasury management	Corporate banking
PRODUCTION MANAGEMENT	Materials management	Innovation and R&D management
	Service operations management	Technology management
HOTEL MANAGEMENT	Food production	Food & beverage service management and control
	Communication for professionals	Marketing for hospitality & tourism
DISASTER MANAGEMENT	Natural and Anthropogenic Disasters Management	Disaster Law and Protection
	Disaster Preparedness and Decision Making	Disaster mitigation
NOTE** Select any two groups and any two subjects from a single group, hence forth only four subjects can be selected.		

#### IV SEMESTER

S. NO	SUBJECT CODE	SUBJECT NAME	MAXIMUM MARKS ALLOTTED								CREDITS ALLOTTED	TOTAL CREDITS	TOTAL MARKS		
			MAX. MARKS THEORY SLOT				MAX. MARKS PRACTICAL SLOT								
			END SEM	MID SEM TEST	QUIZ-ASSIGNMENT	MINIMUM PASSING MARKS	END SEM	LAB WORK/Presentation	ASSIGNMENT /QUIZ	MINIMUM PASSING MARKS					
1	MBA C 401	SPIRITUALITY MANAGEMENT	60	30	10	40	0	0	0	---	3	1	0	4	100
2	MBA C 402	BUSINESS RESEARCH METHODS	60	30	10	40	0	0	0	---	3	1	0	4	100
3	MBA C 403	ENTREPRENEURSHIP AND PROJECT MANAGEMENT	60	30	10	40	0	0	0	-	3	1	0	4	100
4	MBA E 404 A	SPECIALIZATION 1	60	30	10	40	0	0	0	---	2	1	0	3	100
5	MBA E 405 B	SPECIALIZATION 1	60	30	10	40	0	0	0	---	2	1	0	3	100
6	MBA E 406 A	SPECIALIZATION 2	60	30	10	40	0	0	0	---	2	1	0	3	100
7	MBA E 407 B	SPECIALIZATION 2	60	30	10	40	0	0	0	---	2	1	0	3	100
8	MBA PR	PROJECT REPORT & VIVA	0	0	0	0	60	40	0	--	-	-	6	6	100
			420	210	70		60	40	0		17	8	6	30	800

\*Note: Any two from specialization 1 of four and Any two from specialization 2 of four should be selected.

IV <sup>th</sup> SEMESTER ELECTIVES		
MARKETING MANAGEMENT	Sales and distribution management	Rural marketing
	International marketing	Retail marketing
HUMAN RESOURCE MANAGEMENT	Management of industrial relations	Labor legislations
	Training & development	Counseling skills for managers
FINANCE MANAGEMENT	International finance management	Derivatives & risk management
	Income tax management	Advance financial services
HOSPITAL MANAGEMENT	Hospital waste management	Health insurance
	Healthcare economics	Clinical, diagnostic & therapeutic services
INTERNATIONAL BUSINESS MANAGEMENT	International trade operations	Trading blocks & foreign trade frame work
	MNC's: financial management	Forex management and currency derivatives
IT MANAGEMENT	Network application and management	Knowledge management
	Data centre management	E- customer relationship management
BANKING & INSURANCE MANAGEMENT	Insurance management	Banking financial services management
	Bank management	Legal issues: banking & insurance
PRODUCTION MANAGEMENT	Production planning and control	World class manufacturing
	Purchasing and materials management	Product design Facilities design and management
HOTEL MANAGEMENT	Kitchen operation management	Food science, nutrition and Dietetics management
	Hospitality: laws & regulations	Facilities design and management
DISASTER MANAGEMENT	Natural and Manmade Disaster	Preventive Laws in Disaster Management
	Reconstruction and Rehabilitation	Agencies in Disaster Management
NOTE** Select any two groups and any two subjects from a group, the groups should be chosen at 3 <sup>rd</sup> semester. Hence forth only four subjects can be selected.		

(10) Course Content

Semester- I

**MBA C 101: MANAGEMENT: ORGANIZATIONAL BEHAVIOR**

MBA C 101	MANAGEMENT: ORGANIZATIONAL BEHAVIOR	3L:1T:0P	4 credits	4Hrs/Week
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**Preamble:-**

Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Course outcome:**

- The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

**Unit – I**

**Total Hours: 10**

**History of Management:** Theories of Management-Classical, Scientific, Administrative, Behavioral, Management Sciences Theories; Systems and Contingency theory  
Case1: Work Force Diversity.

**Unit – II**

**Total Hours: 10**

**Problem solving, Decision Making and Planning:** Problem Solving and Decision making, Classify and define the problem, set objectives, generate creative and innovative alternatives, analysis of alternatives, and select the most feasible plan, implement decision and control, Plans, types of plans, steps involved in planning process.

**Unit – III**

**Total Hours: 10**

**Organizing and controlling:** between authority, power and types of controls, Principles of organizing, organizational design, relation influence; organizational functional and control systems.

**Unit – IV**

**Total Hours: 08**

**Organizational Behavior – individual and group behavior:** Importance of OB, personality theories, perception, perception and individual decision making; formation of group behavior, classification of groups, group properties, group cohesiveness, group decision making process and types.

**Unit – V**

**Total Hours: 07**

**Leadership, Motivation and Organizational Structure:** and Politics, Maslow’s needs theory, two factor theory, ERG theory, McClelland’s needs theory, Valance theories of motivation Leadership theories, Power of motivation, McGregor’s Theory and other relevant.



**REFERENCES:**

- Robert N. Lussier, Management Fundamentals – Concepts, Applications, Skill Development, Cengage Learning, First Edition, 2012
- Stephen P. Robbins, Timothy: Organizational Behavior, Pearson 14th Edition, 2012
- L. M. Prasad, Principles and Practices of Management, Revised Edition, Sulthan Chand Publushings
- UdaiPareek, SushmaKhanna, Organizational Behavior, 3e, Oxford Publishing
- Kavitha Sigh, Organizational behavior, Text and Cases, 3/e, Vikas publishing.

## MBA C 102 MANAGEMENT: PRINCIPLES & PRACTICES

MBA C 102	MANAGEMENT: PRINCIPLES & PRACTICES	3L:1T:0P	4 credits	4Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Course outcome:**

- The students can learn how to take managerial decisions as an authority and use power to influence people to get the work done through proper communication and control.

**Unit - I: Total Hours: 10**

**Introduction & Development of Management Thought** - Nature, function, definition and importance of management, Definition, nature, purpose and scope of management, Functions of a manager, an overview of planning, organizing, staffing leading and controlling. Is management a science or art? Scientific management; Contribution of Taylor, Henry Fayol, Elton Mayo; Hawthorne experiments, Contingency approach, Indian heritage in production and consumption. Management and administration, Management as a profession, Professionalism of management in India.

**Unit – II Total Hours: 10**

**Management Planning** - Concept of planning, objectives, Nature, Types of plan, Stages involved in planning, Characteristics of a good plan, Importance, Limitations of planning, Making planning effective, Strategic planning in Indian Industry, MBO. Decision Making, Concept, characteristics of decisions, Types of decisions, Steps Involved in decision making, Importance of decision making, Methods of decision making, Committee Decision Making.

**Unit – III Total Hours: 10**

**Organization** - Concepts, Principle of organization, Importance, Features of good organization structure, Types of Organisation structure. Authority, Responsibilities and Accountability, Delegation of Authority Barriers to effective delegation, Span of control.

**Unit – IV Total Hours: 08**

**Coordination & Direction Concept** - Importance and need for coordination, Principles of coordination, Methods of achieving effective coordination; Meaning of direction, Importance and Principles of direction, Characteristics of good directives.

**Unit – VI Total Hours: 07**

**Control**-Concept, planning-control relationship, process of control, setting objectives, establishing standards, measuring performance, correcting deviations. Brief review of Traditional Techniques & Modern Techniques of Control; Human response to control; Dimensions or Types of Control - (a) Feed forward control (b) Concurrent Control (Real Time Information & Control), (c) Feedback Control v) Techniques of Control.

**REFERENCES:**

- Essentials of Management, Harold Koontz & Heinz, Wehrich, 5<sup>th</sup> Tata McGraw Hill
- Management Stoner, Freeman, Gilbert Jr. ,6<sup>th</sup> ,Prentice Hall
- Management (A Global Perspective), Heinz Wehrich & Harold Koontz, 10<sup>th</sup> Tata McGraw Hill
- A Dictionary of Business 3<sup>ed</sup>. By Elizabeth Martin –Oxford
- Fundamentals of Management, Robins ,3<sup>rd</sup> Pearson Education Asia
- Management, 6<sup>e</sup>, Stoner, Pearson Education Asia

## MBA C 103 MANAGERIAL ECONOMICS

MBA C 103	MANAGERIAL ECONOMICS	3L:1T:0P	4 credits	4Hrs/Week
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### Preamble:-

- To enable students acquire knowledge to understand the economic environment of an organization.

### Course Outcome:

- Students should be able to understand the basic economic principles, forecast demand and supply and should be able to estimate cost and understand market structure and pricing practices.

### Unit – I

**Total Hours: 10**

**Introduction to Managerial Economics:** Definition, Nature and Scope, Relationship with other areas in Economics, Production Management, Marketing, Finance and Personnel, Operations research - The role of managerial economist- Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty. Case: 1 The objective and strategy of firms in any Industry

Case: 2 Total Average and Marginal cost in the Indian Steel industry.

### Unit – II

**Total Hours: 10**

**Theory of Demand:** Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply.

**Case: 1** Price Elasticity of Demand in the Real World

**Case: 2** Income Elasticity of Demand & Cross Demand

### Unit – III

**Total Hours: 10**

**Production Analysis:** Production function, Production function with one/two variables, Cobb Douglas Production Function Marginal Rate of Technical Substitution, Isoquants and Isocosts, Returns to Scale and Returns to Factors, Economies of scale- Innovations and global competitiveness.

**Case: 1** Labor productivity and Total compensation in India and Abroad

**Case: 2** How Xerox lost and regained International competitiveness and became a leader in IT

### Unit – IV

**Total Hours: 08**

**Cost theory and estimation:** Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership. **Case: 1** Out Sourcing to India: way to Fast Track

**Case: 2** The Shape of the long –Run Average cost curves in various industries

### Unit – VI

**Total Hours:**

**07Market Structure and Pricing Practices:** Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly - both the long run and short run. Pricing philosophy.

**Case: 1** pricing of innovative product

**Case: 2** Monopoly in the Mumbai city Taxi Industry

## **REFERENCES**

- Craig H. Petersen, W. Cris Lewis and Sudhir K. Jain: *Managerial Economics, 14<sup>th</sup> edition* Pearson, 2014.
- Dominick Salvatore *Managerial Economics 7th Edition* Oxford 2012.
- W. Bruce Allen, *Managerial Economics Theory, Applications, and Cases 8th Edition*.
- G S Gupta, *Managerial Economics, 2nd edition*, TMH, 2012.
- H. L. Ahuja, *Managerial Economics*, S. Chand, 2012
- D.N. Dwivedi, *Managerial Economics*, Vikas, 2012.

## MBA C 104 FINANCIAL ACCOUNTING AND ANALYSIS

MBA C 104	FINANCIAL ACCOUNTING AND ANALYSIS	2L:1T:2P	4 credits	4Hrs/Week
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### Preamble:-

- The aim of accounting is to provide the information that is needed for sound economic decision making.

### Course Outcomes:

- To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

### Unit – I

**Total Hours: 10**

**Introduction to Accounting:** Importance, Objectives and Principles, Accounting Concepts and conventions, and The Generally Accepted Accounting Principles (GAAP), their implications on accounting system; Double entry system–recording business transactions–Classification of accounts—Accounting cycle.

### Unit – II

**Total Hours: 10**

**The Accounting Process:** Overview, Books of Original Record; Journal and Subsidiary books, ledger, Trial Balance, Classification of capital and revenue expenses, Final Accounts with adjustments. Valuation of fixed assets- Tangible vs. Intangible assets, and methods of depreciation. Depreciation concept– Depreciation of Fixed Assets -Methods of depreciation– their impact on measurement of business Accounting.

### Unit – III

**Total Hours: 10**

**Inventory Valuation:** Methods of inventory valuation and valuation of goodwill, methods of valuation of goodwill. Accounting from incomplete records-Salient features of incomplete record system, advantages and disadvantages of single entry and double entry system and the differences between the two, preparation of accounts-ascertainment of profit from incomplete records, Accounting Treatment as per the statement of affairs method and calculation of missing figures.

### Unit – IV

**Total Hours: 08**

**Financial Analysis-I:** Statement of Changes in Working Capital, Funds from Operations, paid cost and unpaid costs. Distinction between cash profits and book profits. Preparation and analysis of cash flow statement and funds flow statement.

## Unit – V

**Total Hours: 07**

**Financial Analysis-II:** Analysis and interpretation of financial statements from investor and company point of view, Horizontal Analysis and Vertical Analysis of Company Financial Statements. Liquidity, leverage, solvency and profitability ratios– Du Pont Chart –Accounting Standards Issued by ICAI (Focus on importance of Standards to give a general view on Financial Accounting practices), –their rationale and growing importance in global accounting environment,–IAS-IFRS-US -Creative Financial Practices and Issues related to quality of disclosures in Reported Earnings, Window Dressing and limitations of financial statements.

### REFERENCES

- Paresh Shah “Basic Financial Accounting for Management”, Oxford University Press, New Delhi, 2014.
- DhaneshK.Khatri “Financial Accounting & Analysis”, Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- N.Ramachandran : “Financial Accounting & Analysis” Tata McGraw-Hill Publishing Limited, New Delhi, 2015.
- Maheswari, Financial Accounting, IBH, 2015.
- T. Vijaya Kumar, Accounting for Management, Tata McGraw Hill Education PVt Ltd, New Delhi 2015.

## MBA C 105 MANAGEMENT: QUANTITATIVE TECHNIQUES & METHODS

MBA C 105	MANAGEMENT: QUANTITATIVE TECHNIQUES & METHODS	3L:1T:0P	4 credits	4Hrs/Week
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### Preamble:-

- Statistics is used to make inferences related to situations. Various Statistical methods can be applied to different situations to arrive at meaningful results.

### Course Outcomes:

- To use the analytical techniques and arriving at conclusions from quantitative information for the purpose of decision making.

### Unit – I

**Total Hours: 10**

Introduction to Statistics-Overview, origin and development and Managerial Applications of Statistics ,Statistics and the branches of the study, statistics& computers, limitations of statistics.

### Unit – II

**Total Hours: 10**

Measures of central Tendency- Mean, Median, Mode, Geometric Mean and Harmonic Mean, Dispersion-Range Quartile deviation, Mean Deviation, Standard deviation and co-efficient of variation Skewness: Karl Pearson co-efficient of skewness, Bowley's co-efficient of skewness Kelley's co-efficient of skewness. Theory and problems, Discussion on direct and indirect methods of solving the problems.

### Unit – III Total Hours: 10

Tabulation of Univariate, Bivariate and multivariate data, Data classification and tabulation, Diagrammatic and graphical representation of data. One dimensional, two dimensional and three dimensional diagrams and graphs

### Unit – IV

**Total Hours: 10**

Small Sample Tests- t-Distribution-properties and applications, testing for one and two means, paired t-test. Analysis of Variance-One Way and Two Way ANOVA (with and without Interaction). Chi-Square distribution: Test for a specified Population variance, Test for Goodness of fit, Test for Independence of Attributes. Correlation Analysis-Scatter diagram, Positive and Negative correlation, limits for coefficient of Correlation, Karl Pearson's coefficient of correlation, Spearman's Rank correlation, concept of Multiple and partial Correlation.

### Unit – V:

Regression Analysis-Concept, least square fit of a linear regression, two lines of regression, Properties of regression coefficients ,Time Series Analysis-Components, Models of Time Series– Additive, Multiplicative and Mixed models; Trend analysis-Free hand curve, Semi averages, moving averages, Least Square methods and Index numbers – introduction,Characteristics and uses of index numbers ,types of index numbers , un weighted price indexes weighted price indexes, Tests of adequacy and consumer price indexes.



**REFERENCES:**

- Levin R.I., Rubin S. David, “Statistics for Management”, 2015, 7th Ed. Pearson.
- Beri, “BusinessStatistics ”, 2015, 1st Ed, TMH.
- Gupta S.C, “Fundamentals of Statistics”, 2015, 6th Ed. HPH.
- J. K Sharma, “Business Statistics”, 2015, 2nd Ed. Pearson.

**MBA E 106 A CROSS CULTURAL MANAGEMENT (Open Elective – I)**

<b>MBA E 106 A</b>	<b>CROSS CULTURAL MANAGEMENT (Open Elective – I)</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- The course focuses on the impact of cultural background on individuals, organizations and management; on the dimensions which discriminate national cultures, and on cross cultural interactions

**Course Outcomes:**

- Increased students understanding and insights to culture and cultural frameworks will improve their cross cultural competencies for situations.

**Unit – I**

**Total Hours: 06**

**Introduction** – Determinants of Culture – Facets of culture – Levels of Culture –National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West.

**Unit – II**

**Total Hours: 06**

**Cultural Dimensions and Dilemmas:** Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.

**Unit – II**

**Total Hours: 06**

**Culture and Organizations:** Culture and corporate structures – Culture and Leadership – Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.

**Unit – IV**

**Total Hours: 06**

**Culture and Communications:** Business communication across cultures – Barriers to intercultural communication – Negotiating Internationally.

**Unit – V**

**Total Hours: 06**

**Cross Cultural Team Management:** Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Understanding and dealing with conflicts – Developing Intercultural relationships.

**REFERENCES:**

- Marie-joelle Browaey and Roger Price: Understanding Cross-Cultural Management, Pearson, 2015.
- David C. Thomas: Cross Cultural Management, 2/e, Sage Publications, 2014.
- Nigel Holdon, Cross Cultural Management: Knowledge Management Perspective, Pentice Hall, 2012.
- Parissa Haghirian: Multinational and Cross Cultural Management, Routledge, 2012.
- Richard Mead: International Management-Cross cultural Dimension, 3/e, Blackwell, 2015.
- Jerome Dumetz -Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Create Space Independent Publishing Platform; Student edition (September 5, 2012), Oakland, USA

### MBA E 106 BWTO & IPR (Open Elective – I)

MBA E 106 B	WTO & IPR (Open Elective – I)	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- The aim of this course is to provide the information that is needed for sound international economic decision making.

#### Course Outcomes:

- To use the analytical techniques and arriving at conclusions from international financial information for the purpose of decision making.

#### Unit – I

**Total Hours: 06**

General Agreement on Tariffs and Trade (GATT) Eighth Round: Uruguay Round, World Trade Organization: Structure – Technology Transfer – Dispute resolution Mechanism- Doha Declaration– WTO Agreements including TRIPS & TRIMS.

#### Unit – II

**Total Hours: 06**

Paris convention – Bern Convention – WCT- Budapest treaty – Madrid Agreement– Hauge Agreement – UPOV.

#### Unit – III

**Total Hours: 06**

Historical Background of IPR- Introduction, definition and classification of intellectual Property, Patents – Patentable and Non patentable inventions – Legal requirements for patents – Types of patent applications- Patent document: specification and claims – Important procedural aspects – Management of IP Assets and IP portfolio – Commercial exploitation of IP.

#### Unit – IV

**Total Hours: 06**

– Designs: Basic requirements –Procedure – Convention application – Term – Date Geographical Indication: Definition – What can be registered – Who can apply – Rights – Term - Restrictions

#### Unit – V

**Total Hours: 06**

Definitions – Classification of trademarks –Classifications of goods and services – Vienna classification – Trade marks procedure – Trademarks enforcement: Infringement and passing off – Remedies – Copy rights – Term of copyrights – Procedure of copyright-Assignment of copy right – Copyright infringement – Remedies.

**REFERENCES:**

- P. K. Vasudeva ,World Trade Organization: Implications on Indian Economy, Pearson Education, 2015
- P.KrishnaRao, WTO-Text and cases, Excel Books, 2015.
- Caves, Frankel, Jones, World Trade and Payments-An Introduction, Pearson Education, 2015.
- Carlos M. Correa- Intellectual property rights , The WTO and Developing countries-Zed books
- Peter-Tobias stoll, Jan busche , Katrianarend- WTO- Trade –related aspects of IPR- Library of congress

**MBA E 106 C TOTAL QUALITY MANAGEMENT (Open Elective – I)**

MBA E 106 C	<b>TOTAL QUALITY MANAGEMENT (Open Elective – I)</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- The Scope of this course is to facilitate students appreciate the quality concepts and develop an understanding of tools and techniques relating to total quality management.

**Course Outcomes:**

- To use the analytical techniques and arriving at conclusions from financial information for the purpose of decision making.

**Unit – I**

**Total Hours: 06**

**Principles and Practices-I:** Introduction,- Gurus of TQM,- Historic Review,- Benefits of TQM- Leadership, characteristics of Quality leaders.-The Deming Philosophy-Quality councils- Strategic Planning- Customer Satisfaction- Customer perception of Quality-service Quality, - Customer Retention-Employee Involvement-Employee survey-Empowerment-Gain sharing- Performance Appraisal.

**Unit – II**

**Total Hours: 06**

**Principles and Practices-II:** Continuous process Improvement,- the Juran trilogy,- The PDCA Cycle-Kaizen- Reengineering. Supplier Partnership- Partnering-Sourcing-Supplier Selection- Supplier rating-Performance Measures-Basic concept-Strategy-Quality cost-Bench marking- reasons for bench marking-Process-Understanding current performance-Pitfalls and criticism of benchmarking.

**Unit – III**

**Total Hours: 06**

**Tools and Techniques-I:** Information Technology- Computers and the quality functions - Information quality Issues-Quality management System- Benefits of ISO registration-ISO 9000 series Standards-Internal Audits. Environmental Management System-ISO 14000 series-Benefits of EMS- Relation to Healthy and safety-Quality Function Deployment-The voice of the Customer- Building a House of Quality-QFD Process.

**Unit – IV**

**Total Hours: 06**

**Tools and Techniques-II:** Quality by Design- Benefits-Communication Model-Failure Mode and Effective Analysis-Failure Rate, FMEA Documentation-The process of FMEA Documentation-Product liability-Proof and Expert Witness. Total Productive Maintenance-promoting the Philosophy and Training-Improvements and needs-Autonomous Work groups.

**Unit – V**

**Total Hours: 06**

**Management Tools:** Management Tools,-Introduction-Forced field Analysis-Tree diagram-Process decision Program Chart-Statistical Process Control-Cause and Effect diagram-Histogram-state of control- Process Capability- Experimental Design- Hypothesis-Orthogonal Design-Two factors and Full factors-Quality Strategy for Indian Industries-Quality Management in India.

**REFERENCES :**

- Joel E Ross : Total Quality Management, 3<sup>rd</sup>Edition,CRC press,2015
- Dale H.Besterfeild, carlonBesterfeild: Total Quality Management, Pearson Education, 2015
- Sridharabhat: Total Quality Management Texts and Cases, Himalaya, 2015.
- Poornima M charantimath Total Quality Management, Pearson Education, 2015
- KanishkaBedi: Quality Management, Oxford, 2015.
- Dr.S.Kumar , Total Quality Management, University Science Press ,2015

**MBA E 106 D PROJECT MANAGEMENT (Open Elective – I)**

<b>MBA E 106 D</b>	<b>PROJECT MANAGEMENT (Open Elective – I)</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- The objective of this course is to students in managing projects with a special focus planning, execution, monitoring and evaluation.

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**Course Outcome:**

- The students can learn how to delegate authority and influence people to get the work done through proper Project Management.

**Unit – I**

**Total Hours: 06**

**Introduction:** Introduction-Project management-What is Project Management-why Project Management-Project Lifecycle- Project Management Research in brief, Project Management today, Organization strategy and structure and culture, Forma of organization structure, stake holder management, organization culture, creating a culture for Project Management.

**Unit – II**

**Total Hours: 06**

**Project Planning:** Project Planning Defining the project, Approaches to project screening and selection, Work breakdown structure, financial Module, Getting Approval and compiling a project charter, setting up a monitoring and controlling process.

**Unit – III**

**Total Hours: 06**

**Project Execution:** Initiating the Project, Controlling and Reporting project objectives, conducting project Evaluation, Managing Risk-Four Stage Process, risk management an integrated approach, cost Management, Creating a project Budget.

**Unit – IV**

**Total Hours: 06**

**Leading Project Teams:** Building a project Team, Characteristics of a Effective project Team, achieving cross- functional co-operation, virtual project teams, Conflicts management, Negotiations

**Unit – V**

**Total Hours: 06**

**Performance Measurement and Evaluation:** Project control cycles, monitoring project performances, Earned value management, Human factors in project Evaluation and control, Project termination, Types of project terminations, Project management and future current and future trends in project management.

**REFERENCES**

- Gray, Larson: Project Management-Tata McGraw Hill-2015



- Jeffery K.Pinto: Project Management-Pearson Education-2015
- EnzoFrigenti: Project Management-Kogan, 2015
- R. Panneerselvam, P. Senthilkumar: Project Management, PHI, 2015
- Thomas M.Cappels: Financially Focused Project Management, SPD,2008.

**MBA S 107 BUSINESS COMMUNICATIONS- SEMINAR**

<b>MBA S 107</b>	<b>BUSINESS COMMUNICATIONS- SEMINAR</b>	<b>0L:1T:2P</b>	<b>2 credits</b>	<b>2Hrs/Week</b>
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**Preamble:-**

- This course enable students understand how to write business letters and improve written communication.

**Course Outcome:**

- The students can learn how to communicate with authority and influence people to get the work done through proper communication and channels.

**Unit – I****Total Hours: 04**

**Business Writing:** Introduction, Importance of Written Business Communication, Direct and Indirect Approached to Business Messages, Five Main Stages of Writing Business Messages. Practice Exercises.

**Case Study:** Communication Complication in English

**Unit – II****Total Hours: 04**

**Business Correspondence:** Introduction, Business Letter Writing, Effective Business Correspondence, Common Components of Business Letters, Strategies for Writing the Body of a Letter, Kinds of Business Letters, Writing Effective Memos. Practice Exercises.

**Case Study:** Missing Briefcase

**Unit – III****Total Hours: 04**

**Instructions:** Introduction, Written Instructions, General Warning, Caution and Danger, Format in Instructions, Oral Instructions, Audience Analysis, and Product Instructions. Practice Exercises.

**Case Study:** How to operate the Minolta Freedom 3 Camera.

**Unit – IV****Total Hours: 04**

**Business Reports and Proposals:** Introduction, What is a Report, Steps in Writing a Routine Business Report, Parts of a Report, Corporate Reports, Business Proposals.

**Case Study:** Handling unsolicited proposals for private infrastructure projects

**Case Study:** The key board syndrome

**Unit – V****Total Hours: 04**

**Careers and Resumes :** Introduction, Career Building, Understanding yourself, setting a career goal, job search / looking at various options, preparing your resume, resume formats, traditional, electronic and video resumes, online recruitment process. Write your resume to market yourself.

**Case Study:** Recruitment Drive at SOBER.

**REFERENCES:**

- Meenakshi Raman and Prakash Singh, Business Communication, Oxford, 2012.
- Lesikar: Basic Business Communication, TMH, 2015.
- David Irwin: Effective Business Communications, Viva-Thorogood, 2015.
- Rajendra Pal, J S KorlahaHi: Essentials of Business Communication: Sultan Chand & Sons, New Delhi, 2015
- Business English Dictionary, Pearson, 2015.
- Lehman and DufreneSinha, BCOM (Business Communication) 2<sup>nd</sup> edition, Cengage, 2012.

## SEMESTER II

### MBA C 201 MANAGEMENT: HUMAN RESOURCES

MBA C 201	MANAGEMENT: HUMAN RESOURCES	3L:1T:0P	4 credits	4Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

#### Course outcome:

- The students can learn how to delegate authority and use power to influence people to get the work done through proper communication and control.

#### Unit – I

**Total Hours: 10**

Introduction to Human Resource Management: Introduction, Concept, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives. HRM in India: Introduction, Changing Role of Human Resource in India, Globalization, Its Impact on HR.

#### Unit – II

**Total Hours: 10**

Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning. Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.

#### Unit – III

**Total Hours: 10**

Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences between Training and Development, Evaluation of Training and Management Development. Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

#### UNIT –IV

**Total Hours: 8**

Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360 degree appraisal, Benefits. Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organizations. Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency.

## **UNIT – V**

**Total Hours: 7**

Job Analysis and Design: Concept, Process & Methods of Job Analysis, Concept of Job Design. Grievance and Grievance Procedure: Concept, Causes, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure. Emerging Trends in HRM:-Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement.

## **REFERENCES:**

1. Dr. P. SubbaRao,2009
2. Human Resource Management, Dr. G.B.S.Prasad, 2009
3. Human Resource Management - A Competitive Advantage - Concepts, Strategies, Challenges,S.K.Bhatia, 2006
4. Human Resource Management at Work - People Management and Development, Prof. MickMarchington& Prof. Adrian Wilkinson, 3rd edition, Indian reprint 2007

## MBA C 202 MANAGEMENT: MARKETING

MBA C 202	MANAGEMENT : MARKETING	3L:1T:0P	4 credits	4Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

### Course outcome:

- The students can learn how to understand the market conduction of marketing processors.

### Unit – I

**Total Hours: 10**

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

### Unit – II

**Total Hours: 10**

Marketing strategy formulations –Key Drivers of Marketing Strategies - Strategies for Industrial Marketing –Consumer Marketing —Services marketing –Competitor analysis - Analysis of consumer and industrial markets –Strategic Marketing Mix components.

### Unit – III

**Total Hours: 10**

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

### UNIT –IV

**Total Hours: 8**

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

**UNIT –V**

**Total Hours: 7**

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

**REFERENCES:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI 14th Edition, 2012
- 2.Chandrashekar, -Text—Marketing and Cases, management-Tata Vijaynicole, First edition,2010
- 3.Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press, 2nd Edition,2011
- 4.Lamb, Hair, Sharma, Mc Daniel–Marketing –An Innovative approach to learning and teaching- A south Asian perspective, Cengage Learning 2012

**MBA C 203 MANAGEMENT: FINANCIAL**

<b>MBA C 203</b>	<b>MANAGEMENT: FINANCIAL</b>	<b>3L:1T:2P</b>	<b>5 credits</b>	<b>4Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Course outcome:**

- The students can learn how to collect finance and distributing the resources to different allocated areas through proper communication and control.

**Unit – I**

**Total Hours: 10**

Introduction - Concept of business finance, finance function, scope, Responsibilities of finance executive, Goals & objectives of financial management, Sources of financing - LONG TERM: shares, debentures, term loans, lease & hire purchase, retained earnings, public deposits, bonds (Types, features & utility); SHORT TERM: bank finance, commercial paper & trade credit & bills discounting.

**Unit – II**

**Total Hours: 10**

Capital structure - Concept, meaning, principles & importance. Introduction to Trading on equity, Capital gearing & leveraging, Cost of capital, Cost of different sources of finance, Weighted average cost of capital, Over capitalization – Concept, Symptoms, causes,



Consequences & remedies, Under capitalization - Concept, causes, Consequences & remedies, Watered Stock, Watered stock Vs Over capitalization

**Unit – III**

**Total Hours: 10**

Capital budgeting - Concept of time value of money, Compounding & discounting; Future value of single amount & annuity, present value of single amount & annuity; Practical application of time value technique. Nature and significance & techniques of capital budgeting –Pay Back Method, Accounting rate of return, Net Present Value, IRR and profitability index.

**UNIT – IV**

**Total Hours:**

**8**

Working capital - Concept, significance, types. Adequacy of working capital, Factors affecting working capital needs, Financing approaches for working capital, Methods of forecasting working capital requirements. Estimate of working Capital requirement, Working capital finance from banks

**UNIT – V**

**Total Hours**

**: 7**

Dividend policies - Concept, determinants and factors affecting, relevance and irrelevance concept, dividend valuation models – Gordon, Walter and Modigliani-Miller models Stability of dividends – concept and significance.

**REFERENCES:**

1. Financial Management by Ravi Kishore, Taxmann's.
2. Financial Management by S. M. Inamdar, Everest Publishing house, 12th Edition 2004.
3. Financial Management by Sharma & Gupta, Kalyani Publishers.
4. Financial Management by R.M. Srivastav, Kalyani Publishers.
1. Financial Accounting for Management by P. Shah- Pub, by Oxford
2. Financial Management by Dr. R. P. Rustagi.
3. Financial Management by Kapil, Pearson Publication

**MBA C 204 MANAGEMENT: PRODUCTION & OPERATIONS**

<b>MBA C 204</b>	<b>MANAGEMENT: PRODUCTION &amp; OPERATIONS</b>	<b>3L:1T:0P</b>	<b>4 credits</b>	<b>4Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Course outcome:**

- The students can learn how to delegate authority and production process of the organization

### **Unit – I**

**Total Hours: 10**

Introduction - Nature, Scope, Importance and Functions Evolution from manufacturing to operations management - Evolution of the factory system - manufacturing systems –quality – mass customization. Contribution of Henry Ford, Deming, Crosby, Taguchi, Break even analysis - Break even analysis in terms of physical units, sales value, and percentage of full capacity.

### **Unit – II**

**Total Hours: 10**

Facilities Location & Layout – Strategic importance - Factors affecting location & layout - Installation of facilities – Single location, multi-location decisions. Principles and Types of Facilities Layout. Facility layout planning. Layout and its objectives for manufacturing operations, warehouse operations, service operations, and office operations., principles, types of plant layouts – product layout, process layout, fixed position layout, cellular manufacturing layouts, hybrid layouts, Factors influencing layout changes.

### **Unit – III**

**Total Hours: 10**

Importance and Functions of Production Planning & Control - Introduction to PERT / CPM - Network Crashing (Numerical expected for PERT/CPM), Capacity Planning : Concept and overview of aggregation demand and capacity options and strategies in production and services, capacity and value, financial impact of capacity decisions, aggregate planning types and procedure, capacity requirement planning, concepts of yields (productivity) and its impact on capacity.

### **UNIT – IV** **Hours: 8**

**Total**

Materials Management - Role of Materials Management- materials and profitability, Purchase functions, Procurement procedures including bid systems, Vendor selection and development, Vendor rating, ethics in purchasing. Roles and responsibilities of purchase professionals. Inventory Management: Concepts of inventory, types, Classification, selective inventory management, ABC analysis. Inventory costs, Inventory models – EOQ, safety stocks, Re order point, Quantity discounts. Storetypes, functions, roles responsibilities, Inventory records.

### **UNIT – V** **Hours: 7**

**Total**

Quality Management - Basic concepts of quality of products and services, dimensions of quality. Relationships between quality, productivity, costs, cycle time and value. Quality Function Deployment and its benefits. Quality Systems – Need, benefits, linkage with generic strategies,

ISO 9000 – 2000 clauses, coverage, linkages with functional domains like production, marketing, six sigma concepts, kaizen, organizing for continuous improvement, Excellence models, awards and standards awards Quality.

**REFERENCES:**

1. Operations Management Theory and Practice, B. Mahadevan, Pearson education, Second impression 2007
2. Operations Management, William J. Stevenson 8th 2005 edition,
3. Operations Management, Richard B Chase 11th edition TMH,
4. Production & Operations Management – Chary
5. Manufacturing & Operations Management - L.C. Jhamb

**MBA C 205 MANAGEMENT: INFORMATION TECHNOLOGY**

MBA C 205	MANAGEMENT: INFORMATION TECHNOLOGY	3L:1T:0P	4 credits	4Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals information of the management in the organization.

**Course outcome:**

- The students can learn how to use of IT in the current for the development of the organization.

**Unit – I**

**Total Hours: 10**

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

**Unit – II**

**Total Hours: 10**

SYSTEM ANALYSIS AND DESIGN - Case tools - System flow chart, Decision table, Data flow Diagram (DFD), Entity Relationship (ER), Object Oriented Analysis and Design (OOAD), UML diagram.

**Unit – III**

**Total Hours: 10**

DATABASE MANAGEMENT SYSTEMS - DBMS – HDBMS, NDBMS, RDBMS, OODBMS, Query Processing, SQL, Concurrency Management, Data warehousing and Data Mart.

**UNIT – IV**

**Total Hours: 8**

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

**UNIT – V****Total Hours: 7**

NEW IT INITIATIVES - Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM.

**REFERENCES:**

10. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012
  11. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.
  12. Haag, Cummings and McCubbrey, Management Information Systems for the Information Age, McGraw Hill, 2005. 9th edition, 2013.
  13. Turban, McLean and Wetherbe, Information Technology for Management – Transforming Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.
  14. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
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## MBA E 206 A INDIA'S FOREIGN TRADE & POLICY

MBA E 206 A	INDIA'S FOREIGN TRADE & POLICY	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

### Course outcome:

- The students can learn how to communicate with foreign trade hubs and understand the nations global trade policies.

### Unit – I

**Total Hours: 06**

International Trade – Need and importance of international trade – Recent trends in world trade – leading players in the world – Major items traded. Introduction to Legal Environment – National and International law – Legal frame work for foreign trade in India -Code and common laws and their implications to business.

### Unit – II

**Total Hours: 06**

India's Foreign Trade – Commodity composition and destination – India's position in the world merchandise trade and services- Balance of Payments of India. Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign Investments; Setting up offices and branches abroad.

### Unit – III

**Total Hours: 06**

India's Foreign Trade Policy – New initiatives – Export promotion – Import Policy and control – Foreign investment policy – policy framework for FDI in India. Export - Import Procedures & Documentations.

### Unit – IV

**Total Hours: 06**

India's Trade relationship with major Trade Blocs in the world – India's Trade agreements with various blocs. Institutional support to International Business, United Nations (UN) World Bank, International monetary Fund, UNCTAD, Asian Development Bank, WTO.

**Unit – V**

**Total Hours: 06**

Role of Government in India's Foreign Trade – EOU – EPZ – SEZ in India. Environment protection and business obligations – Environmental legislation in India - environmental issues – Social issues - Business transaction and Cyber law.

**REFERENCES:**

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
  2. Bhagvati J (ed), International Trade , Penguin Books , 2007.
  3. India's Trade statistics, published by CMIE and DGCIS.
  4. RBI Annual Reports
  5. Annual Reports of Ministry of Commerce.
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**MBA E 206 B BANKING, INSURANCE & RISK MANAGEMENT**

<b>MBA E 206 B</b>	<b>BANKING, INSURANCE &amp; RISK MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the different financial entities.

**Course outcome:**

- The students can learn how to function different financial institutions and use of different institutions in current business scenario.

**Unit – I**

**Total Hours: 06**

Concept and Definition of Banking- Relationship between Banker and Customer — Evolution of Banking in India — Functions of Commercial Banks — Types of Banks — Role of Banks in Economic Development Recent Trends in Banking: Branch Expansion — Banking Liquidation, Amalgamations and Mergers Rural Banking - Priority Sector Lending — Social Banking — Bank Assurance -Community Banking — Tele banking — e-Banking.

**Unit – II**

**Total Hours: 06**

Definition and sources of Insurance Law– Insurance as a contract -Legal principles: Principle of indemnity, Insurable interest, Subrogation, and Utmost good faith History of Insurance

Legislation in India — Life Insurance Corporation Act 1956 – General Insurance Business Nationalization Act 1973-.

**Unit – III**

**Total Hours: 06**

RBI Guidelines and Risk management: Regulatory Framework- Capital Adequacy requirements- Risk Weighted Assets- The New Basel Capital Accord, Board for Financial Supervision- Risk Based Supervision- Risk Profiling – Strategy and Environment Risk- Organization Risk and Management Risk Constitution of Risk Management System in Banks.

**Unit – IV**

**Total Hours: 06**

INNOVATIONS IN BANKING AND INSURANCE: New Financial services provided by banks- investment portfolio management services, advice on money management, tax services Electronic Payment systems ( Indian- NEFT, RTGS , International – SWIFT) Debit Cards and Credit Cards – Concept and Process. E- Banking INVESTMENT BANKING and PRODUCTS. Importance of the privatization of insurance industry, problems associated with public insurance enterprises, relation between insurance and economic growth.

**Unit – V**

**Total Hours: 06**

Enterprise Risk Management: Meaning of ERM , Source of risk to an Enterprise, Pure risk, Speculative risk , Strategic risk , Operational risk, Market risk, Credit risk. Risk management models, Prerequisite for ERM. Market Risk Management: Importance, Exposure in financial markets, Methods to handle & control Market risk. Credit Risk Management: Need, Securitization for credit risk, Credit derivatives, Methods for credit risk management.

**REFERENCES:**

1. Insurance industry: ICFAI Publishers
2. Principles of Risk Management & Insurance – George E. Rejda.
3. Risk Management & Insurance- C. Arthur Willams
4. Enterprise Risk Management: ICFAI Publishers
5. Perspective towards Indian Banking System – Dr. C K Tyagi



MBA E 206 C	LOGISTIC & SUPPLY CHAIN MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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**Preamble:-**

- This course aims familiarizing students with the concept of supply chain and logistics management.

**Course outcome:**

- The students can learn how to fulfill demand with proper quantity and quality of the supply within given time frame and resources.

**Unit – I****Total Hours: 06**

Introduction: Basic concepts & philosophy of SCM, Essential features, Infrastructure flows (Cash, Value and information), key issues in SCM, benefits and case examples

**Unit – II****Total Hours: 06**

Inventory Management: Concept, various costs associated with inventory, EOQ, buffer stock , lead time reduction, reorder point/ re-order level fixation, exercise-numerical problem solving, ABC analysis, SDE/VED Analysis.

**Unit – III****Total Hours: 06**

Purchasing and vendor management: Centralized and decentralized purchasing, function of purchase department and purchase policies, use of mathematical model for vendor rating/ evaluation, single vendor concept, management of stores, account for materials, just in time & Kanvan systems of inventory management

**Unit – IV****Total Hours: 06**

Logistics Management: Logistics of part of SCM, logistics costs, different models, logistics, sub-systems, inbound and out bound logistics bullwhip effects in logistics, outbound logistics – distribution and warehousing management.

**Unit – V****Total Hours: 06**

Recent issues in SCM: Role of computer/ IT in supply chain management, CRM Vs SCM, Benchmarking concept, features and implementation, outsourcing –basic concepts, value addition in SCM – concept of demand chain management

**REFERENCES:**

1. G. Raghuram (I.I.M.A.)- Logics and supply chain management, Macmillan, 2000
  2. Emiko Bonafield – Harnessing value in supply chain, Johnwiley: Singapore, 1999.
  3. Dr. Gopal Krishnan – Material Management rearview, 2002, pearson New Delhi.
  4. R.G. Koragaonkar – JIT Manufacturing.
  5. B.S. Sahay, Macmillan – Supply Chain Mangement, 2000, (Pearson Education, 2004)
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**MBA E 206 D****MSME MANAEGEMENT**

<b>MBA E 206 D</b>	<b>MSME MANAEGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>4Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the fundamentals underlying the management of an organization.

**Course outcome:**

- The students can learn how to communication and control within the micro, small and medium sized enterprises management.

**Unit – I****Total Hours: 06**

MMSEs' in India: Concept of entrepreneur and entrepreneurship – Quality and characteristics of entrepreneur- Over view and history of entrepreneurship – Definition, overview and history of SME's in India – Performance and role – Production, employment & Export opportunities in MSMEs'- Steps involved in setting up MSMEs'.

**Unit – II****Total Hours: 06**

Programmes, Schemes and Services: Schemes implemented by the ministries- Schemes under five year plan – Micro and small enterprise cluster development program – Credit linked capital subsidy scheme for technology up gradation, Credit guarantee scheme, Assistance to entrepreneurship envelopment institutes – Special Schemes to Backward area – Schemes on trade related entrepreneurship assistance and development (TREAD) women – Promotional schemes for women.

**Unit – III****Total Hours: 06**

GLOBALISATION OF MSMEs: Concept of Globalization and Liberalization. Impact of Liberalization and globalization on MSMEs. Some issues in the context of Vitalization of MSMEs for growth and development. Role of SSI/ MSMEs in a global economy.Future Growth of Global SMEs.MSME s as a driving force in economic development.

**Unit – IV****Total Hours: 06**

MSME's Policies: Central government policies- SME and export promotion policy - Development Act, 2006. Demand aspect for MSMEs . MSMEs in the Service Sector .

**Unit – V****Total Hours: 06**

Emerging trends and Institutions Supporting MSME: Overview of WTO, IPR, INMSE International SME network- Bar coding. Impact of WTO on MSMEs.WTO and some vital issues for MSMEs.

**REFERENCES:**

1. Dynamics of Entrepreneurship development, Vasant Desai.
  2. Entrepreneurship development in India, C. B. Gupta and N P Srinivasan.
  3. Entrepreneurship development, S. S . Khanka.
  4. Entrepreneurship and small business Management, C B Gupta and S S Khanka.
  5. Small business and Entrepreneurship, Paul Burns and Dewhunt.
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**III SEMESTER**  
**MBA C 301 INTERNATIONAL BUSINESS**

<b>MBA C 301</b>	<b>INTERNATIONAL BUSINESS</b>	<b>3L:1T:0P</b>	<b>4 credits</b>	<b>4Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the international business at present scenario.

**Course outcome:**

- The students can learn how to business strategies and management of a MNC company solve the business problems.

**Unit – I**

**Total Hours: 10**

An Overview of International Business: Introduction, Definition of International Business, Changing Environment of International Business, Globalization of Markets, Trends in Globalization, Effects and Benefits of Globalization.

**Unit – II**

**Total Hours: 10**

International Business Theories: Introduction Mercantilism, Absolute Advantage Theory Comparative Cost Theory, Hecksher-Ohlin Theory. Instruments of Trade Policy - Tariffs, Subsidies, Import Quotas, Voluntary Export Restraints, Administrative Policy, Anti-dumping Policy.

**Unit – III**

**Total Hours: 10**

Foreign Exchange Determination Systems: Basic Concepts Relating to ForeignExchange, Various types of Exchange Rate Regimes, Factors Affecting Exchange Rates, Brief History of Indian Rupees Exchange Rates.

**Unit – IV**

**Total Hours: 08**

International Institution: UNCTAD, Its Basic Principles and Major Achievements,IMF, Role of IMF, IBRD, Features of IBRD, WTO, Role and Advantages of WTO.

**Unit – V**

**Total Hours: 07**

Regional Economic Integration: Introduction, Levels of Economic Integration, Regional Economic Integration in Europe, Regional Economic Integration in U.S.A., EUROPEAN UNION, ASEAN, BRIC,SAARC, Integration for Business.

**REFERENCES:**

1. Agarwal Raj - International Trade (Excel, 1st Ed.)
2. Daniels - International Business (Pearson, 1st Ed.)
3. Hill C.W. - International Business (TMH, 5th Ed.)



## MBA C 302 BUSINESS LEGISLATION

MBA C 302	BUSINESS LEGISLATION	3L:1T:0P	4 credits	4Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the business laws and legislations of present scenario.

### Course outcome:

- The students can learn how to business legislations and judiciary system to smooth run a company.

### Unit – I

**Total Hours: 10**

Law of Contract -1872: Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee

### Unit – II

**Total Hours: 10**

The Companies Act 1956 - Definition & characteristics of a company, , Kinds of Companies, Provisions relating to incorporation, : Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Concept of Prospectus. Company Meetings, Resolutions Concept of Prospectus.Role & duties of promoter, transfer and transmission; Management–Appointment of Directors, Powers, duties, & liabilities of Directors.Winding Up of the Company - Types of Winding up.

### Unit – III

**Total Hours: 10**

Negotiable Instruments Act 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, &Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Procedure to be followed in case of dishonour of cheques. Information Technology Act 2000: Object and Scope of the IT Act Scope of the Act Digital Signature - Digital Signature Certificate Electronic Governance Electronic Records Certifying Authorities Penalty & Adjudication

### Unit – IV

**Total Hours: 08**

Indian Partnership Act 1932:-Definition of partnership, types of partnership, formation of partnership, registration of partnership, kinds of partners, rights and liabilities of partners, minor's status in a partnership firm, dissolution of partnership firm. Requirements in a partnership deed Limited Liability Partnership Act 2008

**Unit – V****Total Hours: 07**

Consumer Protection Act, 1986 Definitions of Consumer, Complainant, Goods, Service - Meaning of Consumer Dispute, Complaint - Unfair Trade Practices - Restrictive Trade Practices Rights of Consumers Consumer Disputes Redressal Agencies

**Suggested Readings:**

1. AkhileshwarPathak: Legal Aspects of Business, TMH, 3/e, 2009
2. K.R. Bulchandani: Business Law for Management, , Himalaya, 2008
3. Kuchal: Business Law, Vikas, 2009
4. Tulsian:Business Law, TMH, 2008.
5. N.D.Kapoor: Mercantile Law, Sultan Chand & Sons, 2009. .
6. S.N.Maheshwari&Maheshwari: Business Law and Regulation, Himalaya,.2008
7. Business Law, Seth, Pearson Education Asia

## MBA C 303 OPERATION RESEARCH

MBA C 303	<b>OPERATION RESEARCH</b>	3L:1T:0P	4 credits	4Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the business operations and research for solving management problem.

**Course outcome:**

- The students can learn how to solve out different business problems and a company can run smoothly.

**Unit – I**

**Total Hours: 10**

LPP - Resource Allocation: Introduction to Linear Programming Problems, Graphical Method - Assumptions, Formulation and Solution by Graphical Method: Feasibility Region, Unboundedness, Infeasibility, Multiple Optimum Solutions. Simplex method of solution. Use of primal-dual computational formulas to find a solution of an LPP.

**Unit – II**

**Total Hours: 10**

LPP – Transportation & Assignment – Transportation: Formulation and Solution by North West Corner Rule (NWC), Least Cost Method (LCM) and Vogel’s Approximation Method (VAM); Optimization by Modified Distribution Method (MODI). Assignment: Formulation and Solution.

**Unit – III**

**Total Hours: 10**

Queuing Theory - Queuing model, Static and Dynamic Arrivals, Single Server and Multiple Server Queues. Transition-rate diagrams. Role of the exponential distribution in queuing models, Introduction to Simulation Process, Monte Carlo Simulation, Generation of Random Numbers, Queuing Model [M/M/1: ( /FCFS)], Simulation of Queuing System.

**Unit – IV**

**Total Hours: 08**

Replacement & Inventory models - Replacement Policies: Equipment Deteriorate Gradually, Time Value of Money Considered. Equipment Fail Suddenly (Group Replacement), Staff Replacement. Inventory Models with Probabilistic & Deterministic Demand. Classic EOQ, EOQ with bulk purchasing, EOQ with storage limitations, Simulation on Inventory System. Sequencing - Introduction, Terminology & Assumptions

**Unit – V**

**Total Hours: 07**

PERT/CPM - Rules of Network Construction, Network Analysis (Forward Pass, Backward Pass, Critical Paths and Floats). Resource Analysis and Allocation (Crashing), Probability in PERT, PERT vs. CPM. Limitations and Difficulties in Network Methods. Game Theory - Terminology, Game Models, Two Person Zero Sum Games and their Solutions.

**Suggested Readings:-**

1. Introduction to Operations Research- Hillier & Liberman – McGraw Hill
2. Quantitative Techniques in Management by N. D. Vohra – Tata McGraw Hill
3. Operations Research - Panersevam – Prentice Hall of India
4. Operations Research – J. K. Sharma - McMillan
5. Operations Research – Hira and Gupta – S. Chand & Co.
6. Operations Research – V.K. Kapoor – Sultan Chand & Sons, New Delhi.

**SPECIALIZATION – MARKETING MANAGEMENT**  
**01301 ADVERTISING MANAGEMENT**

<b>01301</b>	<b>ADVERTISING MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

**Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

**Unit – I**

**Total Hours: 06**

Advertising, Its role in the marketing process; Legal, Ethical and Social aspects of advertising. Communication - processes of communication; integrated marketing communications, Its evolution, reasons for its growth and its role in branding.

**Unit – II**

**Total Hours: 06**

The promotional mix; segmentation, Targetting and positioning and their role in promotion. Promotional objectives, determination, types and approaches, DAGMAR approach, problems in setting objectives; Advertising budget, establishment and allocation, budgeting approaches.

**Unit – III**

**Total Hours: 06**

Advertisement copy, Its components and types; The importance of creativity in advertising, creative strategy and process, implementation and evaluation.

**Unit – IV**

**Total Hours: 06**

Media Planning, Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.

**Unit – V**

**Total Hours: 06**

Measuring the effectiveness of the promotional program, Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing).

### **Suggested Readings :**

1. Aaker, David A. etc., Advertising Management, 4th edition , PHI, 1985
2. Belch, George E. and Belch, Michael A.; Advertising and promotion, Tata McGraw Hill, New Delhi
3. Ogilvy David, Ogilvy on Advertising, London, Longman.
4. Jones, John Philip, What's in a brand, Tata McGraw Hill, New Delhi
5. Chunawalla, S.A., Advertising, Sales and Promotion Management, Himalaya Publishing House
6. Mohan, Manendra; Advertising Management, Tata McGraw Hill, New Delhi
7. Sandage and Fry burger, Advertising Management

## 01302 MARKETING OF SERVICES

01302	MARKETING OF SERVICES	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the management of services marketing.

### Course outcome:

- The students can learn how to developing an effective service delivery for communicating companies value.

### Unit – I

**Total Hours: 06**

Marketing Services - concept of service - characteristics of service - classification of service - causes of growth of the services sector - need for services marketing.

### Unit – II

**Total Hours: 06**

Marketing mix in services marketing - the seven Ps product decision - Pricing strategies and tactics - Promotion of service and placing - distribution methods for services - additional dimensions in services marketing - people, physical evidence and process.

### Unit – III

**Total Hours: 06**

Management of services marketing - marketing demand and supply through capacity planning and segmentation - internal marketing of services - external versus internal orientation of service strategy.

### Unit – IV

**Total Hours: 06**

Delivering quality service - process of delivering quality service - TQM in services marketing - Six sigma technique in delivering quality service - quality gaps - customer expectation versus perceived service gap - factors and techniques to resolve this gap - Quality standards - process and technological requirements to implement quality standards in services marketing.

### Unit – V

**Total Hours: 06**

Marketing of services with special reference to financial services, health services, hospitality services including travel, hotels and tourism, professional services, public utility services and educational services.

### References

1. Adrhian Payne, The Essence of Marketing, Prentice Hall of india (P) Ltd, New Delhi, 2001
2. Chistopher Lovelock, Services Marketing, Pearson Education Asia, 4th edition, 2001
3. Helen Woodroffe, Services Marketing, Mcmillan India Ltd, 1997
4. S.M.Jha, Services Marketing, Himalaya Publishing House, Bombay.
5. Valare A Zeithmial& Mary joBitner, Services Marketing, Tata McGraw Hill Publishing Company, New Delhi, 2000

## 01303 MARKETING RESEARCH

01303	MARKETING RESEARCH	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the marketing research.

### Course outcome:

- The students can learn how to developing an effective decision making for solving different managerial problems..

### Unit – I

**Total Hours: 06**

Marketing Research: Introduction, Management uses of marketing research, Problem Formulation & steps in decision Making Process.

### Unit – II

**Total Hours: 06**

Research Design: Introduction, Exploratory Research, Descriptive research, Causal/ Experimental Research Design, Relationship in between different types of designs.

### Unit – III

**Total Hours: 06**

Data Collection Methods, Primary & Secondary Data, Observation & Questionnaire Techniques, Analysis & interpretation of Data, Development of questionnaire.

### Unit – IV

**Total Hours: 06**

Sample Design, Sample Plan, Probability & Non- Probability Sampling, Sample Size, etc., Attitude Measurement through different types of scales.

### Unit – V

**Total Hours: 06**

Product Research, Advertising Research – Copy Testing – Test Marketing, Media Selection, Research Report

### Suggested Readings:

1. Research for Marketing Decisions Paul E. Green, Donald S. Tull
2. Marketing Research- Text and Cases Harper W. Boyd Jr. , Ralph Westfall



## 01304 MARKETING OF NON-PROFIT ORGANISATION

01304	MARKETING OF NON-PROFIT ORGANISATION	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the NGO management.

### Course outcome:

- The students can learn how to developing an effective NGO for communicating values to the society.

### Unit – I

**Total Hours: 06**

Introduction: Non Profit Organisation, Concept, Non Profit Organisation in India, types, problems. Characteristics, Need of Marketing of Non Profit Organisation.

### Unit – II

**Total Hours: 06**

Differentiation of NPOs: Concept of Responsive Organisation- Image management, image causation, image modification, Mission, Exchange, Environment affecting operations of NPOs (Publics), Image & Satisfaction measurement.

### Unit – III

**Total Hours: 06**

Managing Marketing efforts: Understanding Consumer. Product, Product Mix, Product Mix decisions for Non-profit Organisation Pricing for Non Profit organisations.

### Unit – IV

**Total Hours: 06**

Market Segmentation for Non profit organisation, Target Marketing Promotion: Advertising, personal selling, sales promotion and Public Relations for Non profit Organisation.

### Unit – V

**Total Hours: 06**

Managing Human Resource: Attracting People, Analysing people, Recruitment, Members and membership criterion, Volunteers. Managing Financial Resource: Donor Marketing, Attracting Funds, Analysing Donor markets, Fund raising goals and strategy.

### Suggested Readings:

1. Philip Kotler: Marketing of Non-Profit Organisations.
2. Andreasen Alan R: Strategic marketing for NPOs
3. Roberto Eduardo L: Social Marketing

## SPECIALIZATION– HUMAN RESOURCE MANAGEMENT

### 02301 HR PLANNING AND DEVELOPMENT

02301	HR PLANNING AND DEVELOPMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Human Resource Development Process.

#### Courseoutcome:

- The students can learn how to developing an effective human resource policy for communicating companies value.

#### Unit – I

**Total Hours: 06**

HRD – concept – meaning – philosophy – nature – need and significance. HRD – climate – goals – competencies – functions – areas. HRD as a system – HRD in changing scenario. HRSD – Contextual factors and Human Resource System designing. Role Analysis and HRSD-key performance areas, Critical Attributes, Role effectiveness, Role analysis methods.

#### Unit – II

**Total Hours: 06**

HRD modules: Recruitment and selection – orientation and placement performance appraisal – training and development – promotion and motivation – career development. Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. Interpersonal feedback and performance counseling.

#### Unit – III

**Total Hours: 06**

Potential Appraisal and Development. Career planning and Development – Quality of work life – quality circles – human capital development – philosophy and principles – practices – work force and people development - performance management – knowledge management.

#### Unit – IV

**Total Hours: 06**

Training – conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. Stress – definition – personality traits – emotional management – categories of stressors – identification of stress at various levels – pre-requisites for zero stress – psychological stress – stress and human resource development.

#### Unit – V

**Total Hours: 06**

HRD challenges in 21st century – HR out sourcing – human resource audit – human response development – human resource accounting - future of HRD Organization.

#### REFERENCE BOOKS

1. T.V. Rao and Udai Parekh – Designing and Managing Human Resource System, Excel Books, Oxford Publications.
2. V.S.P. Rao – Human Resource Development – Response books.

3. Kandula, S.R. – Strategic Human Resource Development – PHI.

**02302 HUMAN RESOURCE DEVELOPMENT**

<b>02302</b>	<b>HUMAN RESOURCE DEVELOPMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the human resource development.

**Course outcome:**

- The students can learn how to developing an effective HRM practices for companies sustainable growth.

**Unit – I**

**Total Hours: 06**

Concepts of Human Resource Development - Evolution of Human Resource Development - Basic Principles of assumptions- Human Resource Development approach. Human Resource - approach Vs. Traditional Personnel Management approach - Importance of Human Resource Development approach in the changing economic scenario.

**Unit – II**

**Total Hours: 06**

Human Resource Development Strategies and Experiences - Planning for Human Resource Development Programmes - Strategies for Human Resource Development- Integrating Human Resource Development function with other functions. The role of top management - The role of Human Resource Development functionaries and other functionaries - Human Resource Development experiences of some organizations and some countries (America, Japan & U.K.)

**Unit – III**

**Total Hours: 06**

Human Resource Development and Supervision-Line Managers and Human Resource Development - Task analysis - Motivational aspects of Human Resource Development - Developmental supervision - counseling & Monitoring, Career counseling, planning & development.

**Unit – IV**

**Total Hours: 06**

Main Issues in Human Resource Development - Organisational approach - Human Resource Development culture and climate concepts and components - organisational Development Intervention - Kinds of Schemes - Inter - Personnel & Group process interventions – Emerging Trends and perspectives.

**Unit – V**

**Total Hours: 06**

Human Resource Development and Psychological foundation-Basic principles of Behaviour Development - Theories of Learning, Personality, motivation, creativity and human nature. Role

of training, retraining programmes, supervisory development, management development (Executive development) organisational development.

**SUGGESTED READINGS:**

1. Wendell, L. French & Cell H. Bellor Jr. - Organisational Development.
2. Beekchand.R, -Organisational Development Strategies & Model
3. Nair &Rao T.V. - Excellence through Human Resource Development
4. V.P. Michael - Human Resource Management & Human Relations
5. Robbins – OrganisationalBehaviour.

## 02303 MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE

02303	MANPOWER DEVELOPMENT FOR TECHNOLOGICAL CHANGE	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the technological change and HRM.

### Course outcome:

- The students can learn how to developing an effective equip the organization and its human resources to adequately cope with such changes.

### Unit – I

**Total Hours: 06**

Manpower management, Manpower management in the 21st Century; Environmental context of human resource management, the emerging profile of human resources.

### Unit – II

**Total Hours: 06**

Technology Change - Changing technology, Concept and process of technological innovation, Organizational implications of technological change, Transformation.

### Unit – III

**Total Hours: 06**

Implications of Human resource, Human resource implications of technological change; Performance / potential evaluation in the context of new technology;

### Unit – IV

**Total Hours: 06**

Manpower training and career development. Technology transfer with human face; New issues in manpower training and career development.

### Unit – V

**Total Hours: 06**

Career Management and Development. Mentoring at Workplace. Work-Life Integration, Performance Management System

### Suggested Readings

1. Clark, Jon, Managing Innovation and Change, University of Southampton, 1995.
2. Clark, Jon, Human Resource Management and Technology Change, Sage, London, 1993.
3. Gampbell, A and Warner, M. New Technology, Skills, and Management, Routledge, London, 1992.
4. Rastogi, P N. Management of Technology and Innovation. Sage, New Delhi, 1995.
5. Warner, M. New Technology and Manufacturing Management, Wiley, London, 1990.
6. Womack, J P. etc. The Machine that changed the world, Maxwell Macmillan, New York, 1990.
7. Shittaker, D H. Managing Innovation. Cambridge University Press, Cambridge, 1990.

## 02304 LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS

02304	LEGAL FRAMEWORK GOVERNING HUMAN RELATIONS	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the legal framework.

### Course outcome:

- The students can learn how to understand and interpretation of the various Labour laws and their implications for industrial relations and Labour issues..

### Unit – I

**Total Hours: 06**

INDUSTRIAL RELATIONS: Trade Union Act 1926, Industrial Employment Disciplinary Action (Standing orders 1946), Industrial Dispute Act 1947.

### Unit – II

**Total Hours: 06**

WAGES AND SALARY: Payment of wages act 1936, Minimum wages act 1948, The Payment of Bonus Act 1965, Equal Remuneration Act 1976.

### Unit – III

**Total Hours: 06**

SOCIAL SECURITY: The employee state insurance act, provident funds and miscellaneous provisions act 1952, payment of gratuity act 1972, contract Labour (regulation and abolition) act 1970.

### Unit – IV

**Total Hours: 06**

WORKING CONDITIONS: Factory act 1948, The Delhi shops and establishment act 1954.

### Unit – V

**Total Hours: 06**

RECRUITMENT AND TRAINING: The employment exchanges (compulsory notification of vacancy) act 1959, The apprentices act 1961.

### Suggested Readings :

1 Ghaiye.B.R. : Laws and procedure of departmental enquiry in private and public sector. Lucknow eastern law company 1994.

2 Malik. P. L. : Handbook of industrial law, Eastern book 1995.

3 Saini Debi S. :Redressal of labour grievances, claims and disputes. New-Delhi, Oxford and IBH, 1994.

4 Srivastava S. C. : Industrial Relations and labour law, New-Delhi, Vikas 1994.

**SPECIALIZATION – FINANCE MANAGEMENT**  
**03301 SECURITY ANALYSES AND PORTFOLIO MANAGEMENT**

<b>03301</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the Investment Alternatives.

**Course outcome:**

- The students can learn how to developing an effective Investment Alternativesfor communicating companies value.

**Unit – I**

**Total Hours: 06**

Investment Alternatives, Investment attributes, Investment vs. Speculation vs. Gambling, Primary and Secondary market and its operations, NSE and BSE, Buying and Selling shares, Stock market Indices. Corporate Debt Market and Money market. Risk and Return- Risk and Return of a single asset and portfolio, CAPM (Practical Problems)

**Unit – II**

**Total Hours: 06**

Basic valuation model, valuation of Bonds/Debentures, YTM, Bond Duration. Valuation of Preference Shares, Valuation of Ordinary Shares. Other approaches to valuation of shares. (Practical Problems)

**Unit – III**

**Total Hours: 06**

Fundamental Analysis- Macroeconomic Analysis, Industry Analysis, Company Analysis. Technical Analysis- Charting technique, Technical Indicators, Trading Rules. Efficient Market Hypothesis- Random Walk and search for theory, efficient market, weak form, semi strong form and strong form efficient market Hypothesis.

**Unit – IV**

**Total Hours: 06**

Traditional and Modern portfolio management. Portfolio Risk and return, Portfolio Diversification, Optimal portfolio, CAPM- Basic assumptions, CML, SML. Arbitrage pricing theory. (Numerical Problems)

**Unit – V**

**Total Hours: 06**

Specification of Investment objectives and constraints, Formulation of Portfolio strategy, Selection of securities, Portfolio execution, Portfolio Revision, Performance Evaluation- Sharpe, Treynor, Jensen and fgma measures.

**Suggested readings:**

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.

2. PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. I. M. Pandey, Financial Management, Vikas Publishing House Pvt. Ltd.
4. Martin Pring, Technical Analysis Explained, McGraw Hill.
5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.



03302 FINANCIAL MARKET & SERVICES

03302	FINANCIAL MARKET & SERVICES	2L:1T:0P	3 credits	3Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the prevailing financial system in India.

**Course outcome:**

- The students can learn how to developing an Financial Markets – Capital Markets for communicating companies value.

**Unit – I**

**Total Hours: 06**

Introduction: Overview of Financial systems In India – Structure, Regulation Role And Functions Of Financial Systems – Financial Instruments – Financial Markets – Capital Markets & Money Markets – Interlink Between Money Market & Capital Market – Characteristics Of Financial Markets – Functions Of Stock Exchange – Introduction To Forex.

**Unit – II**

**Total Hours: 06**

Financial Services: Objectives of financial services – types of financial services – capital market Services & money market services – intermediaries: banking financial corporations, non banking financial corporations & insurance corporations- financial services sector problems and reforms.

**Unit – III**

**Total Hours: 06**

Venture capital: Growth of venture capital in India- financing pattern – legal aspects and Guidelines for venture capital – leasing- types of leases – leasing vs. borrowing - credit rating: CRISIL, ICRA & care – factoring, forfeiting- bill discounting – types of factoring arrangements – factoring in Indian context.

**Unit – IV**

**Total Hours: 06**

Mutual funds: concepts and objectives – functions and portfolio classification-guidelines for mutual funds – working of public and private mutual funds in India – debt securitization – demat services – need and operations –role of NSDL & CSDL.

**Unit – V**

**Total Hours: 06**

Legal and Institutional Arrangements: Regulatory & legal framework of government in banking- - role of RBI –functions of stock exchange - listing & formalities in stock exchange – laws governing SEBI -- role of SEBI – Laws governing non banking financial corporations – laws pertaining anti- money laundering.

**Suggested Books:**

1. I. M. Bhole, Financial Institutions and Markets, TATA McGraw Hill
2. V. A. Avadhani, Marketing of Financial Services, Himalaya Publishers, Mumbai
3. Vasant Desai, Indian Financial Systems, Himalaya Publishers.
4. E. G. Benton, Financial Intermediaries An Introduction

### 03303 MICRO FINANCE & DEVELOPMENT

03303	MICRO FINANCE & DEVELOPMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Microfinance management.

#### Course outcome:

- The students can learn how to developing an effective Status of Microfinance in India.

#### Unit – I

**Total Hours: 06**

History of Microfinance: Introduction, history of Microfinance, Worldwide developments. Status of Microfinance in India: Introduction, History of Microfinance in India, Recommendations of various committees, Status of Microfinance in India, Outreach of Microfinance, Potential of Microfinance in India, Banking potential for Microfinance in India.

#### Unit – II

**Total Hours: 06**

Government and Microfinance: Introduction, SHGs and different schemes, SHG and Poverty Alleviation Programs, SHG and Special Programs/ Schemes. Importance of SHGs: Introduction, Benefit of SHGs to members, Benefits to women, Benefits to Banks, Benefits to Government, Benefits to Voluntary Agencies and Benefits to Society.

#### Unit – III

**Total Hours: 06**

Models in Microfinance: Introduction, Models of Credit disbursement under microfinance, Models of SHGs in India, Models in International microfinance. Microfinance in Asia and Pacific.

#### Unit – IV

**Total Hours: 06**

Livelihood Promotion: Introduction, Poverty in India, Livelihood Intervention, Livelihood Promotion efforts in India, Integrated Sectoral Strategies, Strategies for vulnerable segments of the population, Delivery of Livelihood, Models of Livelihood Problem, Income Generating Activities.

#### Unit – V

**Total Hours: 06**

Participatory Rural Appraisal: Introduction, Participatory Assessment- Concepts and Prerequisites, Conducting Participatory Assessment, Tools and Techniques of Participatory Assessment.

#### REFERENCES:

1. Sapovadia, Vrajlal K., Micro Finance: The Pillars of a Tool to Socio-Economic Development. Development Gateway, 2006.
2. Wright, Graham A.N. Microfinance Systems: Designing Quality Financial Services for the Poor. The University Press, Dhaka, 2000.
3. United Nations Department of Economic Affairs and United Nations Capital Development Fund. Building Inclusive Financial Sectors for Development. United Nations, New York, 2006.

4. Yunus, Muhammad. *Creating a World Without Poverty: Social Business and the Future of Capitalism*. Public Affairs, New York, 2008
5. Branch, Brian & Janette Klaehn. *Striking the Balance in Microfinance: A Practical Guide to Mobilizing Savings*. PACT Publications, Washington, 2002.
6. Dowla, Asif&DipalBarua. *The Poor Always Pay Back: The Grameen II Story*. Kumarian Press Inc., Bloomfield, Connecticut, 2006.
7. Hirschland, Madeline (ed.) *Savings Services for the Poor: An Operational Guide*. Kumarian Press Inc., Bloomfield CT, 2005

## 03304 CORPORATE FINANCE

<b>03304</b>	<b>CORPORATE FINANCE</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the Business Finance

**Course outcome:**

- The students can learn how to developing strategies and practices towards efficient corporate financial accounting.

**Unit – I**

**Total Hours: 06**

Definition of Corporate Finance – Importance of Corporate Finance – Functions of Corporate Finance – Scope of Corporate financing – Financial Planning – Financial Forecasting – Demand Forecasting – forecasting Techniques – Profit Planning – Marginal cost decision making, standard cost and techniques.

**Unit – II**

**Total Hours: 06**

Capital rationing – Sensitivity analysis – Mutually exclusive projects – Public utility accounts – Repairs and replacements – Banking company accounts – Insurance company accounts – Double accounts.

**Unit – III**

**Total Hours: 06**

Promotion of Corporate bodies – Financial markets – Money markets – Capital Markets – Stock exchange – Different kinds of securities – Valuation of shares, Bond, reference talk and good will, risk investment analysis – Tools of risk investment analysis – Inflations.

**Unit – IV**

**Total Hours: 06**

Merger, Amalgamation, Absorption, External Reconstruction – Consolidation – Holding Company –Forms of combinations – Issue of shares – Role of Banking in Corporate Finance – Development banks and corporate finance.

**Unit – V**

**Total Hours: 06**

Definition of projects – Projects appraisal – Financial Analysis, Technical Analysis, Social cost benefit analysis – Cost benefit analysis.

**REFERENCES:**

1. Basu: INDUSTRIAL FINANCING IN INDIA.
2. S.M. Sukla: ADVANCED ACCOUNTANCY
3. Richard A Brealey, Stewart C. Myers, Alan J Marcus, Fundamentals of Corporate Finance, McGraw Hill.

**SPECIALIZATION – HOSPITAL MANAGEMENT**  
**04301 LEGAL & ETHICAL ISSUES FOR HOSPITAL**

<b>04301</b>	<b>LEGAL &amp; ETHICAL ISSUES FOR HOSPITAL</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the legal and ethical issues pertaining to the Hospitals.

**Course outcome:**

- The students can learn how to developing a legal and ethical issues pertaining to the Hospitals for communicating companies value.

**Unit – I**

**Total Hours: 06**

Establishment, Registration and Regulation of Health Care Organization: Registration and Regulation of Healthcare organization under Andhra Pradesh Private Medical Care Establishment Act 2002; Formation of Health care Organization under Partnerships and Corporate basis (private and public) and compliance with Medical Council of India Act.

**Unit – II**

**Total Hours: 06**

Hospitals and Labour Enactments: Hospital as an Industry – Unrest in Hospitals – Dispute Settlement Mechanism, Arbitration, Conciliations and Adjudication of Disputes; Role of Trade Unions, Unfair Labour Practices and Victimization – Disciplinary Actions – Requisitions of a valid disciplinary enquiry – Service Conditions – Retrial benefits – Social Security and Insurance.

**Unit – III**

**Total Hours: 06**

Hospital Services and Law: Contractual obligations in Hospital Services – Requisites of a valid contract – Hospital as a ‘bailee’ – Physicians – Patient relations – duties towards patients by medical and Para-medical staff – medical ethics and code of conduct to be observed in rendering hospital services, MCI Guidelines, OATHS.

**Unit – IV**

**Total Hours: 06**

Medico Legal Issues: Police Investigation – Giving evidence – Court deliberations organ transplantation – Euthanasia (mercy killing) – Diagnosis, prescriptions and administration of drugs – Post treatment serves– Anesthesia, Surgery and sale of drugs.

**Unit – V**

**Total Hours: 06**

Liability of Hospitals: contractual liability – Award of damages and principles relating thereto, criminal liability and defenses available to hospitals and medical staff. Tortuous liability and vicarious liability. Legal remedies available to patients. Remedies under contract law, tort, criminal law and consumer protection act. CP Act, RTI.

**REFERENCES:**

1. S.L. Goel, Healthcare Management and Administration, Deep & Deep Publications Pvt. Ltd. New Delhi, 2010.
2. Srinivasan, A.V. (ed.), Managing a Modern Hospital, Chapter 12, Response Books, New Delhi, 2009.
3. Encyclopedia of Bio-medical Ethics – Two Volumes.

04302

**HEALTH EDUCATION & COMMUNICATION**

04302	HEALTH EDUCATION & COMMUNICATION	2L:1T:0P	3 credits	3Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the health Education.

**Course outcome:**

- The students can learn how to developing an effective health Education for communicating values to the society.

**Unit – I**

**Total Hours: 06**

Introduction to health education and communication. Health Education – Nature and Scope. Essentials of health education with reference to functions of health education such as change in knowledge, behavior, habit, attitude etc.

**Unit – II**

**Total Hours: 06**

Aims and Objectives of health education with reference to changing concept. Significance of health education with its role in health delivery system Principles of health education.

**Unit – III**

**Total Hours: 06**

Basic role of healthcare providers in relation to health education. Different approaches of health education such as – Regulatory approach, Service approach, primary healthcare approach, health education approach.

**Unit – IV**

**Total Hours: 06**

The models of health education with its significance. Detail information about the contents of health education. How to practice health education through various methods.

**Unit – V**

**Total Hours: 06**

Recommendations for better health education in India. The communication process in practicing health education. Functions of health communication in relation to health education. Different types of communication and barriers of communication.

**Prescribed Text:**

1. Preventive and social medicine by Park
2. Health Education- Theory and Practice by S.L.Goel

**04303 HOSPITAL SUPPORT SERVICES**

<b>04303</b>	<b>HOSPITAL SUPPORT SERVICES</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the Comprehensive health projects.

**Course outcome:**

- The students can learn how to developing an effective advertising programme for Comprehensive health projects.

**Unit – I**

**Total Hours: 06**

Introduction to organization of health services in India - Central, States, Defence, Railways and other PSUs- Voluntary agencies- Comprehensive health projects with Rural Development- International organizations related to health services.

**Unit – II**

**Total Hours: 06**

Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control - Managing the Estate (Hospital Security) - Recent trends in Disaster Management - Hospital Engineering Services (Plumbing, Electricity, Civil, A/C, Lifts) - strategies of hospital equipments- planning and Selection-purchase procedure- installation and commissioning- hospital equipment repair and maintenance quality control.

**Unit – III**

**Total Hours: 06**

General safety of the patients, fire safety, hospital hygiene, hospital acquired infection, Biomedical waste? handling rule, segregation, collection, transportation, disposal, modern technology, for disposal radioactive waste handling. Review of reports on Healthcare-Bhore Committee-Moodliar Committee-Jain Committee-Kartar Singh Committee- Srivastava Committee

**Unit – IV**

**Total Hours: 06**

Accreditation - Setting of Objectives - Health Indicators - Applying Economic Concepts to Service Evaluation - Assessing Patient Satisfaction - Techniques of Hospital Services Evaluation - Indicators of Hospital Efficiency & Effectiveness - Evaluation of Quality of Hospital Services - Management of Hazard, Safety in a Hospital Setup - Nursing Services in a Hospital - Current Issues in Hospital Management - Telemedicine - Bio-Medical Waste Management - Organ Transplantation - Rehabilitation Services - Health Insurance & Managing Health Care - Medical Audit - Hazard and Safety in a hospital Setup.

**Unit – V**

**Total Hours: 06**



Epidemiological Triad, Levels of Disease Prevention- Disaster Management/ Disaster Plan- Fire fighting-Dealing with crisis situations- Natural disasters -floods, earthquakes etc.- Mob violence against medical establishments- Bomb threat- Terrorist strike- Political agitation- Mass casualties

## **REFERENCES**

1. Arnold D. Kalcizony& Stephen M. Shortell, Health Care Management.
2. Carolyn SemplePiggot& Carolyn S.Piggot, Business Planning for Health Care Management.
3. David E.Cope, Organization Development and Action Research in Hospitals.
4. Perspectives in health care - Nancy North - Macmillan Press, U.K

<b>04304</b>	<b>MEDICAL WASTE MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the Waste management.

**Course outcome:**

- The students can be able to develop an effective Waste management programme for communicating companies value.

**Unit – I**

**Total Hours: 06**

INTRODUCTION - Introduction – Definition – general and hazardous health care waste – infectious waste – genotoxic waste – waste sharps – bio medical waste – categories – composition of bio medical waste – specification of materials – sources – hospitals – health care establishments – others

**Unit – II**

**Total Hours: 06**

IMPACTS & LEGISLATION AND POLICIES - Health impacts – direct and indirect hazards – potential hazards – basic information – infection – infection agents – legislation and policies – bio medical waste handling – rules – CPCB guidelines – BARC guidelines – radioactive waste disposal – WHO guidelines – management in developing countries

**Unit – III**

**Total Hours: 06**

GENERATION AND SEGREGATION - Color coding – yellow, red – blue, white – contents of waste bag – label – biomedical waste – minimize – collection and handling – infection control system – needle sticks injury – hospital policy - segregation – decontaminating – disinfection unit – autoclaving – sharp waste containers – shredding – incrimination – biomedical symbol – microwave – hydropulping – plasma torch

**Unit – IV**

**Total Hours: 06**

TRANSPORTATION, TREATMENT AND DISPOSAL - Central storage - Onsite pre treatment – mechanical treatment – chemical disinfection – offsite transportation – offsite and onsite – treatment – common treatment – liquid waste treatment – Conventional treatment – wet thermal technology – incineration – alternative treatment technology – microwave technology - rotaclave system – hydroclave

**Unit – V**

**Total Hours: 06**

MANAGEMENT ISSUES - Waste minimization – recycling – re use – health and safety practices – protective equipments usage – occupational health programmers – safety –

emergency practices – management – non clinical support devices – hospital waste management – budget allocation – maintenance – records – annual reports

**REFERENCE BOOKS:**

1. Madhuri Sharma, Hospital Waste Management and its Monitoring, Jaypee Brothers Mediacal Publishers, 2007.
2. Mohammad Mohsin, Hospital : Waste Management, VDM Publishing, 2010

## SPECIALIZATION – INTERNATIONAL BUSINESS MANAGEMENT

05301

### INTERNATIONAL LOGISTIC MANAGEMENT

05301	INTERNATIONAL LOGISTIC MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

#### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

#### Unit – I

**Total Hours: 06**

Overview Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration.

#### Unit – II

**Total Hours: 06**

Marketing and Logistics Customer Focused Marketing; International Marketing: Introduction, Definition, Basis for International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics.

#### Unit – III

**Total Hours: 06**

Basics of Transportation; Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice.

#### Unit – IV

**Total Hours: 06**

Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR;ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration.

#### Unit – V

**Total Hours: 06**

Inventory Management and Packaging Inventory Management: Introduction, Characteristics, Functionality, Components, Planning; Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking.

#### REFERENCES

1. International Marketing by SakOnkvisit& John J. Shaw, Publisher: Prentice Hall of India
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons
3. Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication
4. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

<b>05302</b>	<b>EXPORT &amp; IMPORT MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
<b>05302</b>	<b>EXPORT &amp; IMPORT MANAGEMENT</b>			

**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

**Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

**Unit – I**

**Total Hours: 06**

Export & Import – Introduction, Definitions.Evolution of Export & Import.Foreign Trade— Institutional Framework and Basics.Multinational Organizations & Structure, International Business Scenario.

**Unit – II**

**Total Hours: 06**

Export-Import—Documentation and Steps, Export–Import Strategies and Practice, Export Marketing, Business Risk Management and Coverage, Export Incentive Schemes.

**Unit – III**

**Total Hours: 06**

Logistics and Characteristics of Modes of Transportation, Characteristics of Shipping Industry, World Shipping, Containerization and Leasing Practices.

**Unit – IV**

**Total Hours: 06**

Export Procedures and Documents, Customs Clearance of Import and Export Cargo, Methods and Instruments of Payment and Pricing Inco terms, Methods of Financing Exporters.

**Unit – V**

**Total Hours: 06**

Information Technology and International Business, Export & Import with European continent, Africa, Middle East Countries, Asian Countries, Australia and New Zealand, China and Japan.

**REFERENCES**

1. Justin Paul & Rajiv Aserkar, 'Export Import Management', 1/e, Oxford University Press
2. UshaKiranRai, 'Export-Import and Logistics Management', PHI Learning Pvt. Ltd., 2007
3. Rama Gopal. C., 'Export Import Procedures - Documentation And Logistics', New Age International,2007

## 05303 INTERNATIONAL BUSINESS LAWS

05303	INTERNATIONAL BUSINESS LAWS	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Legal Framework of International Business: Nature and complexities; Code and common laws and their implications to business; International business contract – legal provisions; Payments terms; International sales agreements; Rights and duties of agents and distributors.

### Unit – II

**Total Hours: 06**

Regulatory Framework of WTO: Basic principles and charter of GATT/WTO; GATT/WTO provisions relating to preferential treatment of developing countries; Regional groupings, subsidies, technical standards, anti-dumping duties and other non-tariff barriers, custom valuation and dispute settlement; Implications of WTO to important sectors – GATS, TRIPs and TRIMs.

### Unit – III

**Total Hours: 06**

Legal Framework Relating to: International Licensing; Franchising; Joint Ventures, Patents and trade marks; Technology transfer, Telecommunications. Legal Framework relating to Electronic Commerce – Intellectual Property Rights.

### Unit – IV

**Total Hours: 06**

Regulatory Framework and Taxation : Electronic Commerce – Cross Border Transactions – Online Financial Transfers – Legal Safeguards – International Business Taxation – Tax Laws – Multilateral and Bi-lateral treaties – Sharing of Tax revenues.

### Unit – V

**Total Hours: 06**

Indian Laws and Regulations Governing International Transactions: FEMA; Taxation of foreign income; Foreign investments; Setting up offices and branches abroad; Restrictions on trade in endangered species and other commodities.

### REFERENCE:

1. Daniels, John, Ernest W. Ogram and Lee H. Redebungh: International Business, Environments and operations.
2. Lew, Julton D.M and Clive Stand brook (eds), International Trade Law and Practice, Euromoney Publications, London.
3. Schmothoff C.R: Export Trade – The Law and Practice of International Trade.
4. Motiwal OP, Awasthi HIC: International Trade – the law and practice; Bhowmik and Company, New Delhi.

## 05304 GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE

05304	GLOBAL BUSINESS ETHICS & CORPORATE GOVERNANCE	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Business Ethics – trans-cultural Human Values in Management Education – Relevance of Values in Management – Need for values in Global Change – Indian Perspective – Values for Global managers.

### Unit – II

**Total Hours: 06**

Ethical Dilemma – Ethical decision making – Ethical Reasoning – Benefits of managing ethics in work place – Organization Ethics Development System - Organizational Couture – Ethics Tools – Cdoe of ethics  
– Guidelines for developing code of ethics – Value based leadership.

### Unit – III

**Total Hours: 06**

Work ethics – work culture – Ethical theories – Ethical Values – Environmental ethics - Environmental Management - Environmental Management System - Environmental Laws - Consumer Protection.

### Unit – IV

**Total Hours: 06**

Corporate Governance – Meaning – Code of Corporate Governance – Audit Committee – Corporate Excellence – Role of Independent Directors – protection of Stakeholders – Corporate Social Responsibility – Changing Role of Corporate Boards with chaining times – Corporate Governance for Market capitalism.

### Unit – V

**Total Hours: 06**

Indian Ethos in Management – Principles – Approaches – Role of Gita – Karma Yoga – Wisdom Management – Quality of Work Life –Strategies for Work Life Balance.

### REFERENCE:

1. Chakraborty,S,K., Management by Values, Oxford University press
2. Balasubramanian,R., Corporate Governace, IIM Banagalore
3. Laura P. Hartman, Perspectives in Business Ethics, Tata McGraw Hill

4. Bhatia, S.K., Business Ethics and Corporate Governance
5. Bowie Norman, Business Ethics, Prentice Hall
6. Laura P Hartman, Perspectives in Business Ethics-Tata McGraw Hill, New Delhi



## SPECIALIZATION – INFORMATION TECHNOLOGY MANAGEMENT

### 07301 – DATABASE MANAGEMENT SYSTEM

07301	DATABASE MANAGEMENT SYSTEM	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

#### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

#### Unit – I

**Total Hours: 06**

Introduction to Database; Organisation of Database; Components of Database Management Systems; Data Models; Entity-Relationship Model; Network Data Model; Hierarchy Data Model; Relational Data Model; Semantic Data Model; Advantages of DBMS.

#### Unit – II

**Total Hours: 06**

Relational Database Design: Integrity Constraints; Functional Dependencies; Normalisation; Physical Database Design; Decomposition of Relation Schemes;

#### Unit – III

**Total Hours: 06**

Introduction to data mining & Data Warehousing; Knowledge Extraction through Data Mining.

#### Unit – IV

**Total Hours: 06**

Structured Query Language, Oracle- Creating Tables; Applying column constraints; Inserting Rows; Views, Snapshots, Indexes & Sequences.PL/SQL structure, Cursor, Triggers, Procedures, Functions & Package.

#### Unit – V

**Total Hours: 06**

Database Utilities; Security, Object/Basic Database Administration/ Remote Data Access.

#### SUGGESTED READINGS:

1. Chakrabarti- Advance Database Management System (Wiley Dreamtech)
2. Beynon -Davies P- Database Systems (Palgrave, 2003)
3. Karthikeyan Understanding Database Management System (Acme Learning)
4. Hoffer - Modern Database Management (Pearson Education, 6th edition)
5. Alexis and Leon - Database Management System (Vikas, 2003.)
6. Majumdar and Bhattacharya - Database Management System (Tata McGraw Hill, 1996).
7. Navathe E - Fundamentals of Database Systems (Pearson Education, 3rd Ed.)

## 07302 – TECHNOLOGY INNOVATION & CHANGE

07302	TECHNOLOGY INNOVATION & CHANGE	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Technology Management : Understanding Technology and its Relationship with Wealth of Nations and Firms Specific Knowledge; Technology Life Cycles, Technology Acquisition and Absorption;

### Unit – II

**Total Hours: 06**

Change Management: Understanding the Nature, Importance, Forces, Types of Change; Diagnosing Organizational Capability to Change-strategy, Structure, Systems and People; Building Culture and Climate for Change: Role of Leadership; Managing Transformations.

### Unit – III

**Total Hours: 06**

Innovations Management: Invention vs. Innovation; Innovation Strategies and Models; Concurrent Engineering; Process Innovation, Product Innovation, Innovation Management.

### Unit – IV

**Total Hours: 06**

Creative and Lateral Thinking Management: Thinking, Creative Thinking, Problem Solving, Managing Lateral Thinking.

### Unit – V

**Total Hours: 06**

Technology Exports / Joint venture Abroad. Technological Intelligence and Forecasting, Global Trends in Technology Management.

### Text Books

1. HosseinBidgoli (2010). The Handbook of Technology Management (3 Volume Set), Wiley.
2. Larisa V. Shavinina(2003), The International Handbook of Innovation, First Edition, Elsevier Science, Permagon.

### Reference Books

1. Tushman, Michael L and Philip Anderson (2004). Managing Strategic Innovation and Change, 2nd Edition, Oxford University Press.
2. Adair, John (2007). Leadership for Innovation, Kogan Page India Private Limited.

3. Narayanan, V K. (2001). *Managing Technology and Innovation for Competitive Advantage*. Pearson Education.
4. Frederick Betz (2003), *Managing Technological Innovation, Competitive Advantage from change*, Second Edition, John Wiley & Sons, Inc. , USA.

## 07303 – SOFTWARE PROJECT MANAGEMENT

07303	SOFTWARE PROJECT MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Software Product and Process: Software Characteristics & Applications, Software Process, Software Process Models; Linear Sequential Model, Prototyping Model, RAD Model, Evolutionary Software Process Models, Software Development Process.

### Unit – II

**Total Hours: 06**

Software Project Planning and Scheduling: Software Requirement, Software Requirements Specification, Requirements Validation, Software Design Principles, Software Project Estimation: Size Oriented, Function Oriented, Software Metrics, Software Cost Estimation, COCOMO Model, Project Scheduling,

### Unit – III

**Total Hours: 06**

Software Staff & Personnel Planning, Rayleigh Curve, Software Team Organization & Control Structure.

Project Monitoring & Control Techniques.

### Unit – IV

**Total Hours: 06**

Software Quality Assurance & Configuration Management: Software Quality, Software Quality Assurances, Software Testing, Formal Technical Reviews, ISO Software Quality Standards, Software Configuration Management, SCM Process, Configuration Audit. (12 Hours)

### Unit – V

**Total Hours: 06**

Risk Management: Software Risks, Reactive and Pro-active Risk Strategies, Risk Identification, Risk Projection, Risk Mitigation, Risk Monitoring and Management.

### REFERENCE:

1. Bob Hughes and Mike Cotterell (2001). Software Project Management. Tata McGraw Hill, New Delhi, Second Edition.
2. Ivar Jacobson, Grady Booch and James Rumbaugh (2000). The Unified Software Development Process. Pearson Education Asia, Singapore.

3. Jack. R. Meredith and Samuel J. Mantel Jr. (2002). Project Management: A Managerial Approach. John Wiley & Sons, Singapore, Fourth Edition.
4. Robert K. Wysocki, Robert Beck Jr. and David B. Crane (2002). Effective Project Management. John Wiley & Sons, Singapore, Second Edition.

**07304 – E-GOVERNANCE AND FRAMEWORK OF ICT**

<b>07304</b>	<b>E-GOVERNANCE AND FRAMEWORK OF ICT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

**Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

**Unit – I****Total Hours: 06**

Overview of E-Government and E-Governance: Stages of E-Governance, National E-Governance Plan (NeGP), Mission Mode Projects and their implementation status, E-Governance Introduction to E-governance, Role of ICT in e-governance, Need, importance of E-governance, Categories of E-governance, Key Issues of E-Governance, Technology, Policies, Infrastructure, Training, Copyrights , Consulting Funds, E-governance Models, Model of Digital Governance, Wider Dissemination Model.

**Unit – II****Total Hours: 06**

E-governance Models: Critical Flow Model, Interactive-service model/Government to-Citizen to-Government Model (G2C2G),Major areas of E-governance Services, Public Grievances: Telephone, Ration card, transportation, Rural services Land Records, Police: FIR registration, Lost and found, Social services: Death, domicile, school certificates, Public information: employment, hospitals, railway, Agricultural sector: Fertilizers, Seeds, Utility payments Electricity, water, telephone, Commercial: income tax, custom duty, excise duty-Governance Infrastructure.

**Unit – III****Total Hours: 06**

Phases of e-government: “Brochure ware”, Interactive, and Transaction,, Five Stages of Electronic Government Development, Statutes affecting e-government development,, Human Infrastructural preparedness, Challenges for E-governance

**Unit – IV****Total Hours: 06**

Policies: National Telecom Reforms, National Telecom Policies NTPs, Regulations: Digital Divide and Digital Dividends, Development and rationale of regulation and, deregulation,

**Unit – V****Total Hours: 06**

Role of Telecom Regulatory Agencies - Telecom Regulatory Authority of India (TRAI) & ITU, Information Technology Act (2000), Internet and E-commerce issues: privacy, security, domain names, etc., Wireless: frequency auctions, standards, competition.

**REFERENCE:**

1. Heather E Hudson, (2006). Global Connections - International Telecommunications Infrastructure and Policy, 1st Edition, Wiley Publication.
2. E. Bohlin and S.L. Levin, (2000). Telecommunications Transformation - Technology, Strategy and Policy, 1st Edition, IOS Press.
3. McElroy, (2003).KMCI (Knowledge Management Consortium International) and Butterworth Hienemann, 1st Edition.
- 4.R. K. Mitra, (2006). E-government: Macro Issues, 1st Edition, GIFT Publishing.

**SPECIALIZATION – BANKING & INSURANCE MANAGEMENT**  
**08301 – INDIAN BANKING & FINANCIAL SYSTEM**

<b>08301</b>	<b>INDIAN BANKING &amp; FINANCIAL SYSTEM</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

**Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

**Unit – I**

**Total Hours: 06**

Introduction: Definition and Meaning of Banking - Systems of Banking - Branch Banking - Unit banking - Correspondence Banking - Indian Banking - Central Banking - RBI - Origin and growth - Functions - Bank Nationalization in India Banking Regulation Act - Banking Sector Reforms.

**Unit – II**

**Total Hours: 06**

Financial System: Meaning - Concepts - Financial System and Economic Development - Theoretical development and Empirical evidence of Gurley and Shah, Donaldson, etc - Financial structure - Financial Markets.

**Unit – III**

**Total Hours: 06**

Structure of Indian Financial System - Money and Capital Markets - Money Market : Sub markets - Characteristics of well developed Money Market - Bill Market scheme - Components - Reforms in Indian Money Market.

**Unit – IV**

**Total Hours: 06**

Capital Market : Meaning, Components - New Issue Market, Private Placements - Book Building, Secondary Market - Stock exchange - Reforms in Indian Capital Market - Regulations by SEBI - Indian Debt market - Government and Private - Non-Banking Financial Intermediaries - Chit funds companies - Nidhis - Finance companies - Hire Purchase and Leasing and Insurance sector.

**Unit – V**

**Total Hours: 06**

Foreign Exchange Market : Meaning and structure - Regulatory authority in India • Players in Forex Market - Authorized dealers and Money changers.



**REFERENCES:**

1. Bhole L M., Financial Markets and Institutions , Tata McGraw Hill, Delhi, 2001 (Text Book)
2. Srivastava R M., Management of Indian Financial Institutions, Himalaya Publishing House, Mumbai
3. Khan M Y., Indian Financial System, Tata McGraw Hill, Delhi
4. Tennan M L., Banking : Law and Practice in India, India Law House, New Delhi
5. Dekock: Central Banking: Crosby Lockwood Staples, Lond

## 08302 – MONETARY & TREASURY MANAGEMENT

08302	MONETARY & TREASURY MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Monetary Policy: Objectives-A macro economic view-Central Bank Tools to regulate Money Supply-The Impact of Open Market Operations on other Tools of Monetary Policy-the Monetary Ratios-Other Factors that impact Monetary Base and Bank Reserves.

### Unit – II

**Total Hours: 06**

Credit Policy: Objectives, Theory and Practice, Instruments; Fiscal Policy: Importance of Budgets, Union Budget, State Budget, Finances of Union and State Governments, Finance Commission-Striking balance between inflation and growth through monetary and fiscal policies.

### Unit – III

**Total Hours: 06**

Treasury Management: Objectives of Treasury, Structure and organization, Functions of a Treasurer, Responsibility of a Treasurer.

### Unit – IV

**Total Hours: 06**

Treasury operations: Treasury Instruments- Liquidity Management CRR/CCIL/RTGS- Objectives, sources and deployment, internal control, Netting- Cost center/Profit center, integrated treasury, Planning & control, Risk analysis.

### Unit – V

**Total Hours: 06**

Treasury and investment policy-Role of IT in treasury management-Regulation and compliance-Internal & External Audit.

**(Case Studies are compulsory)**

### Suggested Books:

1. Avadhani, VA., Treasury Management in India, Himalaya Publishing House, Mumbai
2. The Indian Institute of Bankers, Treasury, Investment and Risk Management, Mumbai
3. Indian Institute of Banking & Finance, Treasury Management, Mumbai
4. Bagchi, Treasury Risk Management, Jaico Publishing House, Mumbai
5. Bragg, Treasury Management-The Practitioners Guide, John Willey & Sons, New Delhi

6. Vasanth Desai, Financial Markets & Services, Himalaya Publishing House, Mumbai
7. Khan, M.Y., Indian Financial System, Tata McGraw Hill Publishing Company Ltd., New Delhi
8. Vaish, MC , Monetary Theory, Vikas Publications, Mumbai

## 08303 – INTERNATIONAL BANKING & FOREX MANAGEMENT

08303	INTERNATIONAL BANKING & FOREX MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

International Banking: Global trends and developments in International banking- International Financial Centers, Offshore Banking Units, SEZs-International Financial Institutions: IMF, IBRD, BIS, IFC, ADB-Legal and Regulatory aspects of international banking.

### Unit – II

**Total Hours: 06**

International Finance: Fundamental principles of lending to MNCs; International Credit Policy Agencies and Global Capital Markets; Methods of raising equity and debt resources through ECBS, ADRs/GDRs, ECCBS and other types of Bonds, etc. in international markets;

### Unit – III

**Total Hours: 06**

Project and Infrastructure Finance-Investments both in India and abroad, joint ventures abroad by Indian Corporates, investment opportunities abroad for resident Indians; Financing of mergers and acquisitions.

### Unit – IV

**Total Hours: 06**

Framework of Foreign Exchange: Sources and Uses of Foreign Exchange Balance of Payments; Foreign Exchange Market Mechanism-Different types of exchange rates, exchange rate determination, convertibility of Indian Rupee; Role of Banks in Forex markets-Functions of a ForexDept, maintenance of foreign currency accounts.

### Unit – V

**Total Hours: 06**

Forex Business: Foreign Exchange Management Act (FEMA) and its philosophy; Role of RBI and FEDAI in regulating foreign exchange business of banks/other authorized dealers-NRI customers and various banking and investment products available to them under FEMA.

**(Case Studies are compulsory)**

### Suggested Books:

1. Jeevanandam C., Foreign Exchange, Practice, Concepts & Control, Sultan Chand & Sons, New Delhi

2. Chaudhuri BK & Agarwal OP, Foreign Trade & Foreign Exchange, Himalaya Publishing House, Mumbai
3. Apte PG, International Financial Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
4. Rajwade AV, Foreign Exchange, International Finance & Risk Management, Academy of Business Studies, New Delhi
5. Indian Institute of Banking and Finance, International Banking, Mumbai

## 08304 – CORPORATE BANKING

08304	CORPORATE BANKING	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Corporate Banking- Meaning and importance, various services provided viz., cash management, salary payment, debt management, factoring and forfaiting, trusteeship, custodial services, business advisory, off shore services, trade services, Forex management, etc.

### Unit – II

**Total Hours: 06**

Corporate Deposits-Importance of institutional deposits vis-a-vis retail deposits; Corporate Finance-Working capital finance, fund and non-fund based limits and import-export finance, corporate debt restructuring.

### Unit – III

**Total Hours: 06**

Investment Banking-Meaning and scope of investment banking, evolution, overview of current state of investment banking in India; Merchant Banking –Advisory services for equity/debt issues, management, placement and distribution of equity/debt; Mergers and Acquisitions, Divestitures-Identification, Structuring, Negotiation and Execution, arranging finances, etc.

### Unit – IV

**Total Hours: 06**

Corporate advisory services-Capital restructuring, Project advisory, private equity and Venture capital, loan syndication, etc.

### Unit – V

**Total Hours: 06**

Project and Infrastructure Finance: Characteristics of Project Finance Technology selection, Assessment of technical collaborator-Market Analysis, Financial Analysis; Common risks in projects-Risk mitigation methodologies in projects; Project Planning-Network techniques for project implementation; Infrastructure financing cash flow deal agreement with parties involved-SPV-Monitoring and follow-up of the project.

**(Case studies are compulsory)**

### Suggested Books:

1. Uppal R, Indian Banking in the globalised world, New Century Publications, New Delhi

2. Indian Institute of Banking & Finance, Corporate Banking, Mumbai
3. Avadhani, International Finance, Himalaya Publishing House, Mumbai
4. Madhu Vij, Multinational Financial Management, Excel Publications, New Delhi
5. Apte, PG, International Financial Management, Macmillan Publishers, Mumbai

**SPECIALIZATION – PRODUCTION MANAGEMENT**  
**10301 – MATERIALS MANAGEMENT**

<b>0301</b>	<b>MATERIALS MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

**Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

**Unit – I**

**Total Hours: 06**

Materials Management: An Overview; Objectives; Evolution; Strategies; Functions; Profit Making Potential; Costs.

**Unit – II**

**Total Hours: 06**

Inventory Management: Stages; Selective Control; Demand Forecasting; Lead-time; Safety Stock; Fixed Quantity Reorder System;

**Unit – III**

**Total Hours: 06**

Fixed Period Reorder System; MRP and JIT systems; Inventory Valuation – Along with the Problems on Inventory Valuation. Capital Equipment Purchases

**Unit – IV**

**Total Hours: 06**

Purchasing: Objectives; Types of Materials; Important Aspects; Procedures; Quality; Quantity, Time, Price and Source; Standardization and Codification; Vendor development; Value Analysis; Make or Buy Decisions; Negotiations; Institutional, Government and International Buying;.

**Unit – V**

**Total Hours: 06**

Warehousing and Transportation: Warehouse Location; Transportation; Receiving, Issuing and Store Keeping.

**Case Analysis and Presentation.**

**Suggested Readings:**

1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
2. Rahul V Altekar, Supply Chain Management concepts and case, PHI, New Delhi.
3. Robert B Handfield and Ernest L Nichols, Supply Chain Management PHI, New Delhi.
4. G Raghuram& N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.



## **10302 – SERVICE OPERATIONS MANAGEMENT**

<b>10302</b>	<b>SERVICE OPERATIONS MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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### **Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### **Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

### **Unit – I**

**Total Hours: 06**

Service Operations Concept: Difference between Manufacturing and Service Operations, Service Operations Characteristics, Different Pure Service Organizations and their peculiarities, Field Service and its impact on manufacturing organizations, Field Service and Customer satisfaction.

### **Unit – II**

**Total Hours: 06**

Service Operation Strategy: Service objectives and goal formulation, Service organization: In house Vs. Outsourcing, Centralized Vs. Decentralized, Creating Customer Connection, Enhancing customer satisfaction, Service Operations as Profit Centre.

### **Unit – III**

**Total Hours: 06**

Field Service Management, Service Manpower Planning & Scheduling: Field Service Organization, Field Service Inventory Management, Field Technical Support Service, Integrating Field Service with Information Technology,

### **Unit – IV**

**Total Hours: 06**

Field Service Effectiveness Evaluation, Field Service and Customer Relations Management, Uncertainty in Manpower 62 Requirements, Cyclical and Seasonal nature of demand, Queuing effect, Service Level Considerations and Cost Considerations in Manning, Linear Programming and other models of planning and scheduling.

### **Unit – V**

**Total Hours: 06**

Customer Relationship Management: Customer requirement assessment, Customer satisfaction parameters and indices, Manpower recruitment and training, Customer feedback collection and analysis, Customer service evaluation. IT enabled Customer Service: Call Centre Operations and Management, Web-enabled Services, ERP enabled Field and Technical Support Services, Tele marketing and servicing.

**Case Study: Compulsory, Relevant Cases have to be discussed in each unit**

**Suggested Readings:**

1. Dale H.Besterfield, et al., Total Quality Management, Pearson Education Asia, 1999. (Indian Reprint 2002).
2. James R.Evans& William M.Lindsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002
3. Oakland.J.S. "Total Quality Management Butterworth – Heinemann Ltd., Oxford. 1989.

## 10303 – INNOVATION AND R&D MANAGEMENT

10303	INNOVATION AND R&D MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### Course outcome:

- The students can learn how to developing an effective advertising programme for communicating companies value.

### Unit – I

**Total Hours: 06**

Introduction & Managerial aspects of Innovation function Introduction, Components of Innovation, Types of Innovations, Models of Innovation Processes, Evolution and characteristics of Innovation Management, Key drivers of Innovation, Factors influencing Innovation ,Organizing for Innovation, Factors influencing organizational design, Developing Innovation Strategy ,Characteristics of creative of creative organization.

### Unit – II

**Total Hours: 06**

Research and Development Management Introduction,, Meaning, Objectives, Significance, Classification of R&D according to R&D type, process phase, measurement level, purpose of measurement and measurement perspective. Technology development approaches, Performance of R&D management in Indian scenario.

### Unit – III

**Total Hours: 06**

Financial Evaluation of R&D Projects Introduction, Cost effectiveness of R&D,R&D financial forecasts,  
Project selection, Evaluating R&D ventures, Conflicting views of managers, Allocation of resources,  
R&D programme planning and control, Project management, Project Planning and Control techniques.

### Unit – IV

**Total Hours: 06**

The Industrial R&D Process, R&D, Growth, and Shareholder value, Strategy: Driving Value in The Competitive Arena, Building A Pro Forma DCF Model, Shortcuts and Market-Based Approaches, Managing Value and Risk in The R&D Portfolio, R&D Metrics.

**Unit – V****Total Hours: 06**

INTRODUCTION TO ERP SYSTEMS: Review of DBMS and Transaction processing concepts - Business Processes and integration across functions. Salient features of ERP systems offered by leading vendors, prerequisites and process of implementation.

**Case Study: Compulsory, Relevant Cases have to be discussed in each unit**

**Suggested Readings:**

1. Dale H.Besterfield, et al., R&D, Pearson Education Asia, 1999. (Indian Reprint 2002).
2. James R.Evans& William M.Lindsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002
3. Oakland.J.S. "Total Quality Management Butterworth – Heinemann Ltd., Oxford. 1989.

## 10304 – TECHNOLOGY MANAGEMENT

<b>10304</b>	<b>TECHNOLOGY MANAGEMENT</b>	<b>2L:1T:0P</b>	<b>3 credits</b>	<b>3Hrs/Week</b>
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### **Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the advertising management.

### **Course outcome:**

- The students can learn how to developing an effective advertising programme for communicating companies value.

### **Unit – I**

**Total Hours: 06**

Introduction & Technology Policy, Definition ,Technology and society ,Definition of technology , Classifications of technology, Definition of management ,Management of technology (MOT),The conceptual frame work for (MOT), - Drivers of MOT- Significance and Scope of MOT- Role of Chief Technology Officer – Responding to Technology challenges. Technology Policy – Determinants of Nation’s Capability – Role of Government – Science and Technology policy – Status of Technology in India – Future of India

### **Unit – II**

**Total Hours: 06**

Technology Planning and Strategy Tools, Technology Acquisition Technology Planning – Tools for Company Technology Analysis – Tools for industry Technology Analysis – Trajectories of Technology.

### **Unit – III**

**Total Hours: 06**

Alliances: Formal versus Informal Alliances, Duration of an Alliance, Location: Domestic versus International Alliances Concerns in Alliances , Mergers and Acquisitions of Technology, Strategic Reasons for Mergers and Acquisitions, Types of Mergers and Acquisitions, Technology Acquisition - Methods Acquisition - Internal Development - External acquisition Sources - Acquisition decisions

### **Unit – IV**

**Total Hours: 06**

Innovation Management, Technology Transfer, Definition of Innovation, Definition of Management of Innovation, The Process of Managing Innovation, Making Decisions for Managing Innovation, Tools for Managing Innovation,

### **Unit – V**

**Total Hours: 06**

Process Innovations – Concept and types of process - Process Management Concerns - Types of Process innovations- Process improvement techniques – Organizing for improvements , Technology Transfer – Definition – Classification and Significance - Elements of transfer process - Types of Technology transfer

**Case Study: Compulsory, Relevant Cases have to be discussed in each unit**

**Suggested Readings:**

1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
2. Rahul V Altekar, Supply Chain Management concepts and case, PHI, New Delhi.
3. Robert B Handfield and Ernest L Nichols, Supply Chain Management PHI, New Delhi.
4. G Raghuram& N Rangaraj, Logistics and Supply Chain Management - Cases and Concepts. Mac Millan.

**SPECIALIZATION – HOTEL MANAGEMENT  
12301 – FOOD PRODUCTION**

12301	FOOD PRODUCTION	2L:1T:0P	3credits	3Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to Classification of cooking factors.

**Course outcome:**

- To know the Historical progression leading to modern cookery and the Organizational structure.

**UNIT I**

**Total Hours: 06**

To Introduce the Historical progression leading to modern cookery - History of cooking - Aims & Objective - Cooking –art or science To impart knowledge about different kitchen equipment

**UNIT II**

**Total Hours: 06**

Heavy and Light equipment - Utensils & Knives - Care & maintenance - Use To impart Knowledge of various culinary terms, level of skill, attitude towards work, behaviour & personal hygiene - Western & Culinary terms

**UNIT III**

**Total Hours: 06**

Personal grooming, hygiene & uniform - Do's and don'ts while working in the kitchen to understand the functioning of Food Production Dept.

**UNIT IV**

**Total Hours: 06**

Organizational structure - Layout - Duties & responsibilities - Interdepartmental relations Foundation ingredients & their role in F.P - Composition of different ingredients & the action of heat on fat, carbohydrates, proteins, vitamins & minerals.

**UNIT V**

**Total Hours: 06**

Classification of cooking factors - Classification according to function like – fats, raising agents, sweetening agents, egg, liquids/stock flavoring & seasoning, thickening To understand the methods of Preparation - Mis-en-place - Methods of mixing To understand the texture of cooked food products - Various textures -Faults and remedies.

**Suggested Readings:**

- Food & Beverage Control By: Richard Kotas and Bernard Davis

- Food & Beverage Cost Control- Lea R Dopson, Wiley Publishers.
- Food & Beverage Management By: Bernard Davis & Stone
- Food & Beverage Service- Dennis R. Lillicrap. & John.A. Cousins. Publisher:  
ELBS
- Food & Beverage Service Management- Brian Vargese
- Food & Beverage Service Training Manual- Sudhir Andrews, Tata Mc Graw Hill.
- □ Hotel & Catering Costing & Budgets, RD. Boardman, Heinemann



## 12302 – COMMUNICATION FOR PROFESSIONALS

12302	COMMUNICATION FOR PROFESSIONALS	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Facing an interview panel.

### Course outcome:

- To know the Stress Management and also understand the Identification of Vouchers.

### Unit 1

**Total Hours: 06**

Stress Management Meaning, purpose, techniques, Basic concept of Recruitment and Selection, Intent and purpose, selection procedure, types of interviews

### Unit II

**Total Hours: 06**

Handling meetings, Types of meetings, Structuring a meeting: agenda and minutes, Conducting a

### Unit III

**Total Hours: 06**

Preparing for interviews, Self planning, writing winning resume, knowledge of company profiles, academics

and professional knowledge review, update on current affairs and possible questions

### Unit IV

**Total Hours: 06**

Facing an interview panel, Time – Keeping, grooming, dress code, document portfolio, frequently asked questions and their appropriate answers, self – introduction, panel addressing, mental frame – work during interviews

### UNIT V

**Total Hours: 06**

Reservations - Feedback - Cancellation & Amendments - Identification of Vouchers - Manual Tabulation ; Ledger and Billing - Mechanical Ledger. Billing - Computerized Ledger, Billing - Tourism -International Hotel Regulations

### Suggested Readings :

- Business Communication, Lesikar, Pettit (AITBS)
- Theory & Application
- Business Communication, K.K. Sinha Galgotia Publishing House
- Communication for Business, Shirley Taylor, Pearson Education Asia
- Effective Business Communication, Asha Kaul, Prentice Hall of India
- Business Communication, Rajinder Pal, Himalayan Publishing House

## 12303 – FOOD & BEVERAGE SERVICE MANAGEMENT AND CONTROL

12303	FOOD & BEVERAGE SERVICE MANAGEMENT AND CONTROL	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Food Production Control.

### Course outcome:

- To understand the Planning & Operating various F & B Outlets and support and also the Menu Management.

### Unit – I

**Total Hours: 06**

Restaurant Planning: Introduction, Planning & Operating various F & B Outlets and support, ancillary areas, Factors- Concept, Menu, Space & Lighting, Colors and Market, Restaurant Design team. Restaurant Problems and Guest Situation Handling – (thumb rules)

### Unit – II

**Total Hours: 06**

Buffet: Introduction, Types, Buffet Sectors, Equipment's Used, Factors, Space requirements & Checklist, Buffet Presentation, menu planning, staff requirement, Buffet Management. Function Catering: Introduction, Types of Function, Function Administration & Organization-

### UNIT-III

**Total Hours: 06**

Booking Procedure, Menus, Function contracts, Seating Arrangements. Other Catering Operations: Off-Premises Catering, Hospital Catering, Industrial & Institutional Catering, Airline & Railway catering, HomeDelivery, Take away, and Afternoon & High Teas: Introduction, Menu, and Cover & Service.

F & B Control- Overview: Introduction, Objectives of F & B Control, Problems in F & B Control, Methodology of F & B Control, Personnel Management in F & B Control. Cost & Sales Concepts: Definition of Cost, Elements of Cost, Classification of Cost, Sale defined, Ways of expressing sales concepts. CostVolume/ Profit Relationships (Bread- even analysis).

### Unit – IV

**Total Hours: 06**

Budgetary Control: Introduction, Objectives, Kinds of Budget, Budgetary Control Process, Stages in the preparation of Budgets. Budgeting for F & B Operations, Food & Beverage Control: Purchasing Control,

Receiving Control, Storing and Issuing Control, Food Production Control, Food/ Bev Cost Control, Food/ Bev  
Sales Control, Standard Yield, Standard Portion Sizes, Standard Recipes

**UNIT- V**

**Total Hours: 06**

Menu Management: Introduction, Types of Menu Planning Considerations & Constraints, Menu Costing and Pricing, Menu Merchandising, Menu Engineering, Menu Fatigue, Menu as a In- House Marketing, Tool.

**Books Recommended**

- Financial & Cost control techniques in hotel & Catering Industry – Dr J.M.S. Negi
- Food & Beverage Control By: Richard Kotas and Bernard Davis
- Food & Beverage Cost Control- Lea R Dopson, Wiley Publishers.
- Food & Beverage Management By: Bernard Davis & Stone
- Food & Beverage Service- Dennis R. Lillicrap. & John.A. Cousins. Publisher: ELBS
- Food & Beverage Service Management- Brian Vargese
- Food & Beverage Service Training Manual- Sudhir Andrews, Tata Mc Graw Hill.
- Hotel & Catering Costing & Budgets, RD. Boardman, Heinemann
- Introduction F & B Service- Brown, Heppner & Deegan

## 12304 – MARKETING FOR HOSPITALITY & TOURISM

12304	MARKETING FOR HOSPITALITY & TOURISM	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to help in marketing management in hospitality and tourism.

### Course outcome:

- To know the Marketing Environment, Consumer Markets and Consumer Buyer Behavior.

### UNIT – I

**Total Hours: 06**

Restaurant Planning: Introduction, Planning & Operating various F & B Outlets and support, ancillary areas,  
Factors- Concept, Menu, Space & Lighting, Colors and Market, Restaurant Design team. Restaurant Problems  
and Guest Situation Handling – (thumb rules)

### Unit – II

**Total Hours: 06**

Buffet: Introduction, Types, Buffet Sectors, Equipment's Used, Factors, Space requirements & Checklist,  
Buffet Presentation, menu planning, staff requirement, Buffet Management. Function Catering:  
Introduction,  
Types of Function, Function Administration & Organization-

### UNIT- III

**Total Hours: 06**

Booking Procedure, Menus, Function contracts, Seating Arrangements. Other Catering Operations: Off-  
Premises Catering, Hospital Catering, Industrial & Institutional Catering, Airline & Railway catering,  
Home  
Delivery, Take away, and Afternoon & High Teas: Introduction, Menu, and Cover & Service.

### UNIT – IV

**Total Hours: 06**

Budgetary Control: Introduction, Objectives, Kinds of Budget, Budgetary Control Process, Stages in the  
preparation of Budgets. Budgeting for F & B Operations, Food & Beverage Control: Purchasing Control,

Receiving Control, Storing and Issuing Control, Food Production Control, Food/ Bev Cost Control, Food/ Bev Sales Control, Standard Yield, Standard Portion Sizes, Standard Recipes

**UNIT-V**

**Total Hours: 06**

Menu Management: Introduction, Types of Menu Planning Considerations & Constraints, Menu Costing and Pricing, Menu Merchandising, Menu Engineering, Menu Fatigue, Menu as a In- House Marketing, Tool.

**Books Recommended**

- Financial & Cost control techniques in hotel & Catering Industry – Dr J.M.S. Negi
- Food & Beverage Control By: Richard Kotas and Bernard Davis
- Food & Beverage Cost Control- Lea R Dopson, Wiley Publishers.
- Food & Beverage Management By: Bernard Davis & Stone
- Food & Beverage Service- Dennis R. Lillicrap. & John.A. Cousins. Publisher: ELBS
- Food & Beverage Service Management- Brian Vargese
- Food & Beverage Service Training Manual- Sudhir Andrews, Tata Mc Graw Hill.
- Hotel & Catering Costing & Budgets, RD. Boardman, Heinemann
- Introduction F & B Service- Brown, Heppner & Deegan

**SPECIALIZATION – DISASTER MANAGEMENT**  
**13301 - Natural and Anthropogenic Disasters Management**

<b>13301</b>	<b>Natural and Anthropogenic Disasters Management</b>	<b>3L:1T:0P</b>	<b>4 credits</b>	<b>4Hrs/Week</b>
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**Preamble:-**

- The course is intended to provide a general insight in the dimensions of disasters caused by nature beyond the human control as well as the disasters and environmental hazards induced by human developmental activities.

**Course outcome:**

- To know the determination of stability and safety factor and to also know the Earth quakes.

**UNIT-I**

**Total Hours: 06**

Structure of the atmosphere; Pressure, temperature, precipitation, Cloud classification and formation; Coriolis force; El Nino phenomenon; Western disturbances; Energy model and budget of the earth.

**UNIT-II**

**Total Hours: 06**

Depletion of natural capital; development as causes of disasters; rapid population growth, environmental pollution; epidemics; industrial accidents and chemical releases; multipurpose project and resettlement issues; humanitarian assistance in emergencies.

**UNIT-III**

**Total Hours: 06**

Floods – flood plains, drainage basins, nature and frequency of flooding, flood hazards, urbanization and flooding, flood hydrographs, Dams barrages and river diversions, creation of reservoir, influence on micro-climate, impact on flora and fauna.

**UNIT-IV**

**Total Hours: 06**

Landslides – Landslide analysis, determination of stability and safety factor. Coastal hazards – tropical cyclone, coastal erosion, sea level changes and its impact on coastal areas and coastal zone management. Climate change-Emissions and Global warming, impact on sea level in south Asian region Environmental disruptions and their implications

**UNIT-V**

**Total Hours: 06**

Earth quakes - Preliminary concepts, seismic waves, travel-time and location of epicenter, nature of destruction, a seismic designing, quake resistant buildings and dams. Tsunamis – causes and location of tsunamis; disturbance in sea floor and release of energy, travel time and impact on fragile coastal environment.

**Readings:**

1. William H. Dennen and Bruce R. Moore, WCB Publishers, Iowa, 1986.
2. John M. Wallace and Peter V. Hobbs, Atmospheric Science: An Introductory Survey, Academic Press, New York, 1977.
3. EgbortBocker and Rienk Van Grondille, Environmental Physics, John Wiley & Sons Ltd., 1999.
4. Barbar W. Murk et. al., Environmental Geology, John Wiley & Sons, New York, 1996.

## 13302 - DISASTER PREPAREDNESS AND DECISION MAKING

13302	DISASTER PREPAREDNESS AND DECISION MAKING	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- The course would cover disaster preparedness, monitoring and issues in emergency management. It will also deal with contingency planning for business, industry, community and international disasters

### Course outcome:

- To know the public health aspects of disaster management and emergency services systems.

### UNIT-I

**Total Hours: 06**

Global Disaster: Science and Policy, Institutional framework for disaster preparedness and mitigation- Global and Indian scenario, Managing natural and anthropogenic disasters , risk assessment, Principles and Practice of disaster response operations and management, Disaster Planning, Administration and Current trends in disaster preparedness.

### UNIT-II

**Total Hours: 06**

Hazard monitoring, tracking and modeling, Early warning systems, warning protocols, India Disaster Resource Network, Environmental Hazards, public health aspects of disaster management and emergency services systems, urban hazards and disasters: an introduction to disaster planning, fire services preparedness, Shelter environments .

### UNIT-III

**Total Hours: 06**

Conceptual and Applied Issues in Emergency Management: Operational decision making, Introduction to Emergency Management and planning, organization and structure for Emergency Management, Emergency research Methods, Public Information for Emergency Management, Principles and Practice of Disaster Relief.

### UNIT-IV

**Total Hours: 06**

Principles of natural hazard reduction, Toxicology and Biohazards in Emergency Management , Terrorism Preparedness: Critical Infrastructure and Emergency Management ,Emergency Preparedness, Response, and Planning for Hazardous Materials, Terrorism, WMD, and other contemporary Issues,



## **UNIT-V**

**Total Hours: 06**

Incident Management Systems and Emergency Operations Center, Contingency Planning, Community Emergency Response Team, Community Relations for Environmental and Emergency Managers, Contingency Planning for Business and Industry, International Disasters and human element in preparedness.

### **Readings:**

1. Living With Risk: A global Review of Disaster Reduction Initiatives 2004 Vision, United Nations, 2004.
2. Parasuraman S., India Disasters Report: towards Policy Initiatives, Oxford University Press, 2004.

## 13303 - DISASTER LAW AND PROTECTION

13303	DISASTER LAW AND PROTECTION	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- The objective is to make students aware of the various provisions with regard to protection of environment and various contingencies to be followed in case of actual disasters.

### Course outcome:

- The students can know and understand the Inter-development Corporation for Disaster Mitigation and Forestry for Disaster Mitigation

### UNIT-I

**Total Hours: 06**

Historical Background: Overview of provisions of Indian Constitution, International Provisions and effects in India, Various Indian Acts with regard to Environment Protection, Laws relating to Environment and Industrial Self Regulation.

### UNIT-II

**Total Hours: 06**

Pollution Control Boards of India: Central Level, State Level, Implementation, Level of Compliance. Aspects of Good Governance: Civil Services Reforms, Role of Army in large scale disaster management situations, E-Cops Programmes, CVC and Corruption.

### UNIT-III

**Total Hours: 06**

Long Term Implications of Disasters with regard to Law: Crisis Morphology, Long term consequences for the victims, revising the models of Disaster Management, Policy Implications.

### UNIT-IV

**Total Hours: 06**

Environment Jurisprudence: Case Law, Public Liability Insurance Act of 1991, Role of Human Rights in Disasters, Public Activism and Role of PIL. Civil Liberties and Public Safety, Liability and Indemnification under the Constitution and legislation.

### UNIT-V

**Total Hours: 06**

Aspects of Good Governance: Civil Services Reforms, Role of Army in large scale disaster management situations, E-Cops Programme, CVC and Corruption. Concerns: Delayed Justice Dispensation System, Implementation of Rule of Law in Large Scale emergencies and Seizure of Public Property during disasters.

**Readings:**

1. David Shaman, India's Pollution Regulatory Structure and Background, in New Ideas in Pollution Regulation, World Bank Group, January 5, 1996.
2. Walter Laqueur, No end to war: terrorism in the twenty-first century. New York: Continuum, 2003.
3. Norman Dorsen, ed., Democracy and the rule of law, Washington, D.C. : CQ Press, 2001.

## 13304 - DISASTER MITIGATION

13304	DISASTER MITIGATION	3L:1T:0P	4 credits	4Hrs/Week
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### Preamble:-

- The course would cover disaster preparedness, immediate response to disaster, policy implications, setting priorities, initiatives, perspective on regulations and humanitarian assistance to societies with case studies.

### Course outcome:

- To know the Inter-development Corporation for Disaster Mitigation and Forestry for Disaster Mitigation

### UNIT – 1

**Total Hours: 06**

Disaster Mitigation through Development: Disaster Mitigation: Basic Concepts, Structured and Non Structured Mitigation, Relationship between Disaster and Development, Sustainable Development for Disaster Mitigation.

### UNIT – II

**Total Hours: 06**

Inter-development Corporation for Disaster Mitigation: Coordination, Planning and Networking, Coordination with Civil Authorities including Community and NGOs representations NCC, NSS.

### UNIT – III

**Total Hours: 06**

Civil Defense, Armed and Para Military Forces, Concept of Trigger Mechanism, Prerequisites for Trigger Mechanism, Trigger Mechanism as a tool in Disaster Mitigation.

### UNIT –IV

**Total Hours: 06**

Information and Communication in Disaster Mitigation: Information Technology and Disaster Mitigation, Role of database in Disaster Mitigation, GIS and GPS applications.

### UNIT – V

**Total Hours: 06**

Forestry for Disaster Mitigation: Existing Forest Scenario, Pressure on Forest & Forest Degradation, Deforestation, Environmental Degradation and Disasters, Insurance in Disaster Mitigation, Life Insurance, Structure Damage insurance, Crop/Cattle Insurance, Re-insurance.

**Readings:**

1. Carter, W.N. Disaster Management: A Disaster Manager's Handbook, Asian Development Bank, Manila, 1992.
2. UNDRO, Managing Natural Disasters – A Manual for Policy Makers and Planners, New York, 1991.
3. Sharma, V.K. (ed): Disaster Management, Indian Institute of Public Administration, New Delhi, 1995.
4. Report of the High Powered Committee (HPC) on Disaster management, NCDM, New Delhi, 2001.

## IV SEMESTER

### MBA C 401 SPIRITUALITY MANAGEMENT

MBA C 401	SPIRITUALITY MANAGEMENT	3L:1T:0P	4 credits	4Hrs/Week
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**Preamble:-**

- Through reading the text, references and discussion of cases students should be able to understand the Management in Business and Organization of Today's World.

**Course outcome:**

- The students can learn the basic concept of Spirituality Management and also understand traditional management and modern management.

**UNIT-I**

**Total Hours: 10**

Introduction -Definition ,Need ,Objectives, Nature, Scope, Basic concepts of Spirituality Management, Spirituality as Leadership, Pros and Cons of Spirituality in Management.

**UNIT – II**

**Total Hours: 10**

Influence of Religion on Spirituality - Role of Religion in context of Classical Management, Traditional Management and Modern Management. Comparison of Classical Management with Modern Management in Today's era. Work as Meditation. Problems with Pluralism.

**UNIT - III**

**Total Hours: 10**

Love and Spirituality in Management - Compassion of Humankind.Other Ethical references for Good Leadership and Management in Business and Organisation of Today's World.

**UNIT-IV**

**Total Hours: 08**

Positive Psychology and De-attachment - Asakti (Attachment) and Anasakti (Non-Attachment) with References to Spirituals.Teaching of Spiritualism by CharuTalwarandChanakya. The Bhagavad Gita's Teaching of Spirituality.

**UNIT – V**

**Total Hours: 07**

Workplace Spirituality - The movement in Spirituality in Management in Modern Era.Values and Leading of Spirituality at workplace.Conclusions& Recommendations for Spirituality.

**SUGGESTED READINGS:**

1. Clark, W.H., The Psychology of Religion,Macmillan, New York, NY, 1958.

2. Conger, J.A., "Introduction: Our Search for Spiritual Community", in Conger, J.A. and Associates, *Spirit at Work: Discovering the Spirituality in Leadership*, Jossey-Bass, San Francisco, CA, 1994.
4. Charu Talwar (November 2006) Punjab University, Chandigarh, India.
5. Bhagavad Gita
6. Benefiel, M. (2005). *Soul at work: Spiritual leadership in organizations*. New York: Seabury Books. [ISBN #1596270136]
7. Fry, L.W. (2005). Toward a paradigm of spiritual leadership. *The Leadership Quarterly*, 16(5), 619-722

## MBA C 402 BUSINESS RESEARCH METHODS

MBA C 402	BUSINESS RESEARCH METHODS	3L:1T:0P	4credits	4Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the business calculations.

### Course outcome:

- To use the research methodology for the benefit of the organization. The techniques for Research methods to search required information effectively.

### UNIT-I

**Total Hours: 10**

Foundations of Research: Meaning, Objectives, Motivation, Utility. Concept of theory, empiricism, deductive and inductive theory. Characteristics of scientific method – Understanding the language of research – Concept, Construct, Definition, Variable. Research Process; Problem Identification & Formulation – Research Question – Investigation Question – Measurement Issues – Hypothesis – Qualities of a good Hypothesis – Null Hypothesis & Alternative Hypothesis. Hypothesis Testing – Logic & Importance

### UNIT – II

**Total Hours: 10**

Research Design: Concept and Importance in Research – Features of a good research design – Exploratory Research Design – concept, types and uses, Descriptive Research Designs – concept, types and uses. Experimental Design: Concept of Independent & Dependent variables. Qualitative and Quantitative Research: Qualitative research – Quantitative research – Concept of measurement, causality, generalization, replication. Merging the two approaches.

### UNIT – III

**Total Hours: 10**

Measurement: Concept of measurement– what is measured? Problems in measurement in research – Validity and Reliability. Levels of measurement – Nominal, Ordinal, Interval, Ratio. Sampling: Concepts of Statistical Population, Sample, Sampling Frame, Sampling Error, Sample Size, Non Response. Characteristics of a good sample. Probability Sample – Simple Random Sample, Systematic Sample, Stratified Random Sample & Multi-stage sampling. Determining size of the sample – Practical considerations in sampling and sample size.

### UNIT – IV

**Total Hours: 08**

Data Analysis: Data Preparation – Univariate analysis (frequency tables, bar charts, pie charts, percentages), Bivariate analysis – Cross tabulations and Chi-square test including testing hypothesis of association. Interpretation of Data and Paper Writing – Layout of a Research Paper, Journals in Computer Science, Impact factor of Journals, When and where to publish ? Ethical issues related to publishing, Plagiarism and Self-Plagiarism.



## **UNIT – V**

**Total Hours: 07**

Use of Encyclopedias, Research Guides, Handbook etc., Academic Databases for Computer Science Discipline. Use of tools / techniques for Research: methods to search required information effectively, Reference Management Software like Zotero/Mendeley, Software for paper formatting like MS Office, Software for detection of Plagiarism

### **Books Recommended:-**

1. Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition
2. Business Research Methods – Alan Bryman& Emma Bell, Oxford University Press.
3. Research Methodology – C.R.Kothari
4. Select references from the Internet

## MBA C 403 ENTREPRENEURSHIP & PROJECT MANAGMENT

MBA C 403	ENTREPRENEURSHIP & PROJECT MANAGMENT	3L:1T:0P	4credits	4Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the entrepreneurship and project of the management in the organization.

### Course outcome:-

- To use of entrepreneurship management in the organization for the development of business.

### UNIT – I

**Total Hours: 10**

Entrepreneurship : need, scope , Entrepreneurial competencies & traits, Factors affecting entrepreneurial development, Entrepreneurial motivation (M.C.Cleland's Achievement motivation theory), Types of entrepreneur, According to Type of Business, Use of Technology, Motivation, Growth, Stages, New generations of entrepreneurship viz. social entrepreneurship, Edupreneurship, Health entrepreneurship, Tourism entrepreneurship, Women entrepreneurship etc., Barriers to entrepreneurship conceptual model of entrepreneurship , entrepreneur vs. entrepreneur; Classification of entrepreneurs; Entrepreneurial Development Programs- their relevance and achievements, Role of government in organizing such programs, Women Entrepreneurs : Present status in India ; steps being taken for their promotion.

### UNIT – II

**Total Hours: 10**

Small Business : Concept & Definition, Role of Small Business in modern Indian Economy, Small entrepreneur in International business; Steps for starting a small industry, registration as SSI, Role of SIDBI; advantages and problems of SSIs; Institutional Support mechanism in India; Incentives & Facilities, Govt. Policies for SSIs

### UNIT –III

**Total Hours: 10**

Project: Definition, characteristics, types, steps in identification of projects, project life-cycle. Project management: meaning, scope & importance, role of project manager; Project appraisal: Preparation of a real time project feasibility report containing Technical appraisal, Environmental appraisal, Market appraisal (including market survey for forecasting future demand and sales) and Managerial appraisal. Idea Selection, Selection of the Product / Service, Aspects of a Project, Phases of a Project, Project Report, Contents of a Project Report, Performa of a Suggested Project Report for a manufacturing Organization

### UNIT – IV

**Total Hours: 08**

Project Financing: project cost estimation & working capital requirements, sources of funds, capital budgeting, Risk & uncertainty in project evaluation , preparation of projected financial

statements viz. Projected balance sheet, projected income statement, projected funds & cash flow statements, Preparation of detailed project report, Project finance.

**UNIT – V**

**Total Hours: 07**

Implementation of projects: Graphic Representation of Project Activities, Network Analysis, Management & control of projects, Project scheduling, MIS in project, problems of project implementation, project audit.

**Text Books:**

1. Kenneth R., Van Varo this, Entrepreneurship and Small Business Management.
2. Rosanna Chandra, Projects : Planning, Analysis, Selection, Implementation & Review, Tata McGraw Hill

**Reference books:**

1. C.B. Gupta & N.P. Srinivasan, Entrepreneurial Development.
2. P.Gopala Krishnan & V.E Rama Moorthy , Project Management, MacMillan India
3. Maylor, Project Management

# SPECIALIZATION – MARKETING MANAGEMENT

## 01- 401 SALES AND DISTRIBUTION MANAGEMENT

01- 401	SALES AND DISTRIBUTION MANAGEMENT	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the present process of sales and distribution Management in Organization.

### Course outcome:-

- To develop sales and distribution policy in the organization and to understand the developing and Managing Sales Evaluation Program.

### Unit – I

**Total Hours: 06**

Nature and Scope of Sales Management; Setting and Formulating Personal Selling Objectives; Recruiting and Selecting Sales Personnel. Selling and Marketing concept – theories of selling – New business Vs. serving business – Consumer goods selling – Industrial selling – International selling – Retail selling – Classification of sales people – Characteristics of sales people – Personal selling: Objectives, Policies, Strategies under competitive settings

### Unit – II

**Total Hours: 06**

Developing and Conducting Sales Training Programs; Designing and Administering Compensation Plans; Motivating Sales Personnel.

### Unit – III

**Total Hours: 06**

Sales Meetings and Sales Contests; Designing Territories and Allocating Sales Efforts; Objectives and Quotas for Sales Personnel; Developing and Managing Sales Evaluation Program me; Sales Cost and Cost Analysis.

### Unit – IV

**Total Hours: 06**

An Overview of Marketing Channels, their Structure, Functions and Relationships; Channel Intermediaries – Wholesaling and Retailing; Logistics of Distribution; Channel Planning, Organizational Patterns in Marketing Channels; Managing Marketing Channels.

### Unit – V

**Total Hours: 06**

Information System and Channel Management; Assessing Performance of Marketing Channels; International Marketing Channels.

### **SUGGESTED READINGS:**

1. Anderson, R. Professional Sales Management! Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
2. Anderson, R. Professional Personnel Selling. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1992
3. Buskirk, R H and Stanton, W J Management of Sales Force. Homewood Illinois, Richard D. Irwin, 1983
4. Dairymple,D J Sales Management; Concepts and Cases, New York, John Wiley, 1989
5. Johnson, EM etc. Sales Management: Concepts, Practices and Cases, New York, McGraw Hill, 1986
6. Stanton, William J etc Management of a Sales Force, Chicago, Irwin, 1995
7. Still, R. R. Sales Management, Englewood Cliffs, New Jersey, Prentice Hall, Inc., 1988

## 01 402INTERNATIONAL MARKETING

01 402	INTERNATIONAL MARKETING	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the environmental procedure of international business Management in an Organization.

### Course outcome:

- To take decision making in international marketing in the organization and to know the role of Fiscal and Non-fiscal Barriers.

### UNIT-I

**Total Hours: 06**

International Marketing–Definition, Concept and Setting; Distinctions between International Trade, Marketing and Business; Economic Environment of International Marketing; International Institutions – World Bank, IMF, UNCTAD, WTO, Customs Union, Common Markets, Free Trade Zones, Economic Communities.

### UNIT-II

**Total Hours: 06**

Constraints on International Marketing–Fiscal and Non-fiscal Barriers, Non-tariff Barriers;Trading Partners – Bilateral Trade Agreements, Commodity Agreements and GSP.

### UNIT-III

**Total Hours: 06**

India and World Trade, Import and Export Policy, Direction and Quantum of India’s Exports Institutional Infrastructure for Export Promotion;’ Export Promotion Councils, Public Sector Trading Agencies, ECGC, Commodity Boards etc.

### UNIT-IV

**Total Hours: 06**

Procedure and Documents–Registration of Exporters, Export Quotations, Production and Clearance of Goods for Exports, Shipping and Transportation, Insurance, Negotiation of Documents; Instruments of Payments – Open Account, Bills of Exchange; Letter Of Credit – Export Finance.

### UNIT-V

**Total Hours: 06**

International Marketing Mix–Identification of Markets, Product Policy, International Product Life Cycle Promotion Strategy, Pricing Strategy and Distribution Strategy; Various Forms of International Business; Marketing of Joint Ventures and Turnkey Projects.

**SUGGESTED READINGS:**

7. Bhattacharya, B. Export Marketing: Strategies for Success, New Delhi, Global Business Press, 1991.
8. Johri, Lalit M. International Marketing: Strategies for Success. University of Delhi, Faculty of Management Studies, 1980.
9. Keegan, Warren. Global Marketing Management. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1995.
10. Pripalomi, V.H. International Marketing. Prentice Hall.
11. Terpstra, Vern and Sarathy, R. International Marketing. Orlando, Dryden Press, 1991.
12. Walter, I and Murray, T. Handbook of International Business, New York, John Wiley, 1988.
13. Onkvisit, Sak and Shaw. J.J. International Marketing; Analysis and Strategy. New Delhi, Prentice Hall of India, 1995.

## 01 403 RURAL MARKETING

01 403	RURAL MARKETING	2L:1T:0P	3credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the techniques and processes of environmental of rural marketing business.

### Course outcome:

- To solve the problems related to sales in rural marketing in the organization and to know the Buying decision process.

### Unit - I

**Total Hours: 06**

Rural Economy - Rural - Urban disparities-policy interventions required - Rural face to Reforms - The Development exercises in the last few decades.

### Unit - II

**Total Hours: 06**

Rural Marketing - Concept and Scope - Nature of rural markets - attractiveness of rural markets - Rural Vs Urban Marketing - Characteristics of Rural consumers - Buying decision process - Rural Marketing Information System - Potential and size of the Rural Markets.

### Unit - III

**Total Hours: 06**

Selection of Markets - Product Strategy - Product mix Decisions - Competitive product strategies for rural markets.

### Unit - IV

**Total Hours: 06**

Pricing strategy - pricing policies - innovative pricing methods for rural markets - promotion strategy - appropriate media - Designing right promotion mix - promotional campaigns.

### Unit - V

**Total Hours: 06**

Distribution - Logistics Management - Problems encountered - selection of appropriate channels - New approaches to reach out rural markets – Electronic choupal applications.

### SUGGESTED READINGS:

1. BalaramDogra&KarminderGhuman, RURAL MARKETING: CONCEPT & CASES, Tata McGraw-Hill Publishing Company, New Delhi, 2008
2. A.K. Singh & S. Pandey,RURAL MARKETING: INDIAN PERSPECTIVE, New Age International Publuishers, 2007
3. CSG Krishnamacharylu&Laitha Ramakrishna, - RURAL MARKETING, Pearson Education Asia. 2009
4. Philip Kotler, MARKETING MANAGEMENT, Prentice - Hall India Ltd. New Delhi
5. Agarwal A.N, INDIAN ECONOMY, Vikas Publication, New Delhi.
6. RuddarDuttSundaram, INDIAN ECONOMY, Tata McGraw Hill. Publishers, New Delhi



## 01 404 RETAIL MARKETING

01 404	RETAIL MARKETING	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the environmental procedure and tools of retail marketing in business Organization.

### .Course outcome:-

- To understand the Marketing Channels & Supply Chains and also to know the Recent Trends in retailing.

### UNIT-I

**Total Hours: 06**

Marketing Channels & Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, and logistics of e-retailing.

### UNIT-II

**Total Hours: 06**

Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing- ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.

### UNIT-III

**Total Hours: 06**

Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control. Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailer's action.

### UNIT-IV

**Total Hours: 06**

Location , Operation & Merchandise Management :Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

### UNIT-V

**Total Hours: 06**

Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.

### SUGGESTED READINGS :

1. Berman , Barry and Joel Evans Retail Management
2. Cooper, J. Strategy planning in Logistics and Transportation
3. Cox, Roger and Paul Brittain Retail Management

4. Levy & Weitz Retailing Management
5. Kotler, Philip Marketing Management

## SPECIALIZATION – HUMAN RESOURCE MANAGEMENT

### 02 401MANAGEMENT OF INDUSTRIAL RELATIONS

02 401	MANAGEMENT OF INDUSTRIAL RELATIONS	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the conceptual and practical aspects of industrial relations at the macro and micro levels problems in business Organization.

#### .Course outcome:

- The students can take the decision in industrial relation in HR management and also to study the Quality of Work Life- Workers.

#### UNIT-I

**Total Hours: 06**

Industrial Relations Perspectives; Industrial Relations and the Emerging Socio-economic Scenario; Industrial Relations and the State. Industrial Relations Management-Concept- Evaluation - Background of industrial Relations in India- Influencing factors of IR in enterprise and the consequences.

#### UNIT-II

**Total Hours: 06**

Legal Framework of Industrial Relations; Role and Future of Trade Unions; Trade Union and the Employee; Trade Union and the Management. Quality of Work Life- Workers" Participation in Management - Workers Participation in India, shop floor, Plant Level, Board Level- Workers" Welfare in Indian scenario- Collective bargaining concepts & Characteristics -Promoting peace.

#### UNIT-III

**Total Hours: 06**

Wage and Salary administration-Nature & Significance of wage, salary administration, essentials- Minimum wage- Fair wage, Real wage, Incentives & fringe benefits. Issues and Constraints in Wage Determination in India.Discipline and Grievance Management; Negotiation and Collective Settlements.

#### UNIT-IV

**Total Hours: 06**

Participative management and Co-ownership; Productive Bargaining and Gain Sharing.  
Employment Structure -Social Partnership-Wider approaches to industrial relations- Labor Market.

#### UNIT-V

**Total Hours: 06**

Employee empowerment and Quality Management; Industrial Relations and Technological Change. Meaning, nature and scope of industrial disputes - Cases and Consequences of Industrial Disputes - Prevention and Settlement of industrial disputes in India.

**SUGGESTED READINGS:**

1. Kochan, T.A. & Katz Henry, 'Collective Bargaining and Industrial Relations', 2nd ed. Homewood, Illinois, Richard D Irish, 1988
2. Mamkootam, K, 'Trade Unionism, Myth and Reality', New Delhi, Oxford University Press, 1982
3. Niland J R etc. 'The Future of Industrial Relations', New Delhi, Sage, 1994.4
4. Papola, T S & Rodgers, G. 'Labour Institutions and Economic Development in India', Geneva, ILO, 1992
5. Ramaswamy, E A, 'The Rayon Spinners The Strategic Management of Industrial Relations', New Delhi, Oxford University Press, 1994
6. Virmani, B. R., 'Participative Management vs. Collective Bargaining', New Delhi, Vision Books, 1988.
7. Webb. Sidney & Webb., Beatrice, 'Industrial Democracy', Melbourne, Longman, 1987

## 02 402HRM: TRAINING & DEVELOPMENT

02 402	HRM: TRAINING & DEVELOPMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the role of HRD in business Organization.

### Course outcomes:

- The students can run the Training systems and processes of the organization. And also to know the Management of Training Function.

### UNIT-I

**Total Hours: 06**

Training Process-- an overview, Role, Responsibilities and Challenges to Training Managers.

### UNIT-II

**Total Hours: 06**

Organization and Management of Training Function, Training Needs Assessment and Action Research.

### UNIT-III

**Total Hours: 06**

Instructional Objectives and Lesson Planning, Learning Process, Training Climate and Pedagogy.

### UNIT-IV

**Total Hours: 06**

Developing Training Modules , Training Methods and Techniques , Facilities Planning and Training Aids , Training Communication.

### UNIT-V

**Total Hours: 06**

Training Evaluation, Training and Development in India.

### SUGGESTED READINGS:

1. Beunet, Roger ed., 'Improving Training Effectiveness', Aldershot, Gower, 1988
2. Buckley R & Caple. Jim. 'The Theory & Practice of Training'. London, Kogan & Page, 1995
3. Lynton, R Pareek, U., 'Training for Development'. 2nd ed. New Delhi, Vistaar, 1990
4. Pepper, Allan D., 'Managing the Training and Development Function'. Aldershot, Gower, 1984
5. Rae, L., 'How to Measure Training Effectiveness', Aldershot, Gower, 1986
6. Reid, M A etc., 'Training Interventions: Managing Employee Development'. 3rd ed. London, IPM, 1992
7. Senge, P., 'The Fifth Discipline: The Art and Practice of the Learning Organization'. London, Century, 1992

## 02 403 LABOR LEGISLATIONS

02 403	LABOR LEGISLATIONS	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Indian labor legislation.

### Course outcome:

- To make students aware with the basic requirements and mandate of labor legislation and also to know The Industrial Employment (Standing Orders) Act 1961.

### Unit 1

**Total Hours: 06**

Introduction: Concept, objectives, functions, significance & aspects of Industrial Relations Emerging challenges of IR in India, Linking Industrial Relations with economic growth of a country, Trade Unionism: Development of trade unionism, functions, type and structure, problems & suggestive remedial measures of trade unions, The Trade Unions Act 1926- objectives, recognition and registration, Industrial Democracy & Participative Management

### Unit II

**Total Hours: 06**

Collective Bargaining: Significance, types & Procedure of collective bargaining Discipline: The Industrial Employment (Standing Orders) Act 1961, Misconduct, Disciplinary Action, Types of punishments, Code of Discipline, Domestic Enquiry, Grievance Function in IR: Grievance Settlement Procedure, Industrial Disputes: Preventive & Settlement Machinery in India

### Unit III

**Total Hours: 06**

The Factories Act, 1948 & The shop & Establishment Act 1948. The Payment of Wages Act, 1923. The Workmen's compensation Act, 1972. The Industrial Disputes Act, 1947.

### Unit IV

**Total Hours: 06**

The Payment of Minimum wages act 1936. The Contract Labor (Abolition & regulative) Act. The ESI Act, 1948. The Trade unions act, 1926.

### Unit V

**Total Hours: 06**

The payment of Bonus Act, 1965. The payment of Gratuity Act, 1972. The Maternity Benefit Act, 1961. Employee's Provident fund & Miscellaneous Provisions Act, 1952.

### Text Books:

8. Mamoria CB, Mamoria, Gankar - Dynamics of Industrial Relations (Himalayan Publications, 15th Ed.)
9. Singh B.D. - Industrial Relations & Labour Laws (Excel, 1st Ed.)

**Reference Books:** 1. Srivastava SC - Industrial Relations and Labour Laws (Vikas, 2000, 4th Ed.)

3. VenkataRatnam – Industrial Relations (Oxford, 2006, 2nd Ed.)

4. Monappa Arun, Industrial Relations

## 02 404 COUNSELLING SKILLS FOR MANAGERS

02 404	COUNSELLING SKILLS FOR MANAGERS	3L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Indian labor legislation.

### Course outcome:

- To make students aware with the basic requirements and mandate of labor legislation and also to Understanding Client's Behavior.

### UNIT I

**Total Hours: 06**

Emergence and growth of Counseling Services. Counseling Process and Application of Counseling to Organization and Personal Situation with focus on Performance Counseling. Approaches to Counseling.

### UNIT II

**Total Hours: 06**

Counselors- Client Relationship. Understanding Client's Behavior. Developing and termination a Counseling Relationship and Follow Up. Assessing Client's Problem. Special Problems in Counseling.

### UNIT III

**Total Hours: 06**

Counselor's Attitudes. Skills of Counseling. Counseling Strategies. Counseling Therapies- Insight Oriented Therapy. Behavior Therapy and Group Theory.

### UNIT IV

**Total Hours: 06**

Communication and Persuasion. Communication Strategies and Reference Group and their Role in Understanding Client's Problem.

### UNIT V

**Total Hours: 06**

Motivation and Incentive Requirement of Productivity. Role of Counseling in Understanding of Low Productivity of Indian Workers. Need of Counseling Cell in the Organization. Application of Counseling to Organizational Situations with a focus on Performance Counseling.

### Suggested Readings

5. Corner L S, Guide Hackney H- The Professional Counselor's Process to Helping
6. McLennan, Nigel - Counseling for Managers
7. Moursund J - The Process of Counseling and Theory
8. Flippo, Edwin B - Principles of Personnel Management
9. Janase - Interpersonal Skills in Business
10. Munra C A - Counseling- A Skills Approach

11. Lussiar - Human Relations in Organization
12. Corner L S et.el- The Professional Counselor Guide to Helping
13. Patterson – The counselling Process



# SPECIALIZATION – FINANCE MANAGEMENT

## 03 401 INTERNATIONAL FINANCE MANAGEMENT

03 401	INTERNATIONAL FINANCE MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to integrate the global developments with the changing business environment in India

### Course outcome:

- To explore the sources of long term finance and design financial strategies and also to know the International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S)

### Unit – I

**Total Hours: 06**

Nature & Scope of International Finance, The role of information technology and financial integration in the process of globalization. International Financial Institutions: International Monetary Fund, World Bank. International credit rating agencies and rating criteria. International Financing decision. Issues in Overseas Funding Choices, Economic Circumstances and overall funding choices, funding and risk management aspects. Parity conditions in International Finance: Purchasing power parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications.

### Unit – II

**Total Hours: 06**

Foreign Exchange Markets: Forecasting Exchange Rates, Fundamental Factors affecting Exchange Rates, Time Series Forecasting Models Functions of Foreign exchange market. Role of participants in foreign exchange market. Foreign exchange Management Act 1999, Role of Reserve Bank of India in Management of foreign exchange. Exchange Rates Spot rate, Forward rate, Cross Rates, Types of exchange rate regimes. Parity relations, Purchasing power parity, interest parity, exchange risk, types of exchange risk, Management of exchange risk. Hedging, Internal & External techniques of heading. Currency futures and options, Currency swaps. Speculation in foreign exchange market. Currency arbitrage. Covered interest arbitrage. Convertibility of Indian Rupee. Exchange Rate Behaviour, Efficiency and Forecasting.

### Unit – III

**Total Hours: 06**

Global Capital Markets, Historical perspective and development, participants, issues, investors, intermediaries. External Commercial Borrowing, Foreign Bonds & Euro Bonds. Foreign equity and Euro equity. Depository Receipts (A.D.Rs and G. D.Rs) Disintermediation, Deregulation, Securitization, Globalization. Methods of raising resources by borrowers in international markets – domestic foreign currency loans out of foreign currency resources like FCNR (B), EEFC, etc. International portfolio investment, International liquidity, Foreign Exchange Market Mechanism, Foreign Trade zone.

### Unit – IV

**Total Hours: 06**

International Bond Markets, Development, Types of Bonds, floating Rate Notes (FRNs), Deep Discount Bonds, Zero Coupon Bonds, Dual Currency Bonds, and Equity related Bonds. Procedure for Bonds

Issues. 4.2: Syndicated loans, Multicurrency options, Syndication process in practice, offer documents and mandate, loan Agreements. Rights and Duties of Managing and Agents Banks.

**Unit – V**

**Total Hours: 06**

International Financial Reporting Standards (I.F.R.S) and Indian Accounting Standards (I.A.S)on foreign transactions. International Receivables and cash management.

**Learning Resources:**

1. International Financial Management by P.G. Apte 2010 Ed.
2. International Financial Management by VyuptakeshSharan
3. International Financial Management by S.P. Srinivasan
4. International Finance by Mauric Levi, Keith P. ( 2013 Edition) Foreign Exchange,
5. International Finance, Risk Management by A.V. Rajwade Currency Exposures and Derivatives by A.V Rajwade

## 03 402 INCOME TAX MANAGEMENT

03 402	INCOME TAX MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the various direct and indirect taxes and their implications.

### Course outcome:

- To know the direct and indirect income tax implement in the organization and also to take Concessions and incentives for corporate decisions.

### UNIT- 1

**Total Hours: 06**

Introduction to Direct Taxes: Income tax, Exempted income. Head of income, Salary, House property, Business & profession, capital gain & other sources.

### UNIT-II

**Total Hours: 06**

Set-off and carry forward of losses. Deductions from gross total income. Calculation of total income and tax for individual (Salary only). Assessment procedure, Advance taxes and T. D. S. Introduction to proposed Direct Tax Code.

### UNIT-III

**Total Hours: 06**

Introduction to Indirect taxes: Central sales taxes, service tax, Excise duty and CENVAT. VAT– Introduction. Computation of Tax on companies. Tax and business reorganization: Merger and amalgamation, Tax planning regarding employees' remuneration, Tax appeals, revision and review.

### UNIT- IV

**Total Hours: 06**

Tax planning: Concept, Nature, scope and significance. Problems of tax planning. Organizational problems of tax Management. Tax- evasion and tax avoidance. Tax- Consideration in specific managerial decisions. Wealth Tax: Charge & scope of wealth tax, Deemed assets, exempted assets, Valuation of assets. Computation of net wealth and wealth tax. Collection, recovery and refund, penalty, Appeal & revision.

### UNIT- V

**Total Hours: 06**

Corporate income Tax: Tax Concessions and incentives for corporate decisions. Tax planning for depreciation; Treatment of losses and unabsorbed items; Carry forward and set-off of losses. Central Excise Act, 1994 & Excise planning. Customs Act and Customs duties planning.

### Recommended Books:

1. Dr. Vinod K Singhania & Dr Monica Singhania, Corporate Tax Planning and Business tax Procedures, Taxmann Publication, Latest Edition
2. Girish Ahuja & Ravi Gupta, Direct Tax Laws & Practices, Bharat Law House, Latest Edition
3. Dr. Vinod K Singhania & Dr Kapil Singhania Direct Taxes – Law & Practice, Taxmann, Latest Edition
4. H P Ranina, Corporate Taxation, Orient Law House, Latest Edition

5. Paolo M Panteghini, Corporate Taxation in a dynamic world, Springer, Latest Edition
6. Lakhotia, R. N., Corporate Tax Planning
7. Pooter , Monroe & Steward, Tax Planning with Precedents

## 03 403 DERIVATIVES & RISK MANAGEMENT

03 403	DERIVATIVES & RISK MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:--

- Through reading the text, references and discussion of cases students should be able to understand the various derivatives and risk management.

### Course outcome:-

- The students Possess good skills in hedging risks using derivatives and also to make a Specifications of Futures Contract.

### UNIT I

**Total Hours: 06**

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

### UNIT II

**Total Hours: 06**

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

### UNIT III

**Total Hours: 06**

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

### UNIT IV

**Total Hours: 06**

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

### UNIT V

**Total Hours: 06**

DERIVATIVES IN INDIA: Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives– Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.

### TEXTBOOKS :

6. John.C.Hull, Options, Futures and other Derivative Securities“, PHI Learning, 9th Edition, 2012

7. Keith Redhead, „Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs“,– PHI Learning, 2011

## **REFERENCES**

3. Stulz, Risk Management and Derivatives, Cengage Learning, 2nd Edition, 2011.
4. Varma, Derivatives and Risk Management, 2nd Edition, 2011.
5. David Dubofsky – „Option and Financial Futures – Valuation and Uses, McGraw Hill International Edition.
6. S.L.Gupta, Financial Derivatives- Theory, Concepts and Practice, Prentice Hall Of India, 2011. 5. Website of NSE, BSE.

### 03 404ADVANCE FINANCIAL SERVICES

03 404	ADVANCE FINANCIAL SERVICES	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the modes of issuing securities and advance services.

#### Course outcome:

- To make good knowledge on merchant banking activities and also to understand the Role of Merchant Banker in Appraisal of Projects.

#### UNIT I

**Total Hours: 06**

MERCHANT BANKING; Introduction – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank - Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA- SEBI guidelines- FEMA, etc. - Relation with Stock Exchanges and OTCEI.

#### UNIT II

**Total Hours: 06**

ISSUE MANAGEMENT; Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments – Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers, Advertising Consultants, etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing – Post Issue Activities.

#### UNIT III

**Total Hours: 06**

OTHER FEE BASED SERVICES :-Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Mutual Funds - Business Valuation.

#### UNIT IV

**Total Hours: 06**

FUND BASED FINANCIAL SERVICES:-Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.

#### UNIT V

**Total Hours: 06**

OTHER FUND BASED FINANCIAL SERVICES: - Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and For faiting – Venture Capital.

**TEXTBOOKS**

1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 12th Edition, 2012
2. NaliniPravaTripathy, Financial Services, PHI Learning, 2011.

**REFERENCES:**

1. Machiraju, Indian Financial System, Vikas Publishing House, 2nd Edition, 2010.
2. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
3. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
4. Sasidharan, Financial Services and System, Tata Mcgraw Hill, New Delhi, 2nd Edition, 2011.



## SPECIALIZATION – HOSPITAL MANAGEMENT

### 04 401 HOSPITAL WASTE MANAGEMENT

03 401	HOSPITAL WASTE MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the hospital waste management.

#### Course outcome:

- . To use proper use of hospital Hazards and also to know the Purpose Hospital Hazards Management.

#### UNIT-I

**Total Hours: 06**

Hospital Hazards: Meaning – Types – Physical–Biological Mechanical – Psychological – Its Impact on Employees – Preventive measures.

#### UNIT-II

**Total Hours: 06**

Hospital Hazards Management: Meaning – Need – Principles – Purpose.

#### UNIT-III

**Total Hours: 06**

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 of Cross-Infection – Staff Health.

#### UNIT-IV

**Total Hours: 06**

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.

#### UNIT-V

**Total Hours: 06**

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.

#### Reference Books:

5. Sharma – Holistic approach to Hospital Waste Management published by Dept. of Hospital Administration – AIIMS, New Delhi, 2006.

6. SalvatoreDominick : Managerial Economics in Global Economy, Thomson, 2006.
7. Dean Joel : Managerial Economics, Prentice Hall India, Eastern Economy Edition, 2008
8. DwivediD.N : Managerial Economics, Vikas, 2009.

## 04 402 HEALTHCAR ECONOMICS

04 402	HEALTHCAR ECONOMICS	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the resource allocation and market. .

### Course outcome:

- To know about the determinants of market demand and also To clear the Concept of resource allocation.

### UNIT – I

**Total Hours: 06**

Managerial Economics – Introduction – Scope – relevance – hospital resources issues – Demand Analysis – Demand forecasting – purpose – methods – criteria for a good forecasting method – consumer durable goods – capital goods – determinants of market demand – law of demand – demand curve.

### UNIT – II

**Total Hours: 06**

Concept of resource allocation – cost analysis – concepts – classification – short run – long run cost functions – Economics of size – economies and dis-economies of scale – input output analysis

### UNIT – III

**Total Hours: 06**

Market Structure – pricing policy – pricing under perfect competition – under pure monopoly – Economic Fluctuations and business – business cycle – business policy – inflation - monetary and fiscal policies.

### Unit – IV

**Total Hours: 06**

Public – Government’s role in different socio-economic systems, Budgets – Allocation of Medical field – central – state governments – structure – five year plans.

### Unit – V

**Total Hours: 06**

Medical Tourism: Role of Medical Tourism, Methods to attract Foreign Medical Tourists, Facilities available for foreign patients, Role of travel Agencies, Govt. Policy on Medical Tourism.

### REFERENCE BOOKS

4. Even J. Douglas : Managerial Economics – Theory, Practice and problems, Prentice Hall of India, Dufty N.F. Managerial Economics – Wesley Publishing House, New York, 2007
5. Stills E. Addison : Managerial Economics, Homewood, Illionois, Dersey Press Inc, 2008.
6. Spencer M.H. : Managerial Economics, Homewood, Illinois, Richard C. Irwin Inc, 2009
7. Verma J.C. : Managerial Economics – Concepts and Analysis for Business Decisions in Indian Environment, Lawrence Publishing House, New Delhi, 2006.

8. Varshey R.L. &MaheswariK.L : Managerial Economics, Sultan Chand & Sons Publishers, Thomas P.C. : Managerial Economics.2005.
9. SalratorDominick : Managerial Economics in Global Economy, Thomson, 2006.
10. Dean Joel : Managerial Economics, Prentice Hall India, Eastern Economy Edition, 2008
11. DwivediD.N : Managerial Economics, Vikas, 2009.

## 04 403 HEALTH INSURANCE

04 403	HEALTH INSURANCE	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the administration of Health Insurance Schemes.

### Course outcome:

- To know the government health insurance terminology and also to know the schemes of Health Policy.

### UNIT-I

**Total Hours: 06**

Introduction – Economics of Life and Health Insurance – Importance, Socio-political realities – Insurance Terminology.

### UNIT-II

**Total Hours: 06**

Health Policy vis-à-vis Health Insurance Policies – Indian Scenario – Different Products – Demand and Scope – Limitation.

### UNIT-II

**Total Hours: 06**

Administration of Health Insurance Schemes like CGHS & ESI and Social Security Measures. TPAs, Governing Mechanisms including IRDA.

### UNIT-IV

**Total Hours: 06**

Health Insurance Taxation – Four General Insurance Companies - Standardization and grading of Hospital Services – Role of Vigilance and Real-time information about the services.

### UNIT-V

**Total Hours: 06**

Health Insurance Providers – Government and Private – Micro-insurance, The role and responsibilities of provider – insurer-patient and the regulatory agencies.

### Reference Books

5. Gupta P.K, Insurance and Risk Management, Himalaya Publishing House, 2006.
6. My Collection of HI – Material and Books, 2007.
7. Insurance Exam – Material, 2006
8. American Books – Managed Care On History of Health Insurance – Origin – Development & Growth – 2007.
9. Insurance – Compendium – Given by Venugopal, 2005.

## 04 404 CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES

04 404	CLINICAL, DIAGNOSTIC & THERAPEUTIC SERVICES	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases students should be able to understand the Common Terms of Healthcare Management.

### Course outcome:

- To know the Common Terms of Healthcare Management and also to know the use of Housekeeping Records.

### UNIT-I

**Total Hours: 06**

Common Terms of Healthcare Management: Terms related to levels of healthcare; Primary; Secondary and Tertiary – Systems of Medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, Reiki, etc. – Preventive and Curative Medical Care – General and Specialty Hospitals – Pharmacopeia (inpatient and outpatient)

### UNIT-II

**Total Hours: 06**

Specialty-wise terminology – Pathology terms of Common Use – Clinical, diagnostic and therapeutic Terms – Pediatric services – Dental – Psychiatric.

### UNIT-III

**Total Hours: 06**

Casualty and Emergency – Neurology – Obstetrics and Gynecology – Dermatology intensive care – Coronary care services.

### UNIT-IV

**Total Hours: 06**

Medical Records – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Intensive Care Units Records.

### UNIT-V

**Total Hours: 06**

Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records.

### Recommended Books:

1. Rajiv Mishra, Rachel Chaterjee, SujathaRao, India Health Report, Oxford University Press, New Delhi, 2005.
2. My Collection of HI – Material and Books, 2007.
3. Insurance Exam – Material, 2006

# SPECIALIZATION – INTERNATIONAL BUSINESS MANAGEMENT

## 05 401 INTERNATIONAL TRADE OPERATIONS

05 401	INTERNATIONAL TRADE OPERATIONS	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases with the students should be able to understand the international trade policy .

### Course outcome:

- To know the Theories of international trade and also to implement the FDI policy of India.

### Unit -I

**Total Hours: 06**

Theoretical Foundations of International Trade: Reasons for international trade: Mercantilist and Neo-mercantilist view; Theories of international trade: Absolute and comparative advantage theories: Modern theories of trade; Gains from trade; Foreign trade multiplier; Terms of trade.

### Unit II

**Total Hours: 06**

Direct Investment: FDI in the world economy, The Political Economy of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI; Foreign debt situation.

### Unit III

**Total Hours: 06**

Instruments of Commercial Policy: Tariffs quotas and other measures and their effects; Arguments for and against protection; Trade regulations and WTO; Trade policy and developing countries.

### Unit IV

**Total Hours: 06**

Factor Movements and International Trade in Services: Capital flows-Types and theories of foreign investments, Barriers to foreign investments; Labour migration; Theory of international trade in services.

### Unit V

**Total Hours: 06**

Regional Economic Integration: Levels of Regional Economic Integration; Free trade area, customs union, economic union, and common market; Trade creation and diversion effects, NAFTA, EU, SAARC, ASEAN.

### Suggested Readings:

1. Economic Survey, Govt. of India.
2. Export-import Policy and Other Documents, Govt. of India.
3. Hazari, R. Bharat, Micro Economic Foundations of International Trade, Croom Helm, London and Sydney.
4. Letiche, John M., International Economics: Policies and Theoretical Foundations, Academic Press, New York.

5. Mannur, H.G., International Economics, Vikas Publishing House, New Delhi,
6. Salvatore, D., International Economics, John Wiley and Sons.
7. Sodersten, BO, International Economics, McMillan, London



## 05 402 MNC'S: FINANCIAL MANAGEMENT

05 402	MNC'S: FINANCIAL MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases with the students should be able to understand MNC'S financial management.

### Course outcome:

- To know the international trade and also to make the balance of payment.

### UNIT-I

**Total Hours: 06**

Introduction: International Trade, Its Importance, Theories of International Trade- Theory Comparative Costs, Classical Theory, Absolute Advantage, Huckster-Ohlin Theory, Free Trade V/S Protection- Barriers to Foreign Trade, Tariff and Non-Tariff Barriers.

### UNIT-II

**Total Hours: 06**

Balance of Payment : Meaning Of BOP, Components Of BOP, Importance Of BOP, Meaning Of Deficit And Surplus, Equilibrium, Disequilibrium And Adjustments, Methods Of Correcting Disequilibrium, Accounting Principles In BOP.

### UNIT-III

**Total Hours: 06**

Foreign Exchange Markets: Defining Foreign Exchange Market, Its Structure, Settlement System, Exchange Rate, Participants, Understanding SPOT and Forward Rates, Foreign Exchange Quotations, Premium and Discount In Forward Market, Cross Rates, Inverse Rates And Arbitrage.

### UNIT-IV

**Total Hours: 06**

Exchange Rate Determination: Determination Under Gold Standard And Paper Standard, Factors Affecting Exchange Rates, Purchasing Power Parity Theory, Demand And Supply Theory, Equilibrium Rate Of Exchange, Fluctuating V/S Fixed Exchange Rates, Exchange Control, Objectives Of Exchange Control.

### UNIT-V

**Total Hours: 06**

Capital Budgeting for Multinational Corporation and Working Capital Management for MNC. Cost of Capital for Foreign Investment. Instruments: ADR, GDR, Euro Currencies, International Commercial Papers. International Financial Institutions: Introduction to IMF, Its Importance, Functions and Significance.

### Text Readings

1. V.A.Avadhani, "International Finance", 4th Edition, Himalaya Publication.
2. P.G.Apte, "International Financial Market", 2nd Edition, Tata McGraw Hill.
3. A.K.Seth, "International Financial Management", Galgotia Publications.

## **Suggested Readings**

1. V.K.Bhalla, "International Financial Management", 2nd Edition, Anmol Publications.
2. Maurice D. Levi, "International Finance", New York, McGraw Hill, 3rd Ed.
3. Ian. H. Giddy, "Global Financial Markets", Delhi, AITBS Publication.
4. John Holland, "International Finance Management", Oxford, Blackwell Publication.
5. "Multinational Financial Management", Alan C. Shapiro / Hardcover / Published 1996.
6. "International Accounting and Multinational Enterprises", Lee H. Radebaugh, et al / Paperback / Published 1993.

## 05 403 TRADING BLOCKS & FOREIGN TRADE FRAME WORK

05 403	TRADING BLOCKS & FOREIGN TRADE FRAME WORK	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases with the students should be able to provide specialize knowledge in international trade.

### Course outcome:

- To understand the Indian foreign trade policy and also to study the Flow of foreign trade and trade relations.

### Unit -I

**Total Hours: 06**

India's foreign Trade policy: origin, meaning and importance, determinants of INDIAN FOREIGN TRADE POLICY (SALIENT FEATURES OF EXIM POLICY), Regional economic integration.

### Unit -II

**Total Hours: 06**

Flow of foreign trade and trade relations, India balance payment, Theory of balance of payment, balance of trade, Performance of India's external sector and recent trade reforms, sectorial analysis of India's foreign trade and India's trade basket, trade liberalization in transition economies.

### Unit -III

**Total Hours: 06**

Institutionalization of international trade, Pre GATT scenario, Establishment of WTO, summit of WTO, Regional blocks NAFTA, SAFTA ASEAN etc. Concepts, Objectives, TRIPs, Law and procedure, Trade marks, Copy rights

### Unit -IV

**Total Hours: 06**

Settlement of disputes under WTO, India's Trade relationship with major Trade Blocks in the world India's Trade agreements with various blocks.

### Unit -V

**Total Hours: 06**

Foreign investment policy – policy framework for FDI in India. FDI trend of FII and FDI in India. India's Trade Agreement with SAARC, European Unions (EU), US, ASEAN and China, BRICS, OPEC. India's with common wealth countries.

### Reference Books:

1. Francis Cherrunilam, International Trade and Export Management, Himalya Publications, 2009.
2. Bhagvati J (ed), International Trade, Penguin Books, 2007.
3. India's Trade statistics, published by CMIE and DGCIS.

4. RBI Annual Reports,
5. Annual Reports of Ministry of Commerce

## 05 404 FOREX MANAGEMENT AND CURRENCY DERIVATIVES

05 404	FOREX MANAGEMENT AND CURRENCY DERIVATIVES	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:-

- Through reading the text, references and discussion of cases with the students should be able to understanding of the principles and procedures relating to markets and different types of currency derivatives.

### Course outcome:

- To understand the Foreign Exchange Market and also to determinants of Exchange Rates and Exchange Controls.

### UNIT-I

**Total Hours: 06**

The Foreign Exchange Market - Organization – Spot Vs. Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates – Merchant Rates – FEDAI Regulations – Role of RBI

### UNIT-II

**Total Hours: 06**

Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs. Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls.

### UNIT-III

**Total Hours: 06**

Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs. Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange exposers.

### UNIT-IV

**Total Hours: 06**

Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.

### UNIT-V

**Total Hours: 06**

Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.

### REFERENCES

1. Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall, New Delhi
2. Francis Cherunilam, INTERNATIONAL ECONOMICS, Tata McGraw Hill Pub Ltd, New Delhi
3. Ian H Giddy, GLOBAL FINANCIAL MARKETS, AITBS Publishers and Distributors, New Delhi
4. C Jeevanandam, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, Sultan Chand & Sons, New Delhi
5. Vijayabhaskar P and Mahapatra B., DERIVATIVES SIMPLIFIED, RESPOSE BOOKS, Sage Publications, New Delhi.

## SPECIALIZATION – INFORMATIONTECHNOLOGYMANAGEMENT

### 07 401 NETWORK APPLICATION AND MANAGEMENT

07 401	NETWORK APPLICATION AND MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:-

- Through reading the text, references and discussion of cases with the students should be able to the fundamental concepts of data communications and networking with emphasis on business applications

#### Course outcome:

- To know the Fundamentals of computer network management.

#### Unit I

**Total Hours: 06**

Fundamentals of computer network management: Communicating in a Network-Centric World, Communicating over the Network, Application Layer Functionality and Protocols, OSI Transport Layer, OSI Network Layer, Addressing the Network: IPv4, OSI Data Link Layer, OSI Physical Layer, Ethernet, Planning and Cabling Networks, Configuring and Testing Your Network.

#### Unit II

**Total Hours: 06**

Introduction to routing: Introduction to Routing and Packet Forwarding, Static Routing, Introduction to Dynamic, Routing Protocols, Distance Vector Routing Protocols, 5 RIP Version 1, VLSM and CIDR, RIPv2 , The Routing Table, EIGRP, Link-State Routing Protocols, OSPF.

#### Unit III

**Total Hours: 06**

Switch & wireless technology: LAN Design, Basic Switch Concepts and Configuration, VLANs, Introducing VLANs, VTP, STP, Inter-VLAN Routing, Basic Wireless Concepts and Configuration, Introduction to WANs, Concepts, Frame Relay, Network Security, ACLs, Teleworker, Services, IP Addressing Services, DHCP.

#### Unit IV

**Total Hours: 06**

Network management applications: Configuration management, Fault management, Performance management, Event Correlation Techniques, Security Management, Report Management, Service Level Management.

#### Unit V

**Total Hours: 06**

Managing Information Systems in Organizations: Introduction, Managing in the Internet Era, Managing Information Systems in Organization-the IT interaction model, Challenges for the manager-what information to build?-how much to spend on information systems?-what level of

capabilities should be created with information systems?-how centralized should the services be?-what security levels are required?-what is technology road map for the organization?

### **Text Books**

1. Mani Subramanian, (2012). Network Management Principles and practice , 2nd Edition, Addison Wesley New York.
2. Jerry, Fitz Gerald and Alan, Dennis. (2009). Business Data Communications & Networking.10th Edition, John Wiley & Sons.

### **Reference Books**

1. Tanenbaum, A. S. (2004). Computer Networks. 5th Edition, Pearson Education.
2. David A Stamper. (2003). Business Data Communications. 6th Edition, Addison Wesley.
3. Burke Richard J. (2008). Network Management: Concepts and Practice, 1st Edition,Pearson Education

## 07 402 DATA CENTRE MANAGEMENT

07 402	DATA CENTRE MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble: -

- The purpose of this course Data Centre Management is to explain the basics of the history of the data Centre, need for businesses and different designs are classified.

### Course outcome:

- To know the Effect of availability of resources in design, including power, connectivity and water.

### Unit I

**Total Hours: 06**

Basic Concepts: History of the data Centre, Critical services provided by Data Center, Role of Data Centers, Digital, and low carbon economy, Identifying the relevant industry bodies, associated standards and regulations.

### Unit II

**Total Hours: 06**

Site selection and environmental considerations: Standards recommendations. Effect of availability of resources in design, including power, connectivity and water. Geographical influences on the location of a data Centre, including air-quality and localized risks. Other site selection criteria, Future Influence on design.

### Unit III

**Total Hours: 06**

Architecture Design and Standards Recommendations: Align design and architecture. Business impact of decisions, Design from a TCO perspective over lifecycle. External Shell design. Space considerations. Structural Specifications. Applicable Standards – including fire resistance, fire suppression and security, etc. Codes & Regulations – including legislative requirements and voluntary initiatives, different types of data Centre design.

### Unit IV

**Total Hours: 06**

Raised Access Floor and Design: Best Practices, connecting the infrastructure with copper and fibre, history of the access floor & raised floor. Relevant standards and regulations. Floor loading. Design considerations with regard to flooring. Tiling and ramp standards in Datacentre and their roles in airflow management. Current Cabling standards and their importance. (12 Hours)

### Unit V

**Total Hours: 06**

Managing Social Media: Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter-Rating-Tagging/folksonomies, Social issues-Media impact-Collaboration-Emergence of order, Social Networks in the Enterprise

### Text Books

- Mauricio Arregoces & Maurizio Portolani, (2003). Data Center Fundamentals, 1st Edition, CISCO Press.



- 2 James Hannan, (2011). A Practical guide to data center operations management, volume 6, Auerbach Publishers.
- 3 Kevin Corbin, Ron Fuller, David Jansen, (2013). NX-OS and Cisco Nexus Switching: NextGeneration Data Center Architectures, 2nd Edition, Cisco Press.

## 07 403 KNOWLEDGE MANAGEMENT

07 403	KNOWLEDGE MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The proposed course tend to provide the students understanding of concepts and role of Knowledge Management in organizations & introduce key themes of organizational practices, techniques, and technology to realize more value from knowledge assets.

### Course outcome:

- To know the Role of Consultant in Knowledge Management and also to Knowledge Management Strategies

### Unit I

**Total Hours: 06**

Introduction : Overview of Knowledge Management: Data, Information and Knowledge; History of Knowledge Management, Demystifying and Importance of Knowledge Management, Information Management Vs Knowledge Management; Knowledge Management's Value Proposition, Users Vs Knowledge Workers, Role of Consultant in Knowledge Management

### Unit II

**Total Hours: 06**

Strategic Dimensions of KM: Knowledge Management Strategies, Strategic Drivers, Impact of Business Strategy on Knowledge Strategy, Porter's Five forces Model, Resource Strategy Model, Strategic Advantage, Knowledge Maps, Strategic Knowledge Resources, Balanced Scorecard and Knowledge Strategy

### Unit III

**Total Hours: 06**

Knowledge Management System: Knowledge Management Processes; Knowledge Management Systems: Types of Knowledge Systems, Knowledge Management Architecture, Knowledge Management System Implementation, Knowledge Discovery in Database; Knowledge Management Infrastructure; Knowledge Management System Life Cycle (KMSLC), SDLC Vs KMSLC; Challenges and Barriers to Knowledge Management Systems, Drivers of Knowledge Management System

### Unit IV

**Total Hours: 06**

Tools & Techniques in KM: Knowledge Management Mechanisms & Technologies, Role of IT in KM, Knowledge Portals and Knowledge Management Tools, Communities and Collaborations, Intelligent Techniques in Building KMS, Data Mining in KM; Scope, Cost Efficiency and Reliability of Technologies to Support Knowledge work; Measurement Systems for KM, Knowledge Audit, Knowledge Divestiture, IP Protection, KM Certifications; Practices of Knowledge Management in Modern Global Organizations.

### Unit V

**Total Hours: 06**

Decision Support Systems: Introduction, Understanding DSS- MIS and DSS-Decision making-types of decisions, Analytics and Business Intelligence- BI techniques

### Text Book

- Anu Singh Lather, Anil K Saini and Sanjay Dhingra, (2011). Knowledge Management, Macmillan.
- Fernandez A.C. (2009). Knowledge Management, 1st Edition, Pearson Education.

### Reference Books

1. Natarajan G and Shekhar S. (2000), Knowledge Management: Enabling Business, Tata McGraw Hill.
2. Warier, Sudhir, (2009). Knowledge Management, 3rd Reprint, Vikas Pub. House.

## 07 404 E- CUSTOMER RELATIONSHIP MANAGEMENT

07 404	E- CUSTOMER RELATIONSHIP MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The course aims to impart skills and knowledge needed to manage the Customer Relationship function so as to gain competitive advantage and it also helps the students to learn about the functionality of CRM.

### Course outcome:

- To understand the CRM in your business strategy and also to CRM utility in India.

### Unit I

**Total Hours: 06**

Introduction to CRM- Introduction to CRM, Consider CRM in your business strategy, Initial CRM Considerations, Preparing for Technical Implementation. The Customer Service/Sales Profile: customer Service /Sales Profile, Three levels of Sales and Services, Importance of the Organization and Business Process of the Organization, Shape of your customer Services and Sales Profile, CRM and your profile Tool for Capturing Customer Information.

### Unit II

**Total Hours: 06**

Pre-Order, Point Of Order & Post Order Customer-Support Issues: Online Visibility via SearchEngines, Real time Access to Product Information, Inventory Integration, International Business, Shipping, and Order Tracking. Understanding Point of Order issues, ensuring a Smooth Ordering Process, Providing an Intuitive Site Navigation Scheme. Post Order Issue: Tracking Order, Managing Relationship Through Conflict.

### Unit III

**Total Hours: 06**

Introduction to E-CRM, Technology Advancement, , it's Applications, The e-CRM Marketing in India, Major Trends, Global Scenario for e-CRM, CRM utility in India. Electronic Data Exchange EDI- Definitions & Applications, Standardization and EDI, EDI- Legal Security and Privacy Issues, Advantages & Limitations of EDI

### Unit IV

**Total Hours: 06**

E-Advertising & Marketing: The new age of information-based Marketing, Emergence of internet as a competitive advertising media, Market Research, Weakness in Internet Advertising, e-Advertising & Marketing in India.

### Unit V

**Total Hours: 06**

Electronic Commerce: Introduction, E-commerce Technology ,doing business over internet-networks- online payment technology- Mobile engines-direct selling- auctions electronic data interchange (EDI ), aggregators, E-business. commerce- ecommerce- portals.

1. ED Peelen , (2005) ,Customer Relationship Management, 1st Edition, Pearson Ltd.
2. Alok Kumar Rai, (2013). Customer Relationship Management: Concepts and Cases, 2nd Edition,Prentice Hall of India.
3. Simon Knox, Adrian Payne, Stan Maklan, (2003). Customer Relationship Management, 1 st Edition, Routledge Inc.
4. Paul Goodey, (2013). Sales force CRM: The Definitive Admin Handbook, 2nd Edition

# SPECIALIZATION – BANKING & INSURANCE ANAGEMENT

## 08 401 INSURANCE MANAGEMENT

08 401	INSURANCE MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The course will focus primarily on those concepts, techniques and issues in the context of a person aspiring for a career in Insurance and Risk Management.

### Course outcome:

- To know the basics and nature of insurance and also to Understanding insurance customers

### UNIT-I

**Total Hours: 06**

The Concept of Insurance and its Evolution: The basics and nature of insurance , evolution and nature of insurance , how insurance operates today, different classes of insurance , importance of insurance , how insurance takes care of unexpected eventualities. The Business of Insurance: Management of risk by individuals , management of risk by insurers ,fixing of premiums , reinsurance and its importance for insurers ,role of insurance in economic development and social security , contribution of insurance to the society.

### UNIT-II

**Total Hours: 06**

Risk Management: Provides an understanding of risk management, different types of risks ,actual and consequential losses , management of risks , loss minimization techniques. Concept of Risk: Types of Risk, Managing Risk, Sources and Measurement of Risk, Risk Evaluation and Prediction. Application of Statistical Techniques in Risk Avoidance.Disaster Risk Management.

### UNIT-III

**Total Hours: 06**

Insurance Customers: Understanding insurance customers, different customer needs, importance of customers, customer mindsets, customer satisfaction, customer behavior at purchase point, customer behavior when claim occurs ,importance of ethical behavior. The Insurance Contract: Terms of an insurance contract , principles which form the foundation of insurance , significance of the principle of insurable interest , the principle of indemnity , the principle of subrogation ,the principle of contribution , disclosure of all relevant information , principle of utmost good faith , the relevance of proximate cause , the insurance contract.

### UNIT-IV

**Total Hours: 06**

Insurance Terminology: Common terms used in insurance , terms common to both life and non- life insurance , terms are specific to life and non – life insurance , how insurance terms are used. UNIT-

### UNIT- V

**Total Hours: 06**

Concept of Unit-linked policies : ULIP premium and its break-up ,Types of funds in ULIPS ,Traditional plans Vs ULIPS ,How ULIPS work, Top Up & NAV , Features of ULIPS , Revival of ULIPS, IRDA guidelines on ULIPS.

### Suggested Reading:

1. Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
2. George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education.

3. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management”, 2nd Edition, Sultan Chand and Sons.
4. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
5. Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons

## 08 402BANK MANAGEMENT

08 402	BANK MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The students with the in depth knowledge of financial management in the banking organizations. Familiarizing the students with the new banking practices and processes.

### Course outcome:

- To understand the current position of the Indian Financial System.

### UNIT I

**Total Hours: 06**

Indian Financial System: An Overview. Indian Banking System- Banking Structure in India, Evaluation of the Banking System and Future Trends. Analysis of the Banking Structure and Performance Measurement. Interpreting Bank Balance Sheet and Income Expenditure Statements. Financial Statement Analysis and Bank Performance Measurement | CAR, NPA, Liquidity Ratios, Structural Ratios and Profitability Ratios

### UNIT II

**Total Hours: 06**

Banking Regulations - Control of the Banking Sector by the RBI | CRR, SLR, CRAR and Income Recognition Norms, Provision for NPAs.

### UNIT III

**Total Hours: 06**

Management of Banking Organisation - Loan Management, Investment Management, Liquidity Management. Profit and Growth Management. Asset Liability Management Using traditional GAP and Modern Techniques

### UNIT IV

**Total Hours: 06**

Mergers and Acquisition, Bancassurance and Universal Banking. Opportunity for Strengthening the Banking Organisation. Financial Innovations and Opportunities for Banks- Factoring, Securitisation and Take Out Finance

### UNIT V

**Total Hours: 06**

Technological Innovations and Opportunities for Banks. International Banking - Organizational Structure, Activities and Regulation.

### Suggested Readings:

- M Y Khan, (2011). Financial Services, 6th Edition, Tata McGraw Hill.
- Hull. John C. (2012). Banking and Financial Institutions”, 2nd Edition, Prentice Hall.
- Fabozzi, Frank J. “Foundations of Financial Markets and Institutions”, (Latest Edition). Prentice Hall.
- Varshney and Mittal. (2009). Indian Financial System, 10th Edition, Sultan Chand & Sons.
- Mehta, R.R.S. : Fundamental of Banking; Himalaya Publishing House Co., New Delhi.
- Nigam, B.M.L. : Banking Law and Practice, Konark Publishers, Delhi.

## 08 403 BANKING FINANCIAL SERVICES MANAGEMENT

08 403	<b>BANKING FINANCIAL SERVICES MANAGEMENT</b>	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- Grasp how banks raise their sources and how they deploy it and manage the associated risks. Understand e-banking and the threats that go with it.

### Course outcome:

- To the Price various types of loans proposed by banks to various prospective borrowers with different risk profiles and evaluate the performance of banks.

### UNIT I

**Total Hours: 06**

OVERVIEW OF INDIAN BANKING SYSTEM - Overview of Indian Banking System, Functions of banks, key Acts governing the functioning of Indian banking system – RBI Act 1934, Negotiable Instruments Act 1881, Banking Regulations Act 1948 – Rights and obligations of a banker, Overview of Financial statement of banks – Balance sheet and Income Statement.

### UNIT II

**Total Hours: 06**

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

### UNIT III

**Total Hours: 06**

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

### UNIT IV

**Total Hours: 06**

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

### UNIT V

**Total Hours: 06**

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

### REFERENCE :



1. Padmalatha Suresh and Justin Paul, “Management of Banking and Financial Services, Pearson, Delhi, 2012.
2. Meera Sharma, “Management of Financial Institutions – with emphasis on Bank and Risk Management”, PHI Learning Pvt. Ltd., New Delhi 2010.

## 08 404LEGAL ISSUES: BANKING & INSURANCE

08 404	LEGAL ISSUES: BANKING & INSURANCE	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The students with the in depth knowledge of financial management in the banking organizations and legal issues of banking and issuance.

### Course outcome:

- To understand the Banking Regulation Act, 1949 and also to Role of RBI.

### UNIT-I

**Total Hours: 06**

Evolution of modern commercial banking in India: Basic concepts; Banking structure banking consolidation; Banking sector reforms in India. Banking Regulation Act, 1949: Role of banking in Economic Development, Role of RBI. Sources of bank funds: Deposit products- Types of Bank Deposits, The Fee based services, Letter of credit, Bank Guarantees, Subsidiary Services, Off Balance Sheet activities, Bank assurance.

### UNIT-II

**Total Hours: 06**

Non Performing Assets: Prudential norms for asset classification and provisioning Management of capital funds: Functions, Capital Adequacy ratio - The New Basel Accord-Implication for Banks. New Forms of Banking: Wholesale and Retail Banking, Universal and Narrow banking, Corporate Banking, Off shore Banking and Multi National banking.

### UNIT-III

**Total Hours: 06**

Anti money laundering: Concept, Its need and KYC norms. Risk Management in Banks: Basic concepts, Need/purpose, process, different types of risk sin banks- operational, Liquidity, Credit risk, capital risk, Interest rate risk and systematic risk. Asset- Liability Management.

### UNIT-IV

**Total Hours: 06**

Quality in Services: Why Quality , What is Quality , Satisfactions vs Expectations , Levels of Quality, Costs of Quality, Elements of Quality , Quality Gaps , Responsibility for Quality , Monitoring Customer Needs and Expectations , Tools for Quality Control , Handling Complaints in Insurance. Relationship Marketing: Marketing Management Process. Customer Relationship Management.

### UNIT-V

**Total Hours: 06**

Strategies for Insurance Marketing : Product and its Differentiation , Product Development , Flexible options, Product Image , Product Obsolescence, Boston Matrix, Pricing , Customer Service , Market Research, Distribution and Distribution Channels , Direct Marketing , Promotion , PR and Publicity , Merchandising , Personal Selling, People. Role of Intermediaries: Insurance Agents, Bancassurance, Direct Marketing, Promotion, Merchandising, Reward Systems, Empowering.

### Suggested Readings:

1. M Y Khan,(2011). Financial Services, 6th Edition, Tata McGraw Hill.
2. Hull. John C. (2012). Banking and Financial Institutions”, 2nd Edition, Prentice Hall.
3. Mehta, R.R.S. : Fundamental of Banking; Himalaya Publishing House Co., New Delhi.
4. Nigam, B.M.L. : Banking Law and Practive, Konark Publishers, Delhi.
5. Gupta. P.K. (2009). Insurance and Risk Management, 2nd Edition, Himalaya Publishing House.
6. George. E. Rejda. (2005). Principles of Risk Management and Insurance, 9th Edition, Pearson Education.
7. Mittal. Alka. And Gupta. S. L.(2008). Principles of Insurance and Risk Management”, 2nd Edition, Sultan Chand and Sons.
8. Panda. G.S.(2005). Principles and Practices of Insurance, Kalyani Publications.
- 9.** Mishra. M. N.(2004). Principles and Practices of Insurance, Sultan Chand and Sons.

# SPECIALIZATION – PRODUCTION MANAGEMENT

## 10 401 PRODUCTION PLANNING AND CONTROL

10 401	PRODUCTION PLANNING AND CONTROL	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- To develop a broad conceptual framework based on the research which has done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real world problems on the other in production planning and control.

### Course outcome:

- To understand Production Planning and control Function and also to Procedures and Documentation in Production Planning and Control.

### UNIT-I

**Total Hours: 06**

Production Planning and control Function: Production Planning and control Function; Material Requirement Planning

### UNIT-II

**Total Hours: 06**

Production Inventory system: Production-Inventory system; Forecasting for Inventory and Production Control;

### UNIT-III

**Total Hours: 06**

Aggregate Planning: Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production;

### UNIT-IV

**Total Hours: 06**

Line Balancing: Line Balancing; Planning for High Volume Standardized Products.

### UNIT-V

**Total Hours: 06**

Procedures and Documentation in Production Planning and Control: Procedures and Documentation in Production Planning and Control; Application of Computers; ERP.

### SUGGESTED READING:

- Burbidge, John L. Principles of Production Control. London, Danald and Evans, 1981.
- Caubang, Ted C. Readings, on Production Planning and Control, Geneva, ILO.
- Greene, James H. Production and Inventory Control Handbook, New York, McGraw Hill, 1987.
- McLeavey, Dennis W and Narasimhan, S.L. Production and Inventory Control. Boston ,Allyn and Bacon, 1985.
- Peterson, R and Silver, E.A. Decisikon systems for Inventory-Management and Production Planning. New Youk John Wiley, 1979.
- Vollmann, T.E. etc. ManufaturingPlannning and Control. Homewood. Lllinois. Richard D Irwin, 1988.

## 10 402 PURCHASING AND MATERIALS MANAGEMENT

10 402	PURCHASING AND MATERIALS MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The key objective of this course is to acquaint the students with Decision-making for effective and efficient purchase, storage and flow of materials in manufacturing and service organization; cost-reduction techniques in Pre-Purchase, Purchase and Post Purchase systems

### Course outcome:

- To understand Production Planning and control Function and also to Procedures and Documentation in Production Planning and Control

### UNIT-I

**Total Hours: 06**

Role of Purchasing and Materials management-Objectives, Organization and Inter-relationships, Determination and Description of Material Quantity.

### UNIT-II

**Total Hours: 06**

Material Planning in Push and Pull system, MRP and JIT; Determination and Description of Material Quality-Receiving and Incoming Quality Inspection, Acceptance Sampling Plans, Vendor Process Capability;

### UNIT-III

**Total Hours: 06**

Cost Reduction Techniques-Standardization, Simplification & Variety Reduction Value Analysis and Engineering, Make or Buy Decision, Purchasing Research, Source of Supply, Price Determination and Negotiation, Vendor Rating, Selection and Development.

### UNIT-IV

**Total Hours: 06**

Legal Aspects of Purchasing, Public Purchasing and Tendering: International Purchasing Procedures and Documentation; Purchasing of Capital Equipment- Appraisal Methods, Evaluating Suppliers' Efficiency, Stores Layout, Classification and Codification.

### UNIT-V

**Total Hours: 06**

Material Logistics- Warehousing Management, Material Handling, Traffic and Transportation, Disposal of Scrap, Surplus and Obsolete Materials; Inventory Control of Spare Parts, Materials information System.

### SUGGESTED READING;

1. Ansari A and Modarress B. JI Purchasing. Nnew York, Free Press,
2. Baily P. etc. Purchasing Principles and Management. London, Pitman,
3. Burt, David N. Proactive Procurement. Englewood cliffs, New Jersey, Prentice Hall Inc.,

4. Dobler, d.W. etc. Purchasing and Materials Management. New York, McGraw Hill, .
5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI,
6. Farrington B and Waters, Derek W. Managing Purchasing. London, Chapman & Hall.
7. Gopalakrishanan P and Sundershan M. Handbook of Materials Management. New Delhi, Prentice Hill of India.

## 10 403 WORLD CLASS MANUFACTURING

10 403	WORLD CLASS MANUFACTURING	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- To acquaint the students with the world class manufacturing environment and optimized Production principles.

### Course outcome:

- To understand Manufacturing Management, Choice of Technology and Capacity.

### UNIT I

**Total Hours: 06**

World Class Manufacturing Environment: Imperatives for success - Technology, Systems approach and change in the mindset: Strategic decisions in, Manufacturing Management: Choice of Technology, Capacity.

### UNIT II

**Total Hours: 06**

Layout / Automation in Material handling systems; Implementation Problems/Indian experience; Optimized Production; Just - in - Time System: JIT Manufacturing System, JIT Pull system Chain Management/Bench Marketing;

### UNIT III

**Total Hours: 06**

QFD - Quality House, Failure Mode effect analysis, Fault - tree analysis, Concurrent Engineering Principles Taguchis quality loss function, and Robust Design concept, Designing products through 'Fuzzy' Logic, Quality Management Systems and ISO Standards;

### UNIT IV

**Total Hours: 06**

Total Productive Maintenance, Objective of TPM - Total System effectiveness,,Role of IT in World Class Manufacturing, Flexible Manufacturing Systems (FMS), Six Sigma.

### UNIT V

**Total Hours: 06**

Growth of Urbanization and Problems of Transportation: Transport- Challenges and Limitations; Government Activities in Transportation; Load Planning: Transportation Modes and their Selection; Sequential Travel Demand Forecasting Models: Future Developments in Transportation; Motor Vehicle Act 1988 and its Impact on Urban Transport System: Emission Norms.

### Suggested Readings:

1. Buffa, Elwood et. a1, *Programmed learning at for Production and Operations Management - Illinois*, Learning System Co.
2. Dervitsiotis, Kostas N, *Operations Management*, McGraw Hill.
3. Hughes, Chris, *Productions and Operations Management*, Pan Books.

4. Schonberger, Richard J., *Japanese Manufacturing Techniques*.
5. Dickey, J W., *Metropolitan Transportation Planning*, Tata McGraw Hill.



## 10 404 PRODUCT DESIGN

10 404	PRODUCT DESIGN	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- To understand the application of structured methods to develop a product.

### Course outcome:

- To understand the development Process, Generic Process- Adapting to product types. Evaluation and decay curve – cost expenditure curve.

### UNIT I

**Total Hours: 06**

Defining Product, Types of products. Product development – characteristics, duration and cost, challenges. Development Process: Generic Process- Adapting to product types. Evaluation – decay curve – cost expenditure curve.

### UNIT II

**Total Hours: 06**

Product Planning Process – Steps. Opportunity identification – breakdown structure- product development charter. Product Life Cycle. Technology Life Cycle - Understanding Customer Needs - Disruptive Technologies- Product Specification - Concept Generation – Activity- Steps-Techniques.

### UNIT III

**Total Hours: 06**

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring. Concept Testing. Product Architecture- Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

### UNIT IV

**Total Hours: 06**

Industrial Design, Design for Manufacturing-Value Engineering-Ergonomics-Prototyping-Robust Design- Design for X-failure rate curve-product use testing-Collaborative Product development-Product development economics-scoring model- financial analysis.

### UNIT V

**Total Hours: 06**

Defining Intellectual Property and Patents, Patent Searches and Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patent Law.

### TEXT BOOKS

- Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2009.
- Kenneth B.Kahn, New Product Planning, Sage, 2010.

### REFERENCES

- A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2008.
- Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2005.
- Anil Mital. Anoop Desai, Anand Subramanian, AashiMital, Product Development, Elsevier, 2009.
- Michael Grieves, Product Life Cycle Management, Tata McGraw Hill , 2006.

5. Kerber, Ronald L, Laseter, Timothy M., Strategic Product Creation, Tata-McGraw Hill, 2007.

## SPECIALIZATION – HOTEL MANAGEMENT

### 12 401 FOOD SCIENCE, NUTRITION & DIETITICS MANAGEMENT

12 401	FOOD SCIENCE, NUTRITION & DIETITICS MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### Preamble:

- The Objectives of nutrition & dietetics, Principles of Dietetics. Major Nutrients – characteristics, functions, digestion & metabolism and food sources.

#### Course outcome:

- To know the Psychological factors, determining food habits and also the Environmental & Behavioral factors influencing food.

#### UNIT-I

**Total Hours: 06**

Introduction to Nutrition & Dietetics - Food and health. Objectives of nutrition & dietetics. Principles of Dietetics. Major Nutrients – characteristics, functions, digestion & metabolism and food sources. Deficiencies & diseases.

#### UNIT-II

**Total Hours: 06**

Food Groups Cereals & Pulses Milk & milk products, milk borne diseases, pasteurization, boiling & preservation. Eggs, Meats, Poultry, Fish – cooking, preservation. Nuts & Dried Fruits, Sweets foods, sweetening agents. Fruits & Vegetables. Spices & Condiments - Water • Definition. • Dietary sources, functions of water. Role of water in maintaining health. Water balance.

#### UNIT-III

**Total Hours: 06**

Food Microbiology • Food Microbiology – introduction. • Food intake & food habits • Psychological factors, determining food habits. • Environmental & Behavioral factors influencing food acceptance. Food Processing • Definition. • Types of treatment • Effects of heat, acid, alkali on food constituents. Evaluation of Food • Definition. • Objectives, sensory assessment of food quality. • Introduction to proximate analysis of food constituents.

#### UNIT-IV

**Total Hours: 06**

Balanced Diet • Definition. • Importance of balanced diet. • RDA for nutrients – age, gender, physiological state. • Planning nutritionally balanced diets based on food groups.

#### UNIT-V

**Total Hours: 06**

Meal Planning • Definition. • Factors affecting meal planning. • Principles of meal planning. • Critical evaluation of meals – Hotels, Institutional & Industrial Catering. • Calculation of nutritive values of foods, food value.

#### Reference:

1. Clinical Dietetics & nutrition – F.P.Anita
2. Food Science Chemistry & Experimental foods – Dr. M. Swaminathan
3. Normal & Therapeutic Nutrition – H. Robinson
4. Microbiology – Anna K Joshna
5. Food & Nutrition - Dr. M. Swaminathan
6. Food Science – SumathiMudambi
7. Food Science – Potter & Hotchkiss
8. Principles of food science – Borgstrom&Macmillon.

## 12 402 FACILITIES DESIGN AND MANAGEMENT

12 402	<b>FACILITIES DESIGN AND MANAGEMENT</b>	2L:1T:0P	3 credits	3Hrs/Week
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**Preamble:**

- The objective of the course is to Importance of safety & security in hospitality industry, fire safety, fire prevention, fire drills, fire fighting systems & procedures, External and Internal audits.

**Course outcome:**

- To understand the Life Cycle Costing and also to know the Water & Waste water systems.

**UNIT I**

**Total Hours: 06**

Lodging Planning & Design • Development process. • Feasibility Studies. • Space planning. • Operational Criteria - Budgeting, Preliminary Scheduling, Site Selection, Site Design. • Hotel Design – Guest rooms, suites, lobbies & lounges, food & beverage outlets, function areas, recreational facilities, back of the house areas. • Life Cycle Costing.

**UNIT II**

**Total Hours: 06**

Food Service Planning & Design • Concept Development • Feasibility study • Regulations & Laws • Layout planning – receiving, storage areas, kitchens, office spaces.

**UNIT III**

**Total Hours: 06**

Building & Exterior Facilities • Ceiling, Exterior walls • Windows & doors • Structural frames, foundation elevation. • Storm water drainage systems • Utilities • Landscaping & open spaces. . • Parking Areas – parking lots, structural features, layout considerations, maintenance, parking garages, accessibility requisites and valet parking facility.

**UNIT IV**

**Total Hours: 06**

Facility Systems • Water & Waste water systems – usage, quality of water, heating, water conservation swimming pool. • Electrical Systems – Distribution Panels, wiring considerations, electronic equipment, AC & DC supply systems. • Heating, Ventilation & Air Conditioning Systems - Guest rooms HVAC systems, Centralized & decentralized systems, refrigeration cycle, building comfort factors. • Lighting Systems – sources, lighting system design, maintenance. • Safety & Security Systems – Importance of safety & security in hospitality industry, fire safety, fire prevention, fire drills, fire fighting systems & procedures, External and Internal audits, Risk & Security awareness. • Fuels – Types, Comparison and Cost effectiveness.

**UNIT V**

**Total Hours: 06**

Energy Conservation & Management • Importance of conserving energy & concept of energy management • Energy Cost Control & building systems • Controlling energy costs – guestrooms, F & B production & service areas, public areas, etc.

**Reference:**

1. Hospitality Facilities Management & Design – David M Stipanuk& Harold Hoffman

## 12 403 KITCHEN OPERATION MANAGEMENT

12 403	<b>KITCHEN OPERATION MANAGEMENT</b>	2L:1T:0P	3 credits	3Hrs/Week
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**Preamble:**

- The student's studies about this course are job description of various kitchen staffs.

**Course outcome:**

- To know the Cooking by gas, Cooking by electricity and Fuel less cooking.

**UNIT I**

**Total Hours: 06**

JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF - Executive chef, • Second chef / Sous chef • Chef garden manager / larder chef • Chef poissonnier / fish cook.

**UNIT II**

**Total Hours: 06**

JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF - Butcher / bouchier • Salad maker / saladier • Roast cook / chef rôtiisseur • Grill cook / chef gaillardia • Carver / trancheur.

**UNIT III**

**Total Hours: 06**

JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF - Pastry chef / chef pâtissier • Baker / boulanger • Ice cream chef / glacier • Souce cook / chef saucier • Soup cook / chef potage • Vegetable egg & noodle cook / cook entremeteu`r.

**UNIT IV**

**Total Hours: 06**

JOB DESCRIPTIONS OF VARIOUS KITCHEN STAFF - Relief cook / chef tournant • Duty cook / chef de garde, Night duty chef / chef de nuit • Banquet chef / chef de banquets • Breakfast cook / chef de petil • Staff cook / chef communar

**UNIT V**

**Total Hours: 06**

FUELS USED IN COOKING • Cooking by fire • Cooking by oil • Cooking by gas • Cooking by electricity • Fuel less cooking.

**Reference:**

1. Clinical Dietetics & nutrition – F.P.Anita
2. Food Science Chemistry & Experimental foods – Dr. M. Swaminathan
3. Normal & Therapeutic Nutrition – H. Robinson
4. Microbiology – Anna K Joshna
5. Principles of food science – Borgstrom&Macmillon.

## 12 404 HOSPITALITY: LAWS & REGULATIONS

12 404	HOSPITALITY: LAWS & REGULATIONS	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- This course studies about the Laws applicable to hotel and catering industry, Procurement of licenses and permits required to operate hotel restaurant and other catering establishments.

### Course outcome:

- To know about the Indian Contract Act - Definition and importance with various provisions. Factories Act 1944 and the working environment welfare health .

### UNIT I

**Total Hours: 06**

Introduction to Hotel Law - Laws applicable to hotel and catering industry. • Procurement of licenses and permits required to operate hotel restaurant and other catering establishments. • Criterion of fixation of taxes for various tariff structures applicable to hotels – luxury expenditure sales surcharge service tax etc.

### UNIT II

**Total Hours: 06**

Overview of Applicable Acts & Laws • The Indian Contract Act - Definition and importance with various provisions. • Factories Act 1944 – working environment welfare health and safety measures • Sale of Goods Act 1930 • The Companies Act 1956 • Indian Partnership Act 1932. • The standards of weight and measures Act 1956 • Prevention of food adulteration Act 1954 - Jurisdiction of inspectors. • The payment of Wages Act 1948 • The minimum Wages Act 1948 • Payment of Bonus Act 1965 • Employees Provident Fund and miscellaneous Payment of Gratuity Act 1972 • Workmen Compensation Act 1948. • Environment Protection Act. • Consumer Protection Act.

### UNIT III

**Total Hours: 06**

Hotel – Guest Relationship • Right to receive or refuse accommodation to a guest. • Guests' right to privacy. • Tenancy laws. • Duty to protect guest. • Employees and third party threats in restrooms and parking lots. Laws governing lost and found property • Hotel's liability regarding guest property unclaimed property loss of property. • Hotel defenses to liability claims. • Statutory limits on hotel's liability.

### UNIT IV

**Total Hours: 06**

Food Legislation • Hotel's liability regarding guest property unclaimed property loss of property. • Central State and local food laws. • Warranty. • Truth in menu and labeling laws. • Food adulteration. • Powers and duties of a Food Inspector. Liquor Legislation • Independent bar Operation. • Dispense Bar. • Satellite Bar. • Compound license. • Beer bars.

### UNIT V

**Total Hours: 06**

Taxation • Direct and Indirect Taxes • Registration • Payment of Taxes • Maintenance of books of accounts and documents • Submission of returns and statement -assessments under the provisions of the following: Indirect Taxes: Commercial/Sales Tax Act ( State) • Tax on Luxuries ( Hotels & Lodging Houses) Hotel Receipts Tax Act 1980 (Central), Profession Tax Act ( State) • Direct Taxes: The Indian Income -tax Act,1961 (Special reference to deductions in newly set up hotel).

### Reference:

1. Mercantile Law – ND Kapoor
2. Mercantile Law – SP Iyengar

3. Principles of Business Law – Aswathapa K
4. Business Law – MC Kuchal
5. Bare aspects of respective legislation
6. Shops & Establishments Act.
7. Industrial Laws - P.L. Malik
8. Industrial Laws - Sanjeev Kumar
9. Labour Law Journals - Monthly
10. Current Labour Reporter - Monthly



**SPECIALIZATION – DISASTER MANAGEMENT**  
**13 401 NATURAL AND MANMADE DISASTER**

13 401	NATURAL AND MANMADE DISASTER	2L:1T:0P	3 credits	3Hrs/Week
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**Preamble:**

- This course is designed to appraise the participants about various disasters, their characteristics, causes and impacts. This course is responding to such events and draws a long term plan to minimize the impact of various disasters.

**Course outcome:**

- To know about the environment Pollution acts and also to green house effects.

**UNIT –I**

**Total Hours: 06**

Fire: Urban area fire: building construction and structural fire protection, electric hazard shock and protection; Aircraft fire: action required for rescue and fire fighting in aircraft and airports; forest fire, explosives, fire hazard and protection in special risk areas, coal fire.

**UNIT – II**

**Total Hours: 06**

Environment Pollution: Marine environment, environment degradation, land use changes in coastal zone, waves, tidal storms, erosion, habitat pollution, sediment discharge and control. Water and Air Pollution: Air quality, urban air pollution, pollutants, sources, ground water pollution sources & hazards of pollution.

**UNIT –III**

**Total Hours: 06**

Biodiversity Extinction and Deforestation: Biodiversity, species at risks, loss of biodiversity, management of species diversity, deforestation its causes & adverse effects. Green House Effects and Global Climate Changes: Greenhouse gases, effects, global warming & its effects, ozone depletion, changes in carbon-dioxide; impact on ecosystem.

**UNIT – IV**

**Total Hours: 06**

Mining and environment, land & environment degradation and management, mined land reclamation. Industrial Disasters : Manmade hazards, toxic chemicals, noise pollution, environment and ground water pollution and management, solid waste management.

**UNIT – V**

**Total Hours: 06**

Epidemics: Health risks, chemicals, diseases, future diseases, medical aid, vulnerability analysis, preparedness, rehabilitation. War and Chemicals: Hazardous wastes, reactivity, toxicity, nuclear war, biological weapons, armed conflicts, land mines etc.

**Readings:**

1. World Institution Building Programme Centre for Institutional Material preparation and Development (2004), Masters of Disaster Mitigation, Papers 1-16.
2. Disaster Prevention and Mitigation 1984 : UNDRO Publications, Geneva.
3. World Disaster Report 1993, International Federation of Red Cross.
4. Alexander, D. 1993, Natural Disaster, UCL Press Ltd., London.
5. Collins Larry R. and Scheind Thomas D. (2000). Disaster Management and Preparedness. Taylor and Francis, 2000.

## 13 402 RECONSTRUCTION AND REHABILITATION

13 402	RECONSTRUCTION AND REHABILITATION	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- The objective of the course is to understand the challenges and issues which may be encountered in post event management / recovery/ rehabilitation, and will offer a number of strategies which can be used to resolve them successfully.

### Course outcome:

- To understand the Social and economic rehabilitation and also to Repair and retrofitting.

### UNIT-1

**Total Hours: 06**

Recovery and reconstruction: Introduction, medium term and long term recovery aspects, community participation in defining objectives and their priorities,

### UNIT-2

**Total Hours: 06**

Rehabilitation: Physical and social infrastructure: Relocation and reconstruction of housing, public buildings, roads, bridges, dams, archives and monuments.

### UNIT-3

**Total Hours: 06**

Emergency services such as water supply, electricity, waste management, communication, capacity building for self-help construction,

### UNIT-4

**Total Hours: 06**

Social and economic rehabilitation: Capacity building for reconstruction and rehabilitation, Skill enhancement for livelihood development, training and awareness programs, medical aid therapy and counseling, agricultural aids

### UNIT-5

**Total Hours: 06**

Repair and retrofitting: Superficial repair, structural repair, structural strengthening of habitable spaces, public buildings, roads, bridges, dams, culverts etc.

### Readings:

- Sharma, Vinod K. Disaster management, NCDM, IIPA, New Delhi, 1994
- Mathur, G.C. Housing in Disaster prone areas, National Building Organization and U.N. Regional Centre. ESCAP, New Delhi, 1986
- Mishra, P.K. Transforming adversity into opportunity: experiences from Gujarat earthquake reconstruction program World congress on Natural disaster mitigation proceedings, February 2004.

### 13 403 PREVENTIVE LAWS IN DISASTER MANAGEMENT

13 403	PREVENTIVE LAWS IN DISASTER MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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#### **Preamble:**

- This course students are expected to know the role of the Union government, the State governments, local administration and local bodies in disaster management.

#### **Course outcome:**

- To know the Distribution of legislative and administrative powers between the Union and the States.

#### **UNIT-I**

**Total Hours: 06**

Role of the Union and the States in Disaster Management: Article 246 of the Constitution: Distribution of legislative and administrative powers between the Union and the States with special reference to following entries of Seventh Schedule, Union List: Entry Nos. 6, 7, 15, 22, 53, 54, 55 State List: Entry Nos. 1, 2, 5, 6, 25 Concurrent List: Entry Nos. 18, 19, 29, 36 Functions of designated ministries (MoH as the nodal agency)

#### **UNIT-II**

**Total Hours: 06**

Important statutes with provisions relevant to Disaster Management: Role of legislations in Disaster Management, Scope of Disaster Management Law with reference to Disaster, Management Bill 2005, Disaster Management Laws in Bihar and Gujarat, Essential Services Maintenance Act, Environment Protection Act, 1986, including Hazardous Substances Rules, Explosives Act, 1872, Explosive Substances Act, 1908, Mines and Minerals (Regulation and Development) Act, 1957, Insecticides Act, 1968, Atomic Energy Act, 1962, Factories Act, 1948, WMD Bill, 2005.

#### **UNIT-III**

**Total Hours: 06**

Planning and disaster vulnerability: Planning Commission in Disaster Management, Part IX A : Local bodies (Municipalities and Panchayati Raj Institutions), Panchayats: Article 243 G read with Eleventh Schedule of the Constitution, Municipalities: Article 243 W read with 12th Schedule of the Constitution, Model Town and Country Manning Act, 1960.

#### **UNIT-IV**

**Total Hours: 06**

Local Administration and disaster risk reduction: Municipalities Legislations with reference to DMC Act, 1957, Power and functions of local administration.

#### **UNIT-V**

**Total Hours: 06**

Case studies: Building byelaws: Ahmedabad building collapses in 2001 Gujarat earthquake, Fire safety norms: Uphaar Cinema and Tamilnadu School fire tragedies, Municipal services: Plague in Surat, Crowd Management: Satara Stampede, NOC for industrial undertakings: Bhopal Gas Tragedy.

**Readings:**

1. Mutchopadhyaya, A.K. 2005, Crisis and disaster management tuberculace and aftermath”, Newage International Publications, New Delhi.

## 13 404 AGENCIES IN DISASTER MANAGEMENT

13 404	AGENCIES IN DISASTER MANAGEMENT	2L:1T:0P	3 credits	3Hrs/Week
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### Preamble:

- This course, the student is expected to know different international, national and local agencies involved in disaster management and their specific mandate with emphasis on their operations in situation of disaster.

### Course outcome:

- To understand the State and District Level Agencies and the Role and Responsibilities of DM in prevention.

### UNIT-1

**Total Hours: 06**

International Agencies: United Nations and its specialized agencies like UNDP, FAO, WHO AEC (Atomic Energy Commission), United Nations Disaster Management Cell, New Delhi.

### UNIT-II

**Total Hours: 06**

International Federation of Red Cross and Red Crescent Societies (IFRC) and National Red Cross/Red Crescent Societies.

### UNIT-III

**Total Hours: 06**

National Agencies: Disaster Management Cell (Ministry of Home Affairs, Govt. of India), National Institute of Disaster Management, Indian Red Cross Society, Planning Commission, National Civil Defense Organization, Bharat Scouts and Guides. Military and Para-Military Forces; Corporate Bodies etc.

### UNIT-IV

**Total Hours: 06**

State and District Level Agencies: Disaster Management cells at state level and District level, District Magistrate office, Role and Responsibilities of DM in prevention, preparedness, mitigation, relief and rehabilitation; local bodies and role of different functionaries.

### UNIT-V

**Total Hours: 06**

Civil Society Agencies: NGOs, Religious and Cultural Organizations, Community based organizations, political parties and their affiliates, Philanthropic organizations, Recent case studies on the role played by various civil society organizations during disasters.

### Readings:

1. Disaster Management in India – A Status Report. National Disaster Management Division, Ministry of Home Affairs, Govt. of India, 2004.