



GOPAL NARAYAN SINGH UNIVERSITY

JAMUHAR ROHTAS (BIHAR)

SYLLABUS

Two-year (Four Semesters) Full-Time

Master of Business Administration (MBA)

Degree Programme

Session 2024-25 onwards



**Narayan
Academy of
Managerial Excellence**
...horizon & beyond

FACULTY OF MANAGEMENT STUDIES (FMS)

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Master of Business Administration (MBA)

Syllabus of First Semester



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| MBA FIRST SEMESTER | | | |
|------------------------------|-------------|--|--------|
| S. No. | Course Code | Name of the Courses | Credit |
| 1. | MBA111 | Principles and Practices of Management | 4 |
| 2 | MBA112 | Organisational Behaviour | 4 |
| 3 | MBA113 | Financial Accounting and Reporting | 4 |
| 4 | MBA114 | Managerial Economics | 4 |
| 5 | MBA115 | Quantitative Techniques | 4 |
| 6 | MBA116 | Business Environment | 4 |
| 7 | MBA117 | Business Communication | 4 |
| 8 | MBA118 | Applications of ICT in Business | 4 |
| 9 | MBA119 | Integrated Viva-Voce | 3 |
| 10 | AUC001 | Basic English for Business* | 0 |
| First Semester Total Credits | | | 35 |

*Audit Course

COURSE CODE: MBA111

COURSE TITLE: PRINCIPLES AND PRACTICES OF MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description: Students examine basic framework for understanding the role and functions of management and an explanation for the principles, concepts and techniques that can be used in carrying out these functions. Topics include planning, organizing, staffing, leading and controlling, as well as decision-making and managing change

Course Objectives:

1. To explore modern management practices, principles, and their relevance in the global and digital era, including the P-O-L-C framework.
2. To examine the key functional areas of management and their roles within an organizational setup.
3. To understand the frameworks and techniques for effective planning, including vision, mission, objectives, and decision-making processes.
4. To analyse organizational structure, including formal and informal dynamics, authority, and delegation, to improve coordination and staffing.
5. To develop leadership skills and control techniques, focusing on various leadership styles and control processes to enhance organizational performance.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. State various concepts, models, objectives, principles, functions of management
2. Understand the different principles of management
3. Demonstrate the process of management's four functions: planning, organizing, leading, and controlling.
4. Examine approaches of different principles and practices of management with applicability
5. Evaluation of management practices in current business era.

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Course Content:**Unit 1: INTRODUCING MANAGEMENT (13 lectures):**

Defining Modern Management in the new Global order. Basic Principles and Practices standardized across Industry. Traditional & Modern Management thoughts and their relevance today. Management Administration linkage. Management Practices in the Digital era. Scope of Management Principles across different organisations or enterprises. Management practices of the Eastern and Western worlds. Attitude-Skill-Knowledge-Competency Mix requirements for future enterprise scale-up. The P-O-L-C framework.

Unit 2: FUNCTIONAL AREAS OF MANAGEMENT (6 Lectures):

Functional areas in a typical enterprise (Sales & Marketing, Personnel / Human Resource, Accounts & Finance, Production, Operations, Logistics and Supply Chain) and their applications in an organisational set-up.

Unit 3: PLANNING FUNCTION (9 Lectures):

General and Strategic framework of Planning. Planning premise and process. Vision-Mission-Goals-Objectives. Policy and Programmes. Hierarchy of Objectives. Multiplicity of Objectives. Management by Objectives. The COWS analysis. Decision-making – process, approaches and techniques.

Unit 4: ORGANISING FUNCTION (11 Lectures):

Meaning of Organisation. Formal and Informal Organisation. Organisational levels and span of management. Departmentation. Organisational Charts. Relevance of Group Dynamics. Organisation Structure. Authority-Power-Responsibility. Delegation and Decentralisation. Coordination-Conflict. Staffing. Direction. Supervision.

Unit 5: LEADING & CONTROLLING FUNCTION (11 Lectures):

Understanding Leadership and its styles. Linking leadership with management. Transactional, Transformational and charismatic Leadership. Controlling function. Basic control process. Control as feedback. Feed-forward control. Control techniques. Management By Exception. Preventive control.

Recommended Textbooks:

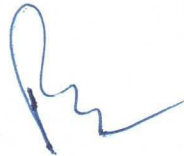

- Koontz - Principles of Management (Tata Mc Graw Hill, 1st Edition 2008).
- Massie, Joseph L., Essentials of Management, Pearson Education.
- Robbins and Coulter - Management (Prentice Hall of India, 8th Edition).
- Robbins S.P. and DeCenzo David A. - Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 5th Edition).

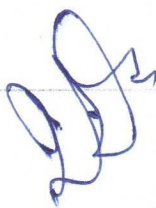
Suggested Readings:

- DuBrin: Management-Concepts and Cases (Cengage)

- Koontz, Weihrich: Management-A Global perspective (McGraw Hill)
- Hellriegel, Jackson, Slocum: Management-A competency-based approach (Thomson SW)
- Stoner, Freeman: Management (PHI)
- Gatewood, Taylor, Ferrell: Management-Comprehension, Analysis and Application (Irwin)
- Vashishtha, N: Principles of Management (Taxmann)

Other contemporary literature shall be recommended by the concerned teacher



COURSE CODE: MBA112

COURSE TITLE: ORGANIZATIONAL BEHAVIOUR

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Audio-visual presentations, Mini assignments & projects, Case discussions and Role play.

Course Description: To provide a platform to the learners of management the nuances of the behavioural dimension to comprehend the individual's behaviour singly, in group and at the organizational level besides understanding the psychology behind human actions.

Course Objective:

1. To understand the concepts of organizational behavior and its application in managing people.
2. To understand individual behavior in organization including Personality, Attitude, Motivation.
3. To understand group behavior in organizations, including Group Dynamics, Teams, Conflict Management, Stress Management and Change Management.
4. To understand the basic concepts and functions of management.
5. To identify the key competencies needed to be an effective Manager.

Course Outcome: Upon successful completion of this course, students will be able to:

1. State the conceptual framework of the discipline of OB and its practical applications in the organizational set up.
2. Understand and apply the role of individual, groups and structure in achieving organizational goals effectively and efficiently.
3. Analyse different motivational theories and methods to increase the productivity and job satisfaction of employees.
4. Examine effective techniques for managing conflict in changing business environment.
5. Evaluate Critically the theories and models that contribute to the discipline's overall understanding.

Course Content

Unit 1: FOUNDATION (8 Lectures)

Definition, Concept and Importance of OB. Different models of OB - autocratic, custodial, supportive, collegial and SOBC, Models of OB, Nature and Importance, Relationship between management and organisational behaviour. Theoretical Foundations (Cognitive, Behavioural, Social cognition

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framework). Basic Mental function (self-esteem, person-situation interaction, socialization process). People as Competitive advantage in the workplace.

Unit 2: INDIVIDUAL LEVEL BEHAVIOURAL VARIABLES-1 (Personality, Perception and Learning) (10 Lectures)

Personality- Definition and Determinants, Personality Traits, Personality Theories (Psychoanalytic Theory, Socio-Psychological Theory, Trait Theory, Self-Theory, Big-five personality traits, MBTI).

Perception: Nature and Importance, Perceptual Selectivity, Perceptual Organization, Social Perception. Perception (and sensation). Social perception (stereotyping, halo effect).

Learning: Types of Behavioural learning and its Applications in Organizations. Learning theories. Principles of learning.

Unit 3: INDIVIDUAL LEVEL BEHAVIOURAL VARIABLES -2 (Values, Attitude, Motivation and emotional intelligence) (10 Lectures)

Introduction to Values and Attitudes, Theories of Attitude (Cognitive-Consistency Theories Functional Theories, Social Judgment Theories). Work related attitudes. Misbehaviour at workplace.

Definition and Importance of Motivation, Early Theories in Motivation (Maslow's Hierarchy of Needs Theory, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory) Contemporary Theories in Motivation (ERG Theory, McClelland's Theory of Needs, Goal-Setting Theory).

Introduction to Emotional Intelligence. Five core competencies of emotional intelligence: self-management, self-awareness, self-regulation, self-motivation and empathy.

Unit 4: GROUP LEVEL BEHAVIOURAL VARIABLES (Group, Team, Conflict and Leadership) (12 Lectures)

Introduction and Concept of Groups, Stages of Group Formation and Group Process. Definition and Overview of a Team, Characteristics of an Effective Team. Group decision-making and techniques of group- decision making. Transactional analysis. Johari window.

Conflict Management. Constructive and Destructive conflict, Conflict Process, Levels of Conflict, Strategies for Conflict resolution.

Introduction to Influence, Power, Politics and Leadership. Concept, requisites for effectiveness leadership behaviour. Mentoring and Followership. Leadership theories, Styles and The Blake-Mouton Managerial Grid.

Unit 5: ORGANIZATIONAL LEVEL BEHAVIOURAL VARIABLES (Culture, Stress, change management) (10 Lectures)

Introduction, Meaning of Culture, Country Culture, and theories of Culture. Globalisation and Diversity in the workplace (multicultural organisation), Concept of stress, Sources of Stress, Effect of stress. Stress Management and Work life balance. Concept of Change, Forces Responsible for Change, Resistance to change, Change process, Lewin's Change Model, Force Field Analysis. Change Management. Organizational Development interventions)

Recommended Textbooks

- Harold Koontz and Heinz Weihrich, Essentials of Management, Tata McGraw-Hill, 6th Edition
- Stephen P. Robbins, Organizational Behavior, Prentice Hall of India, 9th Edition

Suggested Readings:

- Luthans: Organisational Behaviour-evidence based approach (McGraw Hill)
- Newstrom, Davis: Organisational Behaviour-Human Behaviour at work (TMH)
- McShane, Glonow: Organisational Behaviour (TMH)
- Moorehead, Griffin: Organisational Behaviour-managing people and organisation (Jaico)
- Baron: Introduction to Psychology
- Kolasa BJ: Introduction to Behavioural Sciences
- IGNOU Study Material



COURSE CODE: MBA113

COURSE TITLE: FINANCIAL ACCOUNTING AND REPORTING

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description: Financial accounting is core skill required in an organization. Financial accounting and reporting have content demonstrating ways of recording and summarizing financial transactions, and preparing a financial statement. There are sections describing prevailing accounting standards across different accounting practices as well as tools of financial statement analysis which has wide range of applications in real corporate world.

Course Objective:

1. To understand the Fundamentals of Accounting
2. To make the learners aware about Accounting Standards and practices
3. To apply the Mechanics of Accounting
4. To develop requisite skills for preparation and interpretation of Financial Reports
5. To conduct Financial Analysis as a managerial tool in understanding the financial position

Course Outcome: Upon successful completion of this course, students will be able to:

1. Remember the concepts and practices of Financial Accounting and Analysis
2. Understand the techniques of Financial Accounting and Analysis
3. Apply the accounting procedures in real business practices
4. Analyze The Financial Statements of Business Organizations
5. Evaluate and make Judgements based on outcome of Analysis

Unit- 1: INTRODUCTION (8 Lectures)

Definition, Nature and Scope of Accounting, Factors Influencing Accounting Environment, Accounting Principles: Generally Accepted Accounting Principles (GAAP); Accounting Concepts & Convention, Basic Accounting terminologies, Accounting Equation,

Unit-2: ACCOUNTING STANDARDS (6 Lectures)

Concept and objectives, Indian Accounting Standards and International Accounting Standards, Evolution and Practices of International Financial Reporting Standards (IFRS), Required Disclosure as per IFRS, Role of FASB and IASB.

Unit-3: MECHANICS OF ACCOUNTING (10 Lectures)

Double Entry System, Recording of Transactions into the Journals, Posting Transactions into Ledger, Subsidiary Books; Sub-division of Journals; Concepts and Methods of Depreciation-Straight Line Method, Diminishing Balance Method; Bank Reconciliation Statement - Introduction, Preparation

Unit-4: FINANCIAL REPORTING (12 Lectures)

Preparations of Trial Balance, Capital and Revenue items, Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet. Financial Reporting in a Company; Not for Profit Organization-Receipt and Payment account and Income and Expenditure Account

Unit-5: FINANCIAL ANALYSIS (14 Lectures)

Meaning of Financial Analysis, Significance of Financial Analysis to different parties. Tools of Financial Analysis Horizontal Analysis, Vertical Analysis, Ratio Analysis-Profitability ratios, Turnover Ratios, Solvency ratios, Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis.

Recommended Text books

- Maheshwari & Maheshwari: A textbook of Accounting for Management (Vikas)
- Khan & Jain: Financial Accounting (TMH)
- Jawahar Lal: Accounting Theory and Practices (HPH)
- Banerjee, Ashok: Financial Accounting (Excel Publication)

Suggested Readings:

- Ramchandran and Kakani: Financial Accounting for Management (TMH)
- P.C Tulsian: Financial Accounting (Pearson)
- Maheshwari S.N: Principles of Management Accounting (Sultan Chand)
- Mukherjee & Hanif: Financial Accounting (TMH)

COURSE CODE: MBA114

COURSE TITLE: MANAGERIAL ECONOMICS

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Couse Description: Managerial Economics is a field of study that applies economic theory and quantitative methods to solve business problems. It focuses on the practical application of economic principles in decision-making within organizations.

Course Objectives:

1. To equip students with a strong understanding of economic theories for managerial decision-making, covering key concepts like opportunity cost, supply and demand, and pricing theory.
2. To train students to apply economic analysis tools to solve business problems using methods like optimization models and cost-benefit analysis.
3. To teach students to conduct market analysis by assessing demand, analysing competition, and forecasting trends using economic principles.
4. To familiarize students with how economic policies and external factors affect business operations, including the impact of regulations, taxation, and economic fluctuations.
5. To develop students' critical thinking by challenging them to analyse business scenarios through an economic perspective, focusing on problem-solving and decision-making.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Grasp fundamental economic principles for managerial decision-making, including supply and demand, cost analysis, market structures, and elasticity.
2. Apply economic tools and techniques, such as regression analysis and optimization, to solve real-world business problems.
3. Develop skills for informed strategic decision-making through economic analysis.
4. Conduct market analysis to assess competition, consumer behaviour, and trends, forecasting demand, and identifying opportunities.
5. Understand the impact of domestic and international economic policies on business operations.

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Course Content:

Unit 1: INTRODUCTION (8 Lectures)

Managerial Economics: Meaning, Nature, Scope, & Significance, Uses of Managerial Economics, Role and Responsibilities of Managerial Economist. Theory of the Firm: Firm and Industry, Objectives of the firm, alternate objectives of firm. **Managerial Theories:** Baumol's Model, Marris's Hypothesis, Williamson's Model.

Unit 2: DEMAND ANALYSIS (10 Lectures)

Demand and Supply : Law of Demand, Exceptions to the Law of Demand, Elasticity of Demand – Classification of Price, Income & Cross elasticity, Advertising and promotional elasticity of demand. Uses of elasticity of demand for Managerial decision making, Measurement of elasticity of demand. Law of supply, Elasticity of supply **Demand forecasting:** Meaning & Significance, Methods of demand forecasting.

Unit 3: PRODUCTION & COST ANALYSIS (12 Lectures)

Concepts of Production, production function with one variable input - Law of Variable Proportions. Production function with 2 variable inputs and Laws of returns to scale, Indifference Curves, ISO-Quants & ISO-Cost line, Least cost combination factor, Economies of scale, Diseconomies of scale. Technological progress and production function. Types of cost, Cost curves, Cost – Output Relationship in the short run and in the long run, LAC curve **Break Even Analysis** – Meaning, Assumptions, Determination of BEA, Limitations, Uses of BEA in Managerial decisions (with simple Problems).

Unit 4: MARKET STRUCTURE & PRICING PRACTICES (10 Lectures)

Perfect Competition, Features, Determination of price under perfect competition, Monopoly: Features, Pricing under monopoly, Price Discrimination. Monopolistic Competition: Features, Pricing Under monopolistic competition, Product differentiation. Oligopoly: Features, Kinked demand Curve, Cartels, Price leadership. **Descriptive Pricing Approaches:** Full cost pricing, Product line pricing, Pricing Strategies: Price Skimming, Penetration Pricing, Loss leader pricing, Peak Load pricing.

Unit 5: INDIAN BUSINESS ENVIRONMENT (10 Lectures)

Nature, Scope, Structure of Indian Business Environment – Internal and External Environment. Political and Legal Environment, Economic Environment, Socio – Cultural Environment, Global Environment **Basic Macro Economic Concepts:** Open and Closed Economies, Primary, secondary and Tertiary

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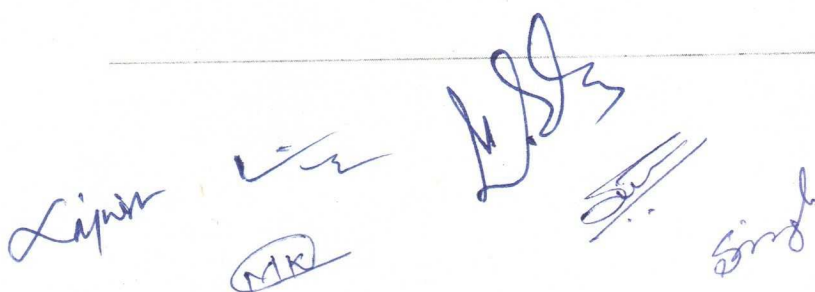
sectors and their contribution to the economy. SWOT Analysis for the Indian economy. Measuring the Economy: Measuring GDP and GDP Growth rate, Components of GDP.

Recommended Text Books:

- Managerial Economics: Dominick Salvatore (Oxford Publishers)
- https://students.aiu.edu/submissions/profiles/resources/onlineBook/i7T9W7_Manageial_Economics12.pdf

Suggested Readings:

- Managerial Economics: R. Panneerselvam, P. Sivasankaran, P. Senthil Kumar (Cengage)
- Managerial Economics: H.L. Ahuja Samuelson & Marks (S. Chand)



COURSE CODE: MBA 115

COURSE TITLE: QUANTITATIVE TECHNIQUES

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description: The course covers the Basic Statistical Techniques, Correlation and Regression, Time Series Analysis, Index Numbers, Probability / Theoretical Distributions, Data Analysis Using Excel / SPSS. The course emphasizes using the pertinent quantitative techniques to solve management problems.

Course Objectives:

1. To introduce students to the fundamental concepts, functions, and classifications of statistics, with practical applications in business and management.
2. To equip students with the knowledge to analyse relationships between variables to apply these concepts in real-world business scenarios.
3. To provide students with a solid understanding of time series analysis
4. To familiarize students with probability concepts enabling them to apply these statistical tools in business decision-making processes.
5. To develop students' skills in using Excel and SPSS for statistical analysis, and to enhance their ability to analyse and interpret business data effectively.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand the fundamental concepts, functions, and classifications of statistics, and apply statistical reasoning in business and management contexts.
2. Gain the ability to distinguish between and utilize correlation and regression techniques, for analysing relationships between variables in business applications.
3. Develop proficiency in analysing time series data and applying these methods to understand trends, seasonal effects, and cyclical variations in business metrics.
4. Acquire a comprehensive understanding of probability concepts and the application of discrete and continuous probability distributions, in enterprise decision-making.

5. Master the use of Excel and SPSS for statistical data analysis, to effectively analyse and interpret business data.

Unit 1: BASIC STATISTICS: (8 Lectures)

Meaning of Statistics. Functions and Laws of Statistics. Classification of Statistics. Limitations and Scope for business and management. Measures of Central Tendency (Mathematical, Positional, Special averages): Arithmetic, Geometric and Harmonic Mean, Median, Mode, Moving averages. Simple illustrative calculations. Skewness and Kurtosis concepts. Meaning of Dispersion. Range, Interquartile range, mean and standard deviation – usage in business and management. Variance.

Unit 2: CORRELATION AND REGRESSION: (12 Lectures)

Meaning and Uses. Positive, Negative, Simple and Multiple correlation. Linear and Non-linear correlation. Correlation study Methods (Scatter diagram, Graphical, Karl Pearson, Rank). Meaning of Regression, usage. Difference between correlation and regression. Regression Lines. Regression Coefficients. Least square Line. Standard error. Simple business applicative illustrations and calculations. Basic concepts of Multiple Correlation and Regression.

Unit 3: TIME SERIES ANALYSIS, INDEX NUMBERS: (12 Lectures)

Meaning, Objectives, Utility and components (secular trend, seasonal variations, cyclical variations), simple calculations. Features and uses of Index numbers. Limitations, Methods of construction (weighted – Laspeyres, Paasche, Fisher and Kelly methods; unweighted – simple aggregative, price relatives). Tests of adequacy. Chain base Index numbers. Splicing. Deflating. CPI-COL Index numbers.

Unit 4: PROBABILITY / THEORETICAL DISTRIBUTIONS: (8 Lectures)

Concept and Meaning. Usefulness. Types (Discrete – Binomial, Poisson, Multinomial; Continuous – Normal), their characteristics. Applications in an enterprise.

Unit 5: DATA ANALYSIS USING EXCEL / SPSS: (10 Lectures)

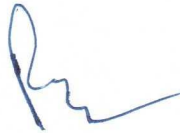
Excel File Operations, Selecting Ranges; Inserting and Deleting Rows and Columns; Entering and Editing Text, Data and Formulas; Constructing Statistical Charts and Graphs, Working with Date and Time; Lookup and Reference. Statistical and Mathematical Functions-Sum, Count, Min, Max, Mean, Median, Mode, Standard Deviation, Correlation, Regression, Pivot Tables, Solver. Introduction to SPSS Environment, Graph and charts using SPSS, Simple Regression Analysis; Tests of Significance; Time Series Analysis using SPSS.

Recommended Textbooks

- Vohra, N. D., Quantitative Techniques in Management (Tata McGraw Hill)
- Chadha, N.K., Statistics for Behavioural and Social Scientists, (Reliance Publishing House)
- Gupta, S.P. and Gupta M.P., Business Statistics, New Delhi, (Sultan Chand)
- Kazmier, L.J. and Pohl, N.F., Basic Statistics for Business and Economics, (McGraw Hill)
- Levin Richard I and Rubin David S., Statistics for Management, (Prentices Hall Inc.)

Suggested Readings:

- Terry, Sineich, Business Statistics by Examples. London, Collier Macmillan Publishers.
- Sharma, J. K. Business Statistics, (Pearson Education Pvt. Ltd.)
- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, Jeffrey D. Camm, James J. Cochran, Statistics for Business & Economics (Cengage India Pvt. Ltd.)
- T N Srivastava, Shailaja Rego, Statistics for Management Paperback (McGraw Hills)



COURSE CODE: MBA116

COURSE TITLE: BUSINESS ENVIRONMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description: Course contents provide knowledge about business environment in India's perspective to the MBA students. The course includes basic understanding on the concepts of Business Environment and to enable students to gain insight on various factors like Political, Legal, Political, social, and cultural factors impacting a Business. The main focus is to provide knowledge about the Indian and international business environment.

Course Objectives:

1. To introduce students to the foundational concepts of business, and to explore the significance of analysing the business environment.
2. To develop students' ability to evaluate the internal and external micro-environmental factors
3. To provide students with insights into the political and legal institutions and frameworks that impact business operations
4. To examine the influence of technological advancements, social changes, and cultural factors on business strategies, and to introduce students to competitive analysis frameworks
5. To familiarize students with the global business landscape, focusing on the evolution and impact of international trade organizations, globalization, MNC operations, and FDI

Course Outcome: Upon successful completion of this course, students will be able to:

1. State various factors affecting a Business
2. Understand internal and external environment
3. Analyse dynamic nature of Legal, Technological, Socio-Cultural environment
4. Examine approaches of different principles and practices of management in changing Business scenario
5. Evaluate management practices in current international business scenario.

Course Content:

Unit 1: INTRODUCTION TO BUSINESS ENVIRONMENT (12 Lecture)

Business – Meaning, Definition, Nature & Scope, Types of Business Organizations; Business Environment- Meaning, Characteristics, Scope and Significance, Components of Business Environment



Micro and Macro Environment – Definition, Differentiation, Analysis of Business Environment, SWOT Analysis; Risk-Types, Assessing risk in Business Environment-Techniques - Preliminary hazard analysis (PHA), HAZOP, Toxicity assessment (TA), Structured “What-if” Technique (SWIFT), Business Impact analysis (BIA), Scenario analysis (SA)etc.

Unit 2: MICRO-ENVIRONMENT (8 lecture)

Internal Environment: Value system, Mission, Objectives, Organizational Structure, Organizational Resources, Company Image, Brand Equity External Environment- Firm, customers, suppliers, distributors, Competitors, Society Introduction to Macro Components – Demographic, Natural, Political, Social, Cultural Economic, Technological, International and Legal

Unit 3: POLITICAL AND LEGAL ENVIRONMENT (8 lecture)

Political Institutions- Legislature, Executive, Judiciary, Role of government in Business, Legal framework in India. Economic Environment - Economic system and economic policies. Policies for SME. Concept of Capitalism, Socialism and Mixed Economy, Impact of business on Private sector, Public sector and Joint sector, Sun-rise sectors of India Economy, Challenges of Indian economy

Unit 4: TECHNOLOGICAL, SOCIAL AND CULTURAL ENVIRONMENT (10 lecture)

Nature, Impact of foreign culture on Business, Traditional Values and its Impact, Social Audit – Meaning and Importance of Corporate Governance and Social Responsibility of Business Technological Environment-Features, Impact of technology on Business Competitive Environment – Meaning, Michael Porter’s Five Forces Analysis, Competitive Strategies

Unit 5: INTERNATIONAL ENVIRONMENT (12 Lecture)

GATT/WTO: Objective and Evolution of GATT, Uruguay round, GATT v/s WTO, Functions of WTO, Pros and Cons of WTO. Globalization – Meaning, Nature and stages of Globalization, features of Globalization, Foreign Market entry strategies, LPG model. MNCs – Definition, meaning, merits, demerits, Difference between MNCs & TNCs, MNCs in India FDI – Meaning, FDI concepts and functions, Need for FDI in developing countries, Factors influencing FDI, FDI operations in India, Challenges faced by International Business and Investment Opportunities for Indian Industry.

Recommended Textbooks

- M. Adhikary, Economic Environment of Business (Sultan Chand & Sons.)
- Aswathappa, Essentials of Business Environment, (Himalaya Publishing House)
- Business and society – Lokanathan and Lakshmi Rajan, (Emerald Publishers)

Suggested Readings:

- Morrison J, The International Business Environment, (Palgrave)
- Francis Cherunilam, *Business Environment* (Himalaya Publishing House)



COURSE CODE: MBA117

COURSE TITLE: BUSINESS COMMUNICATION

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects

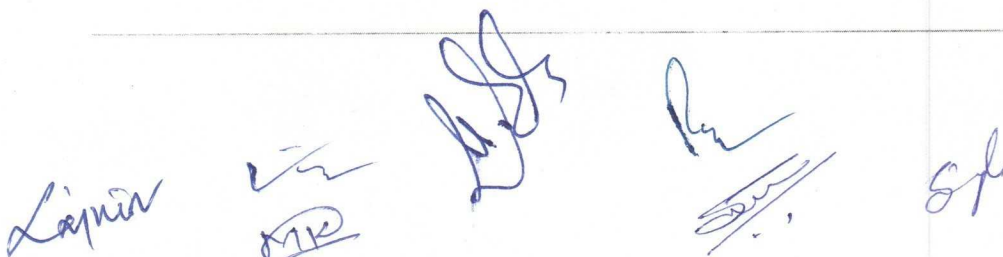
Course Description: This course covers the essentials of business communication, focusing on the importance and evolution of communication in the corporate world, from traditional methods to digital media. It enhances listening and speaking skills, explores oral and written communication, and emphasizes soft skills and etiquette. The course also addresses the role of digital tools in business networking and effective communication across cultures.

Course Objective:

1. To understand the importance, nature, and evolving trends of communication in the business world, from traditional methods to digital media.
2. To develop listening and speaking skills for effective business communication, including the use of digital media and video conferencing for professional interactions.
3. To explore the fundamentals of oral communication, overcoming barriers, and using persuasive techniques and digital tools for impactful public speaking.
4. To gain proficiency in essential business writing formats, including letters, reports, emails, and technical documents, tailored to corporate standards.
5. To learn key soft skills, presentation techniques, and proper etiquette for both online and offline business interactions

Course Outcome: Upon successful completion of this course, students will be able to:

1. Describe the models and methods used in developing communication strategies.
2. Make use of organisational infrastructure to communicate clearly and with impact by improving their verbal and non-verbal communication style.
3. Interpret the organization's communication barriers in a cross-cultural environment.
4. Critique the effectiveness of various techniques used in developing various communication strategies in the organisation.
5. Construct a model of communication which facilitate the free flow of communication within the organisation



Course Content:**Unit-1. INTRODUCTION (6 Lectures)**

Importance and nature of Communication in Business World. Basics of communication – Principles and forms. Communication trends in the corporate world war to Digital media.

Unit-2. SKILL ENHANCEMENT (12 Lectures)

Listening and Speaking skills for Business world. Active listening. Poor listening. Good Listening. Delivering oral and written messages. Speech formulation and presentation in a business situation. Digital media as a modern means to business networking – usage of communication skill for business success. Video-conferencing (Skype, Meet, Hangout, Webex, Teams etc.), usage for employee education and functioning.

Unit-3 ORAL COMMUNICATION (12 Lectures)

Basics of Oral Communication. Barriers. Public Speaking Pitfalls. Kinesics. Creativity. Persuasive Communication (applicable to functional areas in Management). Overcoming Stage / Public gathering fear. Tools used in Oral communication (including Digital media).

Unit-4 WRITTEN COMMUNICATION (10 Lectures)

Business essentials – Letter, Job Applications, Memos, Notices, Circulars, Proposals, Reports, Minutes, Complaints, Appreciation, Appointment and Resignation letters, appraisals, Invitation etc. Emailing guidelines in corporate sector. Technical Report writing.

Unit-5 SOFT SKILLS / PRACTICE (10 Lectures)

Essentials of Oral and written communication (all possible formats), presentations (with and without PPTX). Dressing up for online and offline interactions. Usage of MS Office for Business operations. Writing a legal document. Soft skills. Meeting and Boardroom etiquettes. Social media and cell phone etiquettes. Communication across different Cultures, Business and social etiquette.

Recommended Text Book

- Lesikar, Flatley et al: Business Communication (MHE)
- Lehman: Business Communication (Cengage)
- Raman, Singh: Effective Business Communication / Technical Communication (Oxford)
- Chaturvedi: Art and Science of Business Communication (Pearson)
- Asha Kaul: Effective Business Communication (PHI)

Suggested Readings

- Jain, Biyani: Business Communication (S Chand)
- KK Sinha: Business Communication (Taxman)

COURSE CODE: MBA118

COURSE TITLE: APPLICATIONS OF ICT IN BUSINESS

COURSE CREDITS: 4

Total Lectures: 40

Lab Activities : 20

Pedagogy: Classroom interactions; Lab works with practical assignments

Course Description: Students need to understand basic concepts of computations along with modern business computation for smooth conduction of work through computers. Topics include basic computational skills, MS Office as well as database management system for effective learning and maintenance of data and information. Proficiency in these areas is essential for success in today's technology-driven work environment.

Course Objective:

1. To explain learners about basic concepts of Modern Business Computation.
2. To illustrate learners about the need of Word Processing and its execution in business world.
3. To illustrate learners about the need of MS Power-point and its uses in business development.
4. To express learners about the use of Spreadsheet for Information development.
5. To associate learners with the appropriate usage of database management for storing data and information.

Course Outcome: Upon successful completion of this course, students will be able to:

1. Analyse about computers and its various components associated with it.
2. Determine various applications of Microsoft Office to prepare and associate with various software tools in Business starting with MS Word.
3. Develop power-point presentation slides for the promotion of business in form of digital presentations.
4. Develop MS Spreadsheets for maintaining records in systematic formats.
5. Compare various applications of Database management system for better representation of data.

Course Content:

Unit- 1: INTRODUCTION TO MODERN BUSINESS COMPUTATION (6 Lectures):

Introduction to Computer Application in business, Features of MS – Windows, Windows Operating Environment, Intranet, Internet, LAN, MAN, WAN, Wireless Communication, IP Addresses, Usage of Internet to society, Search Engines. Video-conferencing, E-Mail. Distributed Environment of Business,

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Overview of Cloud Computing. Business Intelligence Concepts and applications, OLTP and OLAP, Concept of Electronic Payment System. Digital Signature, Artificial Intelligence based applications, Robotics, Block-chain, Internet of Things (IoT), Augmented and Virtual Reality, Chatbots. Information Technology Act (latest version).

Unit-2: WORD PROCESSING (8 Lectures):

Microsoft Word, MS-Word Environment and component, Editing MS Word Documents, Text formatting: Undo and redo commands, Use drag and drop to move text, Copy, cut and paste, Use the clipboard. Document Formatting: Creating Table and Charts in MS Word, Inserting Images and shapes in document., Adjust page margins, Changing the Layout of a Document, Shortcut Menus, Find and replace text, Change page orientation, create headers and footers, Insert page numbers, Insert the date and time, Insert special characters (symbols), Insert a picture from a file, Resize and reposition a picture, Spell and grammar check, Mail Merge. Printing MS Word Document, Math Equation editor.

Unit-3: BUSINESS PRESENTATIONS (8 Lectures):

Introduction to MS PowerPoint: Overview of the PowerPoint interface, Creating and saving presentations, Understanding slide layouts and themes, Slide Design Principles, Choosing and customizing templates, Text formatting, Effective use of colors, fonts, and background choices; **Visual Elements:** Inserting and editing images, icons, and shapes, Using SmartArt for diagrams and processes, Creating and customizing charts and graphs for data presentation; **Advanced Features:** Adding and managing animations and slide transitions, Embedding videos, audio clips, and other multimedia elements, Creating hyperlinks and action buttons for interactive presentations; **Collaboration and Review:** Tailoring presentations for different business contexts (e.g., sales pitches, internal meetings, training sessions), Using Presenter View and other tools for delivering presentations, Exporting presentations to PDF, video, and other formats.

Unit-4: SPREADSHEETS (12 Lectures):

Introduction to MS Excel: Overview of Excel interface and basic navigation, understanding workbooks, worksheets, and cell references, Creating and saving Excel files, Basic Excel Functions and Formulas, Introduction to basic formulas (SUM, AVERAGE, COUNT, etc.)

Using relative, absolute, and mixed cell references, Applying basic arithmetic and logical functions; **Data Management and Manipulation:** Sorting and filtering data, Using Excel tables for structured data management, Data validation and error checking; **Data Visualization and Presentation:** Creating and formatting charts (bar, line, pie, etc.), Using conditional formatting to highlight data, Sparklines and data bars for visual data representation; **Advanced Excel Functions:** Using lookup functions (VLOOKUP, HLOOKUP, INDEX, MATCH)



Working with text functions (CONCATENATE, TEXT, LEFT, RIGHT, etc.), Date and time functions;
Data Analysis Tools: PivotTables: Creating, formatting, and analyzing, Pivot Charts for dynamic data visualization, Using slicers and timelines for data filtering.

Unit-5: DATABASE MANAGEMENT (6 Lectures):

Introduction to Database Concepts, about basics of MS Access, designing a Database, building a Database, Working with Forms, Sorting, Searching, Data Retrieval, Analyzing Data, Working with Reports, Connecting MS Access with Other Applications, Managing MS Access Database.

Suggested Readings:

- Ashish Bhatnagar, Neetu Sharma: Computer Fundamental and Office Automation (Anand)
- Oka, M.M.: Business Applications of Computers (Everest)
- Shruti Mathur, Pooja Jain: Computer Application in Business (Galgotia)
- Sanjay Saxena, A First Course in Computers (Vikas)

Other contemporary literature shall be recommended by the concerned teacher



COURSE CODE- AUC001 (Audit Course)

COURSE TITLE- BASIC ENGLISH FOR BUSINESS

COURSE CREDITS- 0

Total Lectures : 25

Classroom activity: 5

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects

Course Description:

This course provides an in-depth exploration of English grammar, focusing on the use of verbs in various tenses and forms, as well as an extensive study of sentence structures and punctuation. Students will develop a comprehensive understanding of verb forms, sentence types, and various grammatical constructs.

Course Objective :

1. To enhance writing through proper sentence construction and punctuation.
2. To improve basic grammar knowledge
3. To thrust upon reading and comprehension skills
4. To learn and apply vocabulary with synonyms and antonyms.
5. To learn the use of appropriate idioms and phrases

Course Outcome : Upon successful completion of this course, students will be able to:

1. Construct and analyse different types of sentences, including transformations and complex sentence structures.
2. Accurately use verbs in various tenses and forms to express different time frames and modalities.
3. Distinguish between and apply active and passive voice constructs effectively in their writing.
4. Correctly use prepositions, conjunctions, and comparisons in their sentences.
5. Application of topical vocabulary and Idioms and Phrases in business world.

Course content

Unit 1: SENTENCE CONSTRUCTION AND TENSES (6 Lectures)

The Sentence, Subject and Predicate, The Phrase and The Clause, Parts of Speech, The Noun: Kinds of Nouns, the Noun: Gender, Number, Case

Tenses: Introduction, Uses of The Present, Past Tenses, and The Future Tenses, The Gerund, Irregular Verbs, Auxiliaries and Modals, Conjunction of The Verbs.

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Unit 2. PRONOUN AND ADJECTIVE (4 Lectures)

The Adjective, Comparison of Adjectives, Adjectives Used as Nouns, Position of the Adjectives, the Correct Use of Some Adjectives, Articles Definite and Indefinite
Personal Pronouns, Reflexive and Emphatic Pronouns, Demonstrative, Indefinite and Distributive Pronouns, Relative Pronouns, Interrogative Pronouns.

Unit 3 : VERB AND ADVERBS (4 Lectures)

The VERB, Verbs of Incomplete Predication, Active and Passive Voice, The Verb: Person and Number, The Infinitive, The Participle.

The Adverbs, Comparison of Adverbs, Formation of Adverbs, Position of Adverbs, The Preposition, Words followed by Preposition, Conjunctions and Their Uses, The Interjection.

Unit 4: BASIC READING SKILLS (5 Lectures)

Reading Comprehension through Unseen Passage: Unseen passage to assess comprehension, interpretation, analysis and inference. Vocabulary assessment will also be assessed via inference. The passage may be factual, descriptive or literary. Unseen case-based factual passage with verbal/visual inputs like statistical data, charts etc. to assess comprehension, interpretation, analysis, inference and evaluation.

Unit 5 : BASIC VOCABULARY AND IDIOMS AND PHRASES (6 Lectures)

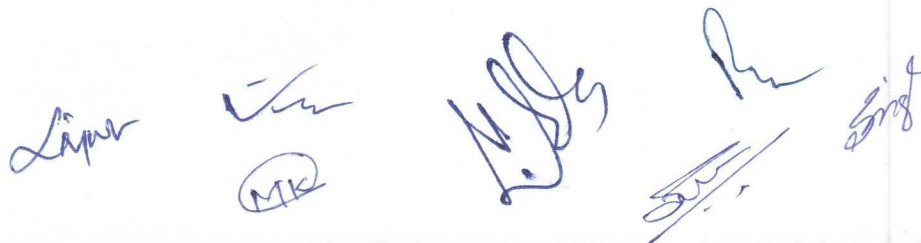
The concept of Word Formation: Compounding, Backformation, Clipping, Blending. Root words from foreign languages and their use in English, Acquaintance with prefixes and suffixes from foreign languages in English to form derivatives. Synonyms and antonyms of basic words used in day-to-day business. Standard abbreviations and Acronyms. Idioms and Phrases Used in Business English.

Recommended textbooks

- Wren & Martin (2016) English Grammar & Composition EDITION by P.C. WREN and H. MARTIN. Revised by N.D.V. Prasada Rao, (S. Chand & Company)
- Kulbushan Kumar, R S Salaria, Effective Communication Skills, (Khanna Publishing House, Delhi)
- Practical English Usage. Michael Swan. (OUP) 1995.
- Remedial English Grammar. F.T. Wood.(Macmillan) 2007
- Study Writing. Liz Hamp-Lyons and Ben Heasley. (Cambridge University Press) 2006.

Suggested reading -

- On Writing Well. William Zinsser. (Harper Resource Book) 2001
- Communication Skills. Sanjay Kumar and PushpLata. (Oxford University Press)
- Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. (Oxford University Press)

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- Universal English Prof. Prasad (Kataria Publications) 2019.
- "Communication Skills for Professionals"-Nira Konar, (Prentice Hall of India) 2nd edition, New Delhi, 2011
- Gajendra Singh Chauhan, Smita Kashiramka and L. Thimmesha. Functional English. (Cengage) 2019.

Other contemporary literature shall be recommended by the concerned teacher

Master of Business Administration (MBA)

Syllabus of Second Semester



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| MBA SECOND SEMESTER | | | |
|-------------------------------|-------------|---|--------|
| S. No. | Course Code | Name of the Courses | Credit |
| 1. | MBA121 | Marketing Management | 4 |
| 2 | MBA122 | Human Resource Development and Management | 4 |
| 3 | MBA123 | Financial Management | 4 |
| 4 | MBA124 | Logistics & Supply Chain Management | 4 |
| 5 | MBA125 | Operations Research | 4 |
| 6 | MBA126 | Business Research Methodology | 4 |
| 7 | MBA127 | Business Law and Intellectual Property Rights | 4 |
| 8 | MBA128 | Dissertation / Master Thesis I | 4 |
| 9 | MBA129 | Integrated Viva-Voce | 3 |
| 10 | AUC002 | Advanced English for Business* | 0 |
| Second Semester Total Credits | | | 35 |

*Audit Course

COURSE CODE: MBA121

COURSE TITLE: MARKETING MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Objectives

1. To understand key marketing concepts, analyze the contemporary marketing environment, and explore marketing planning, digital marketing, and strategic marketing approaches.
2. To learn about product definitions, levels, types, and management, including product life cycle, differentiation, and development strategies.
3. To examine distribution logistics, supply chain management, and marketing channels, with a focus on retailing, dealer management, and online marketing strategies.
4. To understand pricing objectives and strategies, along with integrated marketing communication, including advertising, sales promotion, and public relations.
5. To explore the relationship between sales management and marketing, covering salesmanship, sales processes, and emerging trends in direct and network marketing

Course outcome : Upon successful completion of this course, students will be able to:

1. Develop an understanding of key marketing concepts and strategies, and apply them to analyse and plan within the contemporary marketing environment.
2. Gain the ability to define, differentiate, and manage products through their life cycle, including making informed decisions on product development and positioning.
3. Demonstrate an understanding of distribution logistics, marketing channels, and retail management, and design effective distribution strategies, including online marketing.
4. Apply pricing strategies and integrated marketing communication techniques to create effective promotional campaigns and manage public relations.
5. Understand the integration of sales management with marketing functions and develop skills in sales techniques

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Course Contents

Unit- 1: INTRODUCING MARKETING (12 lectures):

Standard Definitions and Key Perspectives on Marketing. Understanding and deciphering our contemporary Marketing Environment. Marketing Planning. Changes in the Consumer Profile (India and the world). Marketing Mix elements. Overview of Strategic nature of Marketing (Segmentation, Targeting and Positioning). Briefing about Digital Marketing, Industrial and Services Marketing.

Unit-2: PRODUCT (12 lectures):

Defining Product, levels - Generic, Branded, Differentiated, Customised, Augmented and Potential Product. Product types – Consumer goods, business goods, services. Product line. Product Mix. Product packaging decisions. Managing product quality. Product Life-cycle. Product differentiation. Product positioning. New Product development. Product failures.

Unit-3: PLACE (8 lectures):

Distribution Logistics and Supply Chain Management. Marketing Channels. Channel design. Retailing & Retail Chain. Dealer Management. Distribution strategies. Direct and Online marketing.

Unit-4: PRICE & PROMOTION (8 lectures):

Objectives of Pricing and Pricing strategies. Integrated Marketing Communication concept. Advertising Management. Sales promotion. Personal selling. Publicity and Public Relations.

Unit-5: LINKAGE TO SALES MANAGEMENT (10 lectures):

Sales Management and its linkage to Marketing function. Nature of selling in the marketing era. Elements of Salesmanship. Typical sales management process. Sales presentation. Demonstration. Overcoming objections. Closing the sale. Emerging dimensions in selling, need for attitude change. Direct selling. Sales through Network marketing.

Recommended textbooks

- Ramaswami & Namakumari: Marketing Management (Sage)
- Kotler, Philip: Marketing Management (Pearson)
- Stanton, William J.: Fundamentals of Marketing (TMH)
- Kotler & Armstrong: Principles of Marketing (Pearson)

Suggested Readings:

- Meenakshi, Arun: Marketing Management (Vikas)
- Dummies Series on Marketing; Digital Marketing; Sales

Other contemporary literature shall be recommended by the concerned teacher

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COURSE CODE: MBA122

COURSE TITLE: HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects

Course Description: The course aims to get the students thinking and discussing issues pertaining to management drawing on what they already know. To increase awareness and knowledge of contemporary management issues and to allow students the opportunity to discuss and critically analyse source materials, in order to both enhance their understanding of the topics and to practice their analytical and debating skills.

Course Objectives:

1. To grasp the concepts, scope, and importance of HRM, differentiating between traditional and modern HRM, and exploring E-HRM applications.
2. To learn HR Procurement Functions including job analysis, HR planning, recruitment, selection, placement, induction, internal mobility, and talent acquisition strategies.
3. To develop HRD Skills by gaining insights into training, development, career and succession planning, HRD mechanisms, HR accounting, and knowledge management.
4. To explore compensation management innovations, performance management processes, appraisal methods, and industrial relations.
5. To understand the organizational context of IHRM, cross-cultural studies, cultural diversity, transnational organizations, and strategic HRM.

Course outcome : Upon successful completion of this course, students will be able to:

1. Discuss various concepts, theories, models, principles and frameworks learned in HRM in analyzing the cases of HRM.
2. Examine the HRM Cases using HRM Theories, Models, and Frameworks while keeping the current business environment in mind.
3. Justify the relevant cases of HRM with reference to the current trends and best practices in HRM.
4. Test a given case of HRM with reference to current trends, best practices in HRM.
5. Construct a case in any one of the given HR concept or problem or scenario.



Couse Contents

Unit- 1: INTRODUCTION (8 Lectures)

Concept Scope and Importance of Human Resource Management, Human Resource vs. Human Capital, Traditional HRM Vs. Modern HRM. Operative functions of HRM. Models of HRM. Emergence of HRM from clerical role to partner role. Application of E-HRM.

Unit-2: PROCUREMENT FUNCTIONS OF HRM (10 Lectures)

Job Analysis, HR planning, Recruitment, Selection, Placement, Induction and Internal Mobility. Concept of talent acquisition, Role of HR function vis-a vis Talent acquisition, Talent acquisition strategy, Talent acquisition process & Talent Retention.

Unit-3: HUMAN RESOURCE DEVELOPMENT (HRD) (12 Lectures)

Training and development. Career and Succession planning. Concepts, Assumptions, Values, HRD Mechanisms, Action – Research Model, HRD Culture and Climate, HRD Interventions, HR Accounting and Audit, Consultant – client relationship, Knowledge Management, Human Resource Information System.

Unit-4: MAINTENANCE AND INTEGRATION FUNCTIONS OF HRM (12 Lectures)

Compensation management, Innovations in Compensation Management- ESOP, Competency based pay; Team based pay, Broad Banding, Profit sharing etc. Performance Management, Performance Management Vs. Performance Appraisal, Process of Performance Management, Traditional and Modern Methods of Appraisal. Potential appraisal. Industrial relations. Maintenance of Health, Safety, Welfare and Social security.

Unit-5: INTERNATIONAL HRM AND EMERGING TRENDS (8 Lectures)

Organisational context of IHRM, IHRM and Sustainable Business, Functions of IHRM, Cross – Cultural Studies, Cultural Diversity, Transnational Organisations, IHRM models. Strategic HRM. Lesson from Award Winning Indian HRD Managers.

Recommended texts

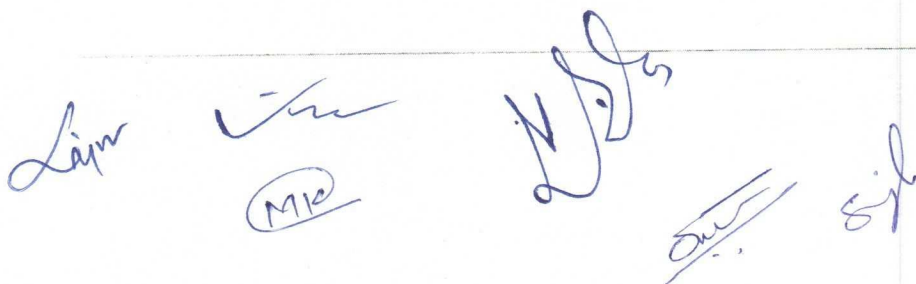
- Aswathappa K: Human Resource Management (TMH)
- Online Recruitment and Selection –Innovations in Talent Acquisition, Douglas H.
- Reynolds & John A. Weiner, Wiley- Blackwell.
- Michael Armstrong: Human Resource Management Practices (Koganpage)

Suggested Readings:

- C.B.Mamoria: Personnel Management (HPH)
- SubbaRao: Personnel and Human Resources Management (HPH)

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- Khanka S. S: Human Resource Management -Text and Cases (S Chand)
- DeCenzo and Robbins: Fundamentals of Human Resource Management (Wiley India)
- Rao T.V.: Future of HRD (Macmillan)
- Rao T.V: HRD Audit (Sage)



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COURSE CODE: MBA123

COURSE TITLE: FINANCIAL MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description: This course provides a comprehensive overview of financial management, covering profit and wealth maximization, time value of money, and long-term finance sources. It delves into capital budgeting principles, cost of capital computation, and capital structure theories. The course also explores dividend policies, including practices in India, and working capital management techniques for cash, receivables, and inventory.

Course Objective:

1. To grasp the nature, scope, and goals, focusing on profit and wealth maximization, time value of money, and long-term finance sources.
2. To learn principles, identify relevant cash flows, and evaluate techniques like NPV, IRR, and Payback Period, considering inflation impacts.
3. To compute cost of capital, explore capital structure theories and leverage concepts.
4. To assess the relevance and determinants of dividend policies, practices in India, and implications of bonus shares, stock splits, and legal/tax aspects.
5. To understand working capital concepts, factors affecting requirements, and techniques for managing cash, receivables, and inventory, including forecasting needs.

Course Outcome: Upon successful completion of this course, students will be able to:

1. Read and Recall Concepts of Financial Management
2. Be aware about decision alternatives based on tools and techniques of Financial Management
3. Apply tools and techniques of Financial Management in making financing, Investment, and dividend decision
4. Analyse the corporate environment and relate the concepts of Financial Management
5. Apply concepts of Financial Management in Decision Making

Course Content

Unit- 1: INTRODUCTION: (8 Lectures)

Nature, scope and role, Financial Goals- Profit Maximization, EPS and Wealth Maximization, Time

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Value of Money Rationale; Practical Applications of Compounding; PV and FV Techniques. Annuity; Sources of Long-Term Finance: Equity Shares, Preference Share Capital and Terms Loans; Debentures/Bank Loan/Bonds ; Conceptual Framework of Risk and Return: Type of Risks; Portfolio (Selection Risk and Return of a Single Asset), Capital Asset Pricing Model (CAPM).

Unit-2: CAPITAL BUDGETING (10 Lectures)

Principles of Capital Budgeting: Identifying relevant Cash Flows; Evaluation Techniques; Payback period, Discounted payback period, ARR, NPV, Internal Rate of Return and Profitability Index Methods and Capital Budgeting Practices in India. Relation between Inflation and Capital Budgeting.

Unit-3: COST OF CAPITAL AND CAPITAL STRUCTURE (12 Lectures)

Meaning and Significance; Computation of Cost of Debt; Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost of Capital (WACC) and Cost of Capital Practices in India Leverage; Operating, Financial Leverage; and Combined Leverage. Capital Structure Theories; Net Income Approach; Net Operating Income (NOI) Approach; Modigliani-Miller (MM) Approach; Traditional Approach and other theories; Trade off theory and Pecking order theory.

Unit-4: DIVIDEND POLICY (10 Lectures)

Irrelevance of Dividends and Relevance of Dividends, Determinants of Dividends Policy Factors; Dividend Policy in India; Bonus Shares (Stock dividend) and Stock (Share) Splits; Legal, Procedural; and Tax Aspects associated with Dividend Decision.

Unit-5: WORKING CAPITAL MANAGEMENT (10 Lectures)

Definition and Concept of working capital- Kinds and importance of working capital- Factors affecting Working Capital requirements – Computation of working capital - Forecasting Working Capital requirements - Cash Management - Receivables Management - Inventory Management.

Recommended Textbooks:

- Van Horne, James C.: Financial Management and Policy (PHI)
- Pandey, I. M.: Financial Management, 11/e (Vikas)
- Brealey R.A. and S.C. Myers: Principles of Corporate Finance (McGraw Hill)

Suggested Readings:

- Damodaran, A., Corporate Finance: Theory and Practice (John Wiley) Chandra, P.: Financial Management (TMH)
- Khan, M.Y & Jain: P.K Financial Management: Text, Problems and Cases (TMH) Srivastava, R. M.: Financial Management (Sterling)

COURSE CODE: MBA124

COURSE TITLE: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description: The course "Basics of Logistics and Supply Chain Management" introduces the fundamental concepts, principles, and practices involved in managing logistics and supply chains within organizations. It aims to equip students with the knowledge and skills necessary to understand and optimize the flow of goods, services, and information from raw material suppliers to end customers.

Cours Objectives

1. To provide a comprehensive understanding of the fundamental concepts and principles of logistics and supply chain management.
2. To develop the ability to analyze and evaluate logistics and supply chain processes.
3. To equip students with the knowledge and skills necessary to make informed decisions in logistics and supply chain management.
4. To foster critical thinking and problem-solving abilities in the context of logistics and supply chain challenges.
5. To understand the modern trends and Technological Innovations in Logistics and Supply Chain Management

Course Outcome : Upon successful completion of this course, students will be able to:

1. Grasp the objectives, stages, and strategies of supply chains, including key issues and best practices.
2. Learn the evolution, components, and functions of logistics, and how to gain competitive advantage through effective management.
3. Analyze the bullwhip effect, performance measurement tools, and challenges in global supply chain design.
4. Understand warehousing types, strategies, reverse logistics, outsourcing, and the linkage between supply chain and CRM.
5. Utilize technological innovations in the field of SCM including IoT, AI, ML, and blockchain to enhance supply chain transparency, efficiency, and sustainability.

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Course Content

Unit 1 SUPPLY CHAIN CONCEPTS (8 Lectures)

Objectives of a Supply Chain, Stages of Supply chain, Value Chain Process, Cycle view of Supply Chain Process, Key issues in SCM, logistics & SCM, Supply Chain Drivers and obstacles, Supply chain strategies, strategic fit, Best practices in SCM, Obstacles of streamlined SCM.

Unit 2 LOGISTICS (10 Lectures)

Evolution, Objectives, Components and Functions of Logistics Management, Distribution related Issues and Challenges; Gaining competitive advantage through Logistics Management, Transportation Functions, Costs, and Mode; Network and Decision, Containerization, Cross docking.

Unit 3 SUPPLY CHAIN PERFORMANCE (10 Lectures)

Bullwhip effect and reduction, Performance measurement: Dimension, Tools of performance measurement, SCOR Model. Demand chain management, Global Supply chain- Challenges in establishing Global Supply Chain, Factors that influences designing Global Supply Chain Network.

Unit 4 WAREHOUSING (12 Lectures)

Concept and types, Warehousing strategy, Warehouse facility location & network design, Reverse logistics, Outsourcing- Nature and concept, Strategic decision to Outsourcing, Third party logistics(3PL), Fourth party logistics(4PL). Supply Chain and CRM- Linkage, IT infrastructure used for Supply Chain and CRM, Functional components for CRM, Green supply chain management, Supply Chain sustainability.

Unit 5: EMERGING TRENDS AND TECHNOLOGIES (10 Lectures)

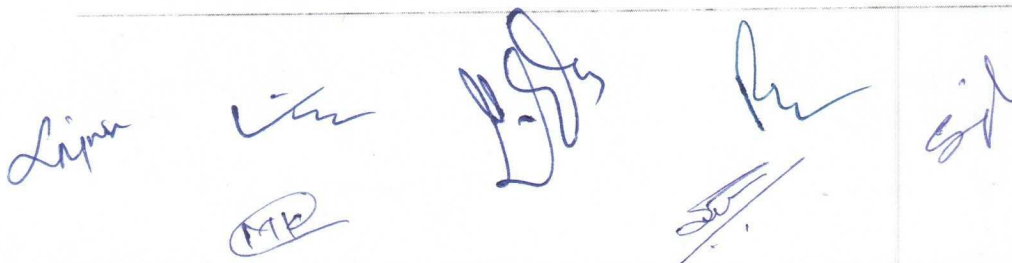
Internet of Things (IoT): Applications in real-time tracking, inventory management, and predictive maintenance. Artificial Intelligence (AI) and Machine Learning (ML): Use in demand forecasting, process optimization, and automated decision-making. Blockchain Technology: Enhancing transparency, traceability, and security in supply chain transactions.

Recommended Textbooks :

1. Chopra, Sunil, Meindl, Peter and Kalra, D. V.; Supply Chain Management: Strategy, Planning and Operation; Pearson Education
2. Altekhar, Rahul V.; Supply Chain Management: Concepts and Cases;

Suggested Readings:

3. Ballou, Ronald H.; Supply Chain Management; Pearson Education
4. Sahay, B.S.; Supply Chain Management; Macmillan
5. Ballou, R.H. Business Logistics Management. Prentice-Hall Inc.

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COURSE CODE: MBA125

COURSE TITLE: OPERATIONS RESEARCH

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course introduces Operations Research (OR), focusing on its development, applications in decision-making, and limitations. It covers linear programming, transportation and assignment problems, queuing theory, simulation, and network analysis, equipping students with the skills to model, analyze, and solve complex business problems using various OR techniques and optimization methods.

Course Objective:

1. To understand the origin, development, nature, and features of Operations Research (OR) and its role in decision-making for business enterprises.
2. To learn to formulate and solve linear programming problems using the Graphical Method, Simplex Method, and understand the concept of duality.
3. To master the formulation and solution of transportation and assignment problems, including the Travelling Salesman problem, using various optimization techniques.
4. To explore the business applications of queuing theory and simulation, including the elements, models, and processes involved in queuing systems and Monte Carlo simulation.
5. To analyze network flow problems and apply techniques such as PERT/CPM for effective network scheduling and solving common managerial problems.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Grasp the origin, development, and application areas of OR in business decision-making.
2. Formulate and solve linear programming problems using graphical and simplex methods.
3. Formulate and optimize transportation and assignment problems, including the Travelling Salesman problem.
4. Apply queuing models and simulation techniques to business scenarios, including Monte Carlo simulation.
5. Solve network flow problems and schedule projects using PERT/CPM techniques.

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Course Content

Unit-1: INTRODUCTION:

Origin, development, nature and features of Operations Research (OR). Scientific enquiry and modeling in OR. OR and decision-making. Application areas of OR for business/management enterprises. Opportunities and drawbacks of OR.

Unit-2: LINEAR PROGRAMMING:

Introduction. Problem and its Mathematical formulation. Graphical Method. Simplex Method. Duality in linear programming.

Unit-3: TRANSPORTATION & ASSIGNMENT PROBLEMS:

Importance. Problem formulation. Transportation table, loops, triangular basis. Optimality test. Degeneracy. Formation of Assignment Problem, solutions. Travelling Salesman problem.

Unit-4: QUEUING THEORY & SIMULATION:

Business Applications of Queuing Theory and Simulation. Elements, operating characteristics of a queuing system. Queuing models. Queuing control. Basis of simulation. Models. Process. Random number generation. Monte Carlo simulation.

Unit-5: NETWORK ANALYSIS:

Introduction. Network flow problems. Minimal spanning tree problem. Shortest route problem. Maximal flow problem. Minimum cost flow problem. Network scheduling by PERT / CPM. Common Managerial problems.

Study Material: Text Books, Reference Books, IGNOU Material

Suggested Readings:

- Kapoor, V.K.: Operations Research (Sultan Chand)
- Kanti Swaroop: Operations Research (Sultan Chand)
- Sharma, J K: Operations Research (Macmillan)
- Taha: Operations Research (Pearson)
- Hira & Gupta: Operations Research (Sultan Chand)

COURSE CODE: MBA126

COURSE TITLE: BUSINESS RESEARCH METHODOLOGY

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description :

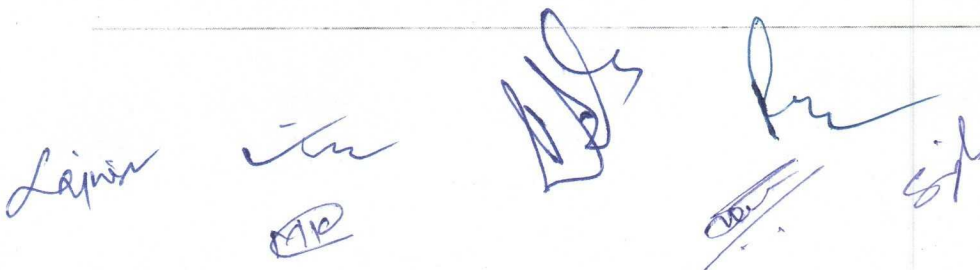
Research Methods gives essential guidance on how to carry out research projects and it introduces the core concepts, methods and values involved in doing research. This course provides a valuable learning through its comprehensive coverage of methods that are used by experienced researchers investigating the world of business. Researchers find it difficult to conduct an in-depth analysis in their areas of specialization without the sound knowledge of scientific process of conducting research. This course provides an opportunity to understand the crux of research methodology in a scientific and systematic manner.

Course Objectives:

1. To understand basic concepts of research and its methodologies.
2. To select and define appropriate research problem and parameters.
3. To prepare a project proposal.
4. To organize and conduct research.
5. To write a research report and thesis.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Define research and Purpose, Significance of research in Social and Business Science, and Ethics in Research.
2. Execute Scales of Measurement and Levels and Types of Measurement Scales
3. Implement the feasibility and practicality of research methodology for a proposed project in context of current environment.
4. Examine Meaning and Purpose of Hypotheses Testing, Steps in Hypotheses Testing, Use of Statistical, Data Editing, Coding, Tabulation, Cross Tabulation, Concept of hypothesis, Procedure in Hypothesis Testing.
5. Develop a research report on a specific topic of interest with proper steps involved in report writing.

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Course Content:**Unit- 1: INTRODUCTION:**

Meaning, Objectives and Significance of Research in Business; Types of Business Research; Research Approaches, Steps in Research Process; Elements of a Business Research Proposal.

Unit-2: RESEARCH DESIGN:

Business Research Design; Meaning and Formulation; Research Design Classification–Exploratory Research Design, Descriptive Research Design and Causal Research Design.

Unit-3: SAMPLING AND DATA COLLECTION:

Sampling Design and Process; Techniques of Sample Designs-Probability & Non-Probability Sampling, Concept of Measurement and Scaling; Important Scaling Techniques; Types of Data; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research.

Unit-4: DATA PROCESSING AND ANALYTICAL FRAMEWORK:

Processing, Displaying and Examining Data: Basic Data Analysis – Descriptive Statistics; Graphical Representation of Data: Appropriate Usage of Diagrams, Bar charts, Pie charts, Histogram, Hypothesis Testing- concept and applications; An overview of basic Statistical Techniques for analytical approach.

Unit-5: INTERPRETATION & REPORT WRITING:

Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Bibliography.

Recommended texts

1. Cooper and Schindler: Business Research Methods (TMH)
2. William G. Zikmund: Business Research Methods (Cengage)
3. Panneerselvam: Research Methodology (PHI)

Suggested Readings:

1. Kothari: Research Methodology (New Age)
2. Chawla, Sondhi: Research Methodology (Vikas)
3. Murthy, Bhojanna: Business Research Methods (Excel)

COURSE CODE: MBA127

COURSE TITLE: BUSINESS LAW AND INTELLECTUAL PROPERTY RIGHTS

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description:

This course covers essential legal frameworks, including the Indian Contract Act, Sale of Goods Act, Negotiable Instruments Act, Company Law, and Intellectual Property Rights (IPR). It explores contract formation, sale of goods, negotiable instruments, company formation, and IPR management, providing a comprehensive understanding of legal principles and their business applications.

Course Objective:

1. To gain a comprehensive understanding of key legal frameworks, including contract law, sale of goods, negotiable instruments, company law, and intellectual property rights.
2. To learn the principles of contract formation, including offer, acceptance, consideration, and remedies for breach.
3. To understand the conditions, warranties, and rights of parties involved in the sale of goods.
4. To explore the types, functions, and legal aspects of negotiable instruments like promissory notes, bills of exchange, and cheques.
5. To understand company formation, director roles, and the basics of intellectual property rights, including trademarks, copyrights, and patents.

Course Outcome: Upon successful completion of this course, students will be able to:

1. Remember & understand the various aspects of applicable business laws in Indian context.
2. Apply the laws under specific business transactions, business institutions, and business scenarios.
3. Analyse and generate awareness of the legal framework within which the business function.
4. Evaluate the conflicting scenarios arising in business transactions and provide solution under applicable laws.
5. Design and develop legal solutions to safeguard business and commercial interests.

Line *in* *MD* *P.D.S.* *hu* *gish*

Course Content

Unit-1: LAW OF CONTRACT:

Indian Contract Act, 1872. Introduction, Nature and Kinds of Contracts. Offer and acceptance. Consideration. Free consent. Void agreement. Contingent contracts. Quasi-contracts. Remedies for breach of contract. Indemnity and Guarantee. Bailment and Pledge. Agency. Case citations.

Unit-2: LAW OF SALE OF GOODS:

Indian Sale of Goods Act, 1930. Contract of Sale of Goods. Conditions and Warranties. Transfer of property. Performance of contract of sale. Rights of unpaid seller. Case citations.

Unit-3: LAW OF NEGOTIABLE INSTRUMENTS:

Negotiable Instruments Act, 1881. Negotiable, non-negotiable and quasi negotiable instruments. Promissory note. Bill of Exchange. Cheques. Hundis. Maturity of Negotiable instruments. Payment in due course. Payment of Interest. Parties to Negotiable Instrument. Presentation of Negotiable Instrument. Negotiation. Dishonour and Discharge of Negotiable Instrument. Crossing and bouncing of cheques. Case citations.

Unit-4: COMPANY LAW:

Company law, 2013. Article of Association. Memorandum of Association. Formation of Company. Prospectus. Director. Appointment of Director. Meetings. Case citations.

Unit-5: BASICS OF IPR:

History and evolution of IPRs. Trademark. Copyright. Geographical Indicator. New Generation IPRs. Copyrights. Patent and patentability. Trade secret. Domain names. Biodiversity. Traditional Knowledge and IPR. Biopiracy. Benefits of IPR management. Characteristics of a good IPR manager. Invention vs Innovation. Idea vs Invention. Stages from mind to patent. Financing and valuation of IP. Case citations.

Recommended texts

- Avtar Singh: Company Law, 17/e (EBC)
- Kuchhal & Kuchhal: Business Law (Vikas)
- Dagar, Agnihotri: Business Law (Galgotia)

Suggested Readings:

- Agrawal, Nair, Banerjee: Business Law (Pragati)
- Maheshwari & Maheshwari: Business Law (HPH)
- Bare Acts
- IGNOU Notes on IPR

COURSE CODE- AUC002

COURSE TITLE- ADVANCED ENGLISH FOR BUSINESS

COURSE CREDITS- 0

Total Lectures- 20

Classroom activity: 10

Course Description:

This course provides an in-depth exploration of English. It will enhance their ability to communicate effectively in both written and spoken English. The course will also include strategies for reading comprehension, vocabulary building, and practical applications in business and academic writing.

Course Objectives:

1. To use language effectively in various contexts.
2. To differentiate and apply various grammatical forms.
3. To accurately express ideas and concepts.
4. To identify and correct common language errors.
5. To develop strategies for better communication and understanding of complex texts.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Apply reading strategies to enhance comprehension and interpret complex texts.
2. Use proper punctuation and capitalization in their writing to improve clarity and readability.
3. Build and apply vocabulary through understanding word formation, synonyms, antonyms, and idiomatic expressions in both general and business contexts.
4. Critically analyze the content and develop writing skills.
5. Create own writing used by Summarising, Paraphrasing and Critical Thinking.

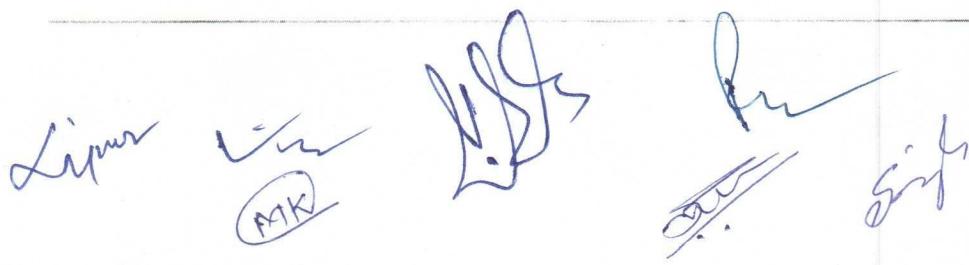
Course Content

Unit 1 : READING STRATEGIES

Skimming and Scanning-Techniques for Quick Reading and Information Retrieval, Context Clues- Using Context to Determine Meaning, Critical Reading- Analyzing and Evaluating Texts, Inference and Prediction-Drawing Conclusions and Making Predictions Based on Texts.

Unit 2 : IDENTIFYING COMMON ERRORS IN WRITING

Subject-verb agreement, Noun-pronoun agreement, Misplaced modifiers, Articles, Prepositions, Redundancies, Punctuation and Capital Letters.

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Unit 3: VOCABULARY BUILDING

Frequently used advance words with meaning and applications in business. Advance Idioms and Phrases Used in Business English.

Unit 4 : ACADEMIC WRITING

Concept, Genres and Types of Academic Writing. The Process of academic Writing and Elements of Writing. Summarising and Paraphrasing. Critical Thinking: Synthesis, Analysis and Evaluation. Citing Resources: Editing, Book and Media Review.

Unit 5 : LITERATURE READING AND WRITING TEXT

One Prose extract out of two, from the book Vistas, to assess comprehension, interpretation, analysis, evaluation, appreciation, and extrapolation beyond the text. Short answer type questions based upon Prose to elicit inferential responses through critical thinking, and extrapolation beyond and across the text to elicit analytical and evaluative responses using incidents, events, and themes, as reference points. Writing introduction and conclusion. Essay writing.

Recommended Textbooks:

- Wren & Martin (2016) English Grammar & Composition Edition by P.C. WREN and H. MARTIN. Revised by N.D.V. Prasada Rao (S. Chand & Company (Pvt.) Ltd.)
- Ratna, R. (2024). Academic Writing. Ghaziabad: Swaranjali Publication.
- Kulbushan Kumar, R S Salaria, Effective Communication Skills, Khanna Publishing House, Delhi.
- Practical English Usage. Michael Swan. OUP. 1995.
- Gajendra Singh Chauhan, Smita Kashiramka and L. Thimmesha. Functional English. Cengage, 2019.

Suggested Readings :

- Study Writing. Liz Hamp-Lyons and Ben Heasley. Cambridge University Press.
- Communication Skills. Sanjay Kumar and Pushp Lata. Oxford University Press.
- Exercises in Spoken English. Parts. I-III. CIEFL, Hyderabad. Oxford University Press
- Universal English Prof. Prasad Kataria Publications, 2019.
- "Communication Skills for Professionals"-Nira Konar, Prentice Hall of India, New Delhi

Master of Business Administration (MBA)

Syllabus of Third Semester



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| MBA THIRD SEMESTER | | | |
|------------------------------|-------------|--|--------|
| S. No. | Course Code | Name of the Courses | Credit |
| 1 | MBA211 | Strategic Management | 4 |
| 2 | MBA212 | Management Information System | 4 |
| 3 | MBA213 | Digital Marketing | 4 |
| 4 | MBA214 | Cost and Management Accounting | 4 |
| 5 | MBA215 | Specialisation paper-1 | 4 |
| 6 | MBA216 | Specialisation paper-2 | 4 |
| 7 | MBA217 | Specialisation paper-3 | 4 |
| 8 | MBA218 | Corporate Internship Presentation & Report | 3 |
| 9 | AUC003* | Corporate Readiness -1 | 0 |
| Third Semester Total Credits | | | 31 |

*Audit Course

SPECIALISATION STREAMS FOR THIRD SEMESTER

Students need to select **ONE** of the five streams mentioned below:

Stream A: Marketing Management

MBA215A: Marketing Analytics

MBA216A: Digital Marketing Applications and e-Branding

MBA217A: Sales and Distribution Management

Stream B: Human Resource Management

MBA215B: Industrial Relations

MBA216B: Performance and Compensation Management

MBA217B: Cross Cultural Management

Stream C: Financial Management

MBA215C: International Financial Management

MBA216C: Working Capital Management

MBA217C: Project Management

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Stream D: Entrepreneurship, Rural Development & Agri-Business Management

MBA215D: Entrepreneurship & Business Incubation

MBA216D: Rural Development and Agri-business Management

MBA217D: Project Management

Stream E: Data Sciences and Analytics

MBA215E: Knowledge Management

MBA216E: Information Security and Ethics

MBA217E: Big Data Analytics

Stream F: Logistics and Supply Chain

MBA215F: Procurement, Storage & Warehouse Management

MBA216F: Operations & Green Supply Chain Management

MBA217F: Inventory Management

Stream G: Hospital Management

MBA215G: Health Policy, Programmes & Health Care Delivery System

MBA216G: Medical Terminology and Epidemiology

MBA217G: Organization and Management of Clinical Support and Utility Services

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COURSE CODE: MBA 211

COURSE NAME: STRATEGIC MANAGEMENT

CREDIT: 4 credits

Lecture: 50 lectures

Tutorial: 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects (in Tutorial classes)

Course Description : Strategic Management provides a comprehensive understanding of business strategy development and implementation. It covers the evolution of strategic thinking, levels of strategy, and the strategic management process, including analysis, choice, and control. The course explores strategic positioning, competitive strategies, international strategy, and concludes with practical aspects of strategy implementation and evaluation.

Course Objectives :

1. To trace the historical development from business policy to strategic management, recognizing key milestones and shifts in thinking.
2. To use tools like PESTEL, Five Forces, and SWOT to evaluate the macro environment and its impact on strategic decisions.
3. To explore and identify various strategic choices at the business and corporate levels, understanding their implications on competitive advantage.
4. To assess strategies for market entry, innovation, and alliances in a global context, with an emphasis on Porter's Diamond model.
5. To apply criteria for organizational performance, and lead strategic change, ensuring successful strategy implementation and adaptation.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Clearly define and explain the concept of strategy, its levels, and the strategic management process.
2. Perform detailed analyses of a company's external and internal environments using strategic tools and frameworks.
3. Develop well-informed strategic plans that leverage competitive advantages and align with organizational goals.
4. Use international strategy frameworks to make informed decisions about global market entry, alliances, and innovation.

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5. Demonstrate the ability to manage and evaluate the implementation of strategic actions, driving organizational success and adaptability.

Course Content :

Unit-1: INTRODUCING STRATEGY (6 lectures):

Journey from Business Policy to Strategy. Concept of strategy. Levels of strategy. Basic model of Strategic Management (Strategic position/analysis, choice, implementation and control).

Unit-2: STRATEGIC POSITION (12 lectures):

The Macro Environment (PESTEL, Scenario construction, Five Forces Model of competition. Strategic Groups, market segments, Competitor analysis, Blue & Red oceans). ETOP / SWOT. Foundations of strategic capability, the VRIO framework, benchmarking, Value-chain, Strategic purpose. Stakeholder expectations, social responsibility and ethics. Culture and Strategy.

Unit-3: STRATEGIC CHOICE (12 lectures):

Concepts of Strategic Business Units, Basis of competitive advantage: Porter's Generic Strategy. The strategic clock, sustainable strategies. Interactive strategies. Corporate level / grand strategies, Managing a Strategic Alliance Portfolio; Business Portfolio Analysis. Concept of Stretch, Leverage and fit. Parenting Matrix.

Unit-4: INTERNATIONAL STRATEGY (7 lectures):

Porter's Diamond. Market selection and entry. Innovation and entrepreneurship issues, organic development, M&A, Alliance issues (Buy, Ally, DIY).

Unit-5: STRATEGIC ACTION (8 lectures):

Organisational performance. Suitability, Acceptability, Feasibility and evaluation criteria. Organising for success, leading strategic change. Practicing strategy.

Suggested Readings:

- Johnson, Scholes, Whittington *et al*: Exploring Strategy-Text & Cases (Pearson)
- Kazmi & Kazmi: Strategic Management & Business Policy (McGraw Hill)
- Porter, M.: Competitive Strategy (Free Press)
- Wheelen and Hunger: Strategic Management and Business Policy (Prentice Hall)
- Subba Rao, P.: Business Policy and Strategic Management (HPH)
- P. K. Ghosh: Strategic Management (Sultan)
- R. M. Kishore: Strategic Management (Taxmann)
- Gaur, Jain: Business Policy and Strategic management (Pragati)

Other contemporary literature shall be recommended by the concerned teacher

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COURSE CODE: MBA 212

COURSE NAME: MANAGEMENT INFORMATION SYSTEM

CREDIT: 4 credits

Lecture: 50 lectures

Tutorial: 10

Pedagogy: Lectures, Classroom Interaction, Mini assignments & projects

Course Description : This course provides a comprehensive overview of Information Systems (IS) and their critical role in business. Students will explore the components of IS, the classification of various management systems, and the impact of technology on business strategy. The course covers the application of IS in different business functions, including sales, HR, finance, and enterprise systems. Additionally, students will learn about system development, information security, and the ethical challenges in IT management.

Course Objectives

1. To grasp the fundamental components of information systems and their significance in business operations.
2. To differentiate between various management information systems and their real-time applications in business environments.
3. To evaluate the competitive landscape of business technology, focusing on IT governance, network architecture, and vendor management.
4. To explore the role of information systems in key business functions such as HR, finance, and customer relationship management.
5. To understand the system development life cycle, including information security management and ethical considerations in IT.

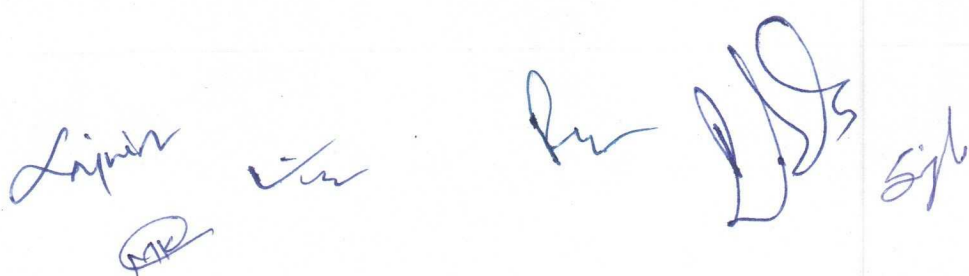
Course Outcomes : Upon successful completion of this course, students will be able to:

1. Explain the Role of Information Systems: Articulate the importance of IS components and how they contribute to business efficiency.
2. Identify and Utilize MIS: Identify and apply appropriate management information systems in various business scenarios.
3. Develop Technology Strategies: Formulate strategies to manage IT functions effectively, addressing challenges such as vendor management and network externalities.
4. Implement Business Applications: Utilize information systems to enhance business processes in areas like HR, finance, and marketing.
5. Manage System Development and Security: Apply the principles of the SDLC and manage information security, while addressing ethical and societal IT challenges.

Course Content:

Unit-1: INTRODUCTION:

Introduction of Information system, Information system in business, Components of information system
- Human-ware, Hardware, Software, Network, Data.



Unit -2: MIS CLASSIFICATION:

Transaction Processing System, Decision Support System, Executive Information System, Expert System, Business Intelligence System, Knowledge Management System and their applications in real time environment.

Unit -3: TECHNOLOGY STRATEGY:

The competitive environment of Business -Partnering for Mutual Benefits, Bargaining power of suppliers, Barriers to Entry, Information Goods, Properties of Information Goods, Technology Lock-in and switching cost, Network Externalities, Challenges of Managing the IT function, Vendor Management, The role of CIO, IT Governance, Introduction to Telecommunication and networks, The Network Enterprise and Network Architecture, Data Architecture, System Architecture.

Unit -4: BUSINESS APPLICATIONS:

Functional Business Systems, Information System for Sales & Marketing Management, Information System for HR Management – HRIS, E-HRIS, Information System for Accounts & finance Management, Enterprise Business Systems, Enterprises Resource Planning – ERP, Customer Relationship Management – CRM, E-CRM, Business Processes Integration – SCM, Business Intelligent in Marketing, Procurement, Finance, Human resource, Manufacturing, Data Ware Housing & Data Mining.

Unit -5: PLANNING & DEVELOPMENT:

System Development Life cycle – SDLC, information security management, ethical and societal challenges of IT, System Development using 'V' Model approach.

Suggested Readings:

- Davis & Olson: Management Information System (MHE)
- Rahul: Management Information System (Wiley)
- Laudon & Laudon: Management Information System (Pearson)
- C.S.V Murthy: Management Information System (HPH)

Study Material: Reference Material, Reference Books

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COURSE CODE: MBA213

COURSE TITLE: DIGITAL MARKETING

COURSE CREDITS: 4

Total Lectures: 40

Classroom activities – 10

Lab Activities – 10

Pedagogy: Classroom interactions; Lab works with practical assignments

Course Description: Students need to understand basic concepts of E-Commerce along with modern business practices in Digital Marketing for smooth conduction of Online activities. Topics include basics of E-Commerce and Digital Marketing.

Course Objectives:

1. To grasp the core concepts of digital marketing, its evolution from traditional marketing, and the significance of the digital landscape in modern business.
2. To learn and apply various online promotion strategies, including content marketing, programmatic advertising, and email marketing, to effectively engage and persuade customers.
3. To plan, structure, and optimize websites for search engines, using tools like WordPress and Google Analytics to create user-friendly and SEO-efficient platforms.
4. To understand the different types of e-commerce, key technologies, and electronic payment systems, and their application in the digital marketplace.
5. To learn about the risks involved in online transactions, and apply security strategies and legal regulations to safeguard digital operations and ensure compliance with laws like the Information Technology Act, 2000.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Construct basics of the digital marketing tool kit to apply the core concepts associated with digital marketing and assess the role that digital marketing in modern business practices.
2. Outline the key terms associated to online programmatic digital advertising, google AdSense and customer persuasion tools
3. Display a willingness to prepare the digital marketing plan, to reach your online target market and develop SEO, SEM techniques and use of affiliate marketing for business houses
4. Examine the principles of E-commerce and its applications in the digital age, along with implementation of security and privacy strategies in digital environment
5. Summarize the functions of various online platforms including designing of search engine friendly website structure as well as to Identify and apply new trends in Digital Marketing.

Course Content:

Unit -1: DIGITAL MARKETING: (8 Lectures)

Concept of Digital Marketing. Journey from Traditional Marketing to Digital Marketing, Importance of Going Digital, 4Ps of Digital Marketing, Planning & implementation of Digital Marketing, Search Engine Optimization (SEO) & Search Engine Marketing (SEM).

Unit-2: ONLINE PROMOTIONS: (10 Lectures)

Content Marketing, Offline and Online Advertising; Online PR; Programmatic & Display Advertising, Affiliate marketing, rules of engagement; Email-Marketing; Mobile marketing; pay-per-click, Google Adwords and AdSense, Tools for customer Persuasion.

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Unit-3: WEBSITE PLANNING AND STRUCTURE: (8 Lectures)

Buying a Domain, Website Language & Technology, Elements of Search Engine, About Working of Search Engines, SEO Algorithm & Techniques, Search Engine Optimization, designing a search engine friendly website structure using Wordpress, Google Analytics Tracking Code.

Unit-4: E-COMMERCE: (6 Lectures)

Types of E-Commerce, Web based applications, Web and E-Commerce, Concept and Key Technologies, Web Development tools, Electronic Payment System - Overview, Electronic and Digital Cash, Electronic Cheques, Debit/Credit Cards based Electronic Payment System, Cash Card, E-Wallets, e-Vouchers.

Unit-5: SECURITY, APPLICATIONS AND CASE STUDIES : (8 Lectures)

Risk involvement in Online Transactions, Security & Privacy Strategies, Cryptography, Public/Private Key Encryption, Digital Signature & Certificate, Firewalls, SSL, SET, HTTPS; Legal and Regulatory Environment for adopting E-commerce, Salient Features of Information Technology Act, 2000.

[Prepare Projects on Major Case studies across tracks on leading online brands in Healthcare, Clothing, Finance, E-commerce, Banking and Transportation sectors.]

Suggested Readings:

- | | |
|------------------------------|---|
| • A Srivastava, S. L. Gupta: | Digital Marketing (Scholar Tech Press) |
| • Seema Gupta: | Digital Marketing (McGraw Hill Education) |
| • Kamlesh K. Bajaj, D. Nag: | E-Commerce (Tata McGraw-Hill) |
| • Ryan, Jones: | Understanding Digital Marketing (Kogan Page) |
| • Trengov, Malczyk, Beneke: | Internet Marketing (GetSmarter) |
| • Annmarie, Joanna: | Quickwin Digital Marketing (Prentice Hall India) |
| • Mullen: | Email Marketing (Wiley India) |
| • Perry Marshall: | The Ultimate guide to Google AdWords (Entrepreneur Press) |



COURSE CODE: MBA214

COURSE TITLE: COST AND MANAGEMENT ACCOUNTING

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Description : This course covers the fundamentals of cost and management accounting, including the evolution, meaning, objectives, and scope of both fields. Topics include cost concepts, classifications, cost sheet preparation, material cost management, marginal costing, standard costing, and budgeting. Students will explore practical applications such as break-even analysis, variance analysis, and budgetary control systems to make informed business decisions.

Course Objectives:

1. To introduce the fundamental concepts of cost accounting and management accounting, including their evolution, objectives, and scope.
2. To develop understanding of cost classifications and elements, and enable preparation of cost sheets and statements.
3. To provide insights into material cost control methods, including direct and indirect material costing techniques such as LIFO, FIFO, ABC, and EOQ.
4. To teach the application of marginal costing principles, such as break-even analysis, cost-volume-profit analysis, and decision-making scenarios like make/buy and export decisions.
5. To familiarize students with budgeting systems, including fixed and flexible budgeting, and standard costing systems, while focusing on variance analysis and budgetary control systems.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Classify costs and prepare cost sheets and statements of cost.
2. Demonstrate proficiency in applying material cost control techniques using different pricing methods.
3. Effectively utilize marginal costing tools to analyse business decisions, such as pricing and plant mergers.
4. Gain the ability to conduct variance analysis, computing material, labour, and overhead variances for standard costing.
5. Design and implement budgetary control systems and evaluate the effectiveness of zero-based budgeting techniques.

Unit-1: INTRODUCTION (10 Lectures)

Cost Accounting : Evolution, Meaning, Objectives and Scope; Concepts of Costs, Classifications and Elements of Cost; Methods and Techniques of Costing; Assessment of Cost-Preparation of Cost Sheet and Statement of Cost . **Management Accounting:** Evolution, Meaning, Objectives and Scope; Tools and Techniques of Management Accounting;

Unit-2: ELEMENTS OF COST AND PRICING METHODS: (10 Lectures)

Direct and indirect material cost – Meaning – Need and essentials of requisition for stores – Control – Functions of purchase department – Issue of material for production – Pricing methods (LIFO, FIFO & Weighted Methods of Pricing the material simple Problems), ABC, JIT and VED Analysis, EOQ.



Unit-3: MARGINAL COSTING: (12 Lectures)

Meaning, Advantages, and Applications; Break Even Analysis; Cost-Volume Profit Analysis; P/V Ratio and its Significance; Margin of Safety; Absorption Costing; Difference between Marginal Costing and Absorption Costing. Applications of marginal Costing in Make/Buy decision, Plant Merger Decision, Sales Mix decision, Export decision

Unit -4 :STANDARD COSTING AND VARIANCE ANALYSIS: (10 Lectures)


Introduction, Advantages of Standard Costing; Introduction of Standard Costing System-Cost Centre, Standard for Direct Material cost, Standards for Direct Labour Cost, Standard for Overhead Cost; Variance Analysis, Computation of Variances, Total Cost Variance, Direct Material Variance

Unit -5 :BUDGETING: (8 Lectures)

Budget Concept, Manual; Fixed and Flexible Budgets; Preparation and Monitoring of Various Types of Budgets; Budgetary Control System: Advantages, Limitations and Installation; Zero Base Budgeting; Programme and Performance Budgeting.

Suggested Readings:

- M.Y. Khan & P.K. Jain: Management Accounting
- Hingorani, Ramnathan & Grewal: Management Accounting
- N.K. Kulshreshtha: Theory and Practices of Mgt. Accounting
- S.K. Bhattacharya & John Dearden: Accounting for Management
- S.P. Gupta: Management Accounting
- Jain & Narang: Cost and Management Accounting
- IM Pandey : Management Accounting



STREAM A: MARKETING SPECIALIZATION

COURSE CODE: MBA215A

COURSE TITLE: MARKETING ANALYTICS

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom interactions; Contemporary cases & Mini-projects

Course Prescription:

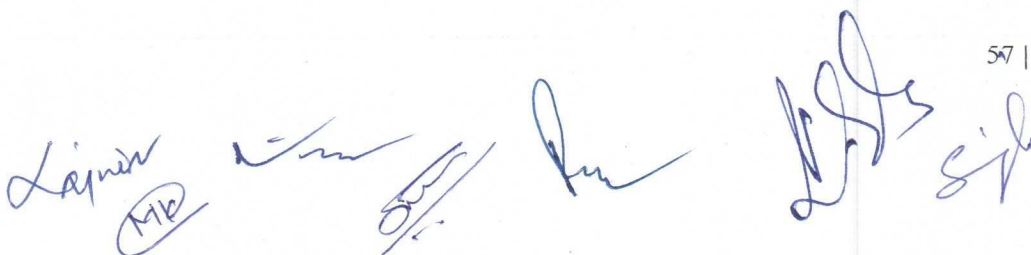
This course covers the essentials of marketing analytics, including data sources, metrics, and the impact of big data. It explores data visualization, cognitive analytics, and the marketing mix. Students will analyse customer behaviour and product performance, applying advanced techniques like market basket analysis and cluster analysis. Practical applications in research and ethical considerations in data usage are also addressed.

Course Objectives:

1. To explain the meaning and importance of marketing analytics, identify various sources of marketing data, and apply key marketing metrics and measurements in both offline and digital contexts.
2. To utilize various data visualization tools and methods for effective communication of marketing data insights, and conduct exploratory data analysis using cognitive analytics, while being mindful of data protection laws.
3. To perform analytics on the 4Ps of marketing (Product, Price, Place, Promotion), including market basket analysis, to optimize marketing strategies.
4. To analyse customer behaviour, calculate customer lifetime value, and optimize cross-selling opportunities, while applying product analytics for pricing, segmentation, targeting, and positioning.
5. To conduct research in areas such as product, advertising, and sales control, and apply advanced analytic techniques like discriminant, factor, cluster, and conjoint analysis to solve marketing problems and anticipate future trends.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Define the scope and significance of marketing analytics, identify primary and secondary sources of marketing data, and apply relevant metrics in both offline and digital marketing contexts.
2. Apply data visualization tools and techniques to interpret and present marketing data, and perform exploratory data analysis using cognitive analytics, while adhering to data protection laws.
3. Conduct detailed analyses of the 4Ps (Product, Price, Place, Promotion) using marketing mix analytics and perform market basket analysis to optimize marketing strategies.
4. Analyse customer behaviour, calculate customer lifetime value, and apply product analytics techniques such as pricing, segmentation, targeting, and assortment optimization, while considering ethical implications.
5. Conduct product, advertising, and sales control research using advanced techniques like discriminant, factor, cluster, and conjoint analysis, and anticipate future trends in marketing analytics.



Course Content

Unit-1: INTRODUCTION (10 Lectures):

Introduction to Marketing Analytics: Meaning and scope of marketing analytics, Sources of marketing data: primary and secondary, Marketing metrics and measurements, Offline and digital marketing measures, Marketing analytics in the age of big data and data management.

Unit-2: MARKETING DATA ANALYTICS (10 Lectures):

Data visualization: Applications, types, tools, and Importance; Exploratory Data Analysis Using Cognitive Analytics; Emerging issues in marketing Analytics: Data collection and Protection laws.

Unit-3: MARKETING MIX ANALYTICS (8 Lectures)

Product, Price, Place and Promotion Analytics; Market Basket Analysis.

Unit-4: CUSTOMER AND PRODUCT ANALYTICS (12 Lectures)

Customer Analytics: Customer choice, Market basket analysis, Customer lifetime value, Cross-selling and optimization. Product analytics: Pricing and revenue management; Segmentation, targeting and positioning; Assortment optimization. Ethical use of data and analytics; Future of marketing analytics.

Unit-5: APPLICATIVE ANALYTICS (10 Lectures):

Product Research, Advertising Research, Motivation Research, Sales Control Research. Emerging Areas. Discriminant Analysis, Factor Analysis; Cluster analysis; Conjoint analysis (concepts and marketing applications).

Suggested Readings:

- Blattberg, Do- Kim, Neslin: Database marketing: analyzing and managing customers (Springer)
- Hair, Harrison, Ajjan: Essentials of marketing analytics (McGraw-Hill)
- Stephan: Marketing Analytics: Strategic Models and Metrics (Createspace Independent Publishing)
- Venkatesan, Farris, Wilcox: Cutting-edge marketing analytics (Pearson Education)
- Charan: Marketing analytics: A practitioner's guide to marketing analytics and research methods (WSP)
- Anasse Bari, Mohamed Chaouchi, Tommy Jung: Predictive analytics for Dummies (Wiley India)

Other contemporary literature shall be recommended by the concerned teacher

COURSE CODE: MBA216A

COURSE TITLE: DIGITAL MARKETING APPLICATIONS AND E-BRANDING

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description

This course provides an in-depth exploration of digital marketing, covering the evolution from traditional to modern techniques. Students will gain expertise in website planning, social media marketing, e-branding, and contemporary digital marketing tools. Through practical examples and hands-on projects, learners will develop the skills necessary to succeed in today's dynamic marketing environment.

Course Objectives : Upon successful completion of this course, students will be able to:

1. To review the basics of marketing, the marketing mix, and the evolution of digital marketing.
2. To learn the essential aspects of website planning, design, SEO, and auditing, with a focus on practical tools like WordPress.
3. To develop skills in Facebook and YouTube marketing, including creating effective ad campaigns and analysing channel performance.
4. To gain insights into e-business, branding strategies, and the impact of social commerce.
5. To explore contemporary issues such as marketing automation, CRM integration, and the use of cutting-edge tools in digital marketing.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Demonstrate a comprehensive understanding of digital marketing fundamentals and their application.
2. Develop and implement effective website strategies, including design and SEO.
3. Create and manage successful social media marketing campaigns on Facebook and YouTube.
4. Apply e-branding strategies to enhance brand visibility and consumer engagement.
5. Utilize modern marketing automation tools and CRM systems to optimize marketing efforts.

Course Content

Unit-1: INTRODUCTION:

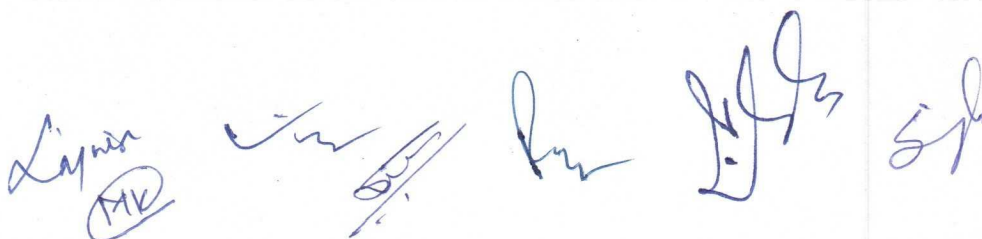
A Review of Marketing basics, marketing mix, evolution of Digital marketing. Inbound-Outbound Marketing. Content Marketing. Traffic and Leads. Strategic flow of Marketing. Email marketing – tools and campaigns.

Unit-2: WEBSITE PLANNING:

Domains, Language, Technology. Website Designs. Homepage, Other pages, SEO Overview, Google analytics, Website auditing, Wordpress.

Unit-3: FACEBOOK & YOUTUBE MARKETING:

Profiles and Pages. Business categories. Facebook pages and settings. Custom URL. Invite pagelikes. Scheduling posts. Facebook events. Twitter connection. Facebook Ad campaigns. Facebook strategies. Video flow. Google pages for Youtube channel, verify channel, webmaster tool, associated website linking, custom channel URL, branding watermark, featured contents on channel. Channel main trailer,

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uploading videos, uploading defaults, creator library, channel navigation, video thumbnail, CTA, redirecting to website, live broadcasting. Channel analytics, real time analytics.

Unit-4: E-BRANDING:

Understanding E-Business and branding. E-branding techniques and strategies. User friendly sites. Interactive chats. Clubbed online communities, domain selection, location based access. Brand strategy development. Brand positioning and consumer insight development. Social Commerce-impact of social customers.

Unit-5: CONTEMPORAY ISSUES:

Marketing automation tools. Email campaigns. CRM, sales product integration. Business Reporting. Lead Source Lead Building. Lead tracking features. Webhooks and connectors. Automation strategy. Basics of E-commerce and payment gateway. Google plus, LinkedIn and Pinterest. Search Engine Optimisation. Affiliate marketing and AdSense.

Suggested Readings:

- Dodson: The Art of Digital Marketing (Wiley)
- Swaminathan/Kumar: Digital Marketing-From Fundamentals to Future (Cengage)
- Bhatia, PS: Fundamentals of Digital Marketing (Pearson)
- Ahuja: Digital Marketing (Oxford)
- Bhatia: Social Media and Mobile Marketing (Pearson)
- Vieira, W: Marketing in a Digital and data World (Notion Press)
- Martin: The Essential Social Media Marketing Handbook (Rupa)
- McDonald, Jason: Social Media 2017 Marketing Tools for Twitter, FB, LinkedIn etc.

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA217A

COURSE TITLE: SALES AND DISTRIBUTION MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom interactions; Contemporary cases & presentations (in Tutorial classes)

Course Description : This course offers a comprehensive overview of sales management, focusing on essential aspects such as sales training, territory management, and channels management. Students will gain practical skills in designing sales strategies, managing distribution channels, and optimizing logistics. Through a blend of theoretical concepts and real-world applications, the course prepares learners for effective sales and distribution management.

Course Objectives

1. To explore the nature, scope, and objectives of sales management, including customer prospecting and sales presentations.
2. To learn to create, execute, and evaluate sales training programs, and understand the importance of motivating and compensating sales personnel.
3. To gain expertise in quota setting, managing sales territories, and allocating sales efforts effectively.
4. To study the structure, functions, and dynamics of marketing channels, including the design and management of distribution channels.
5. To examine the logistics of wholesaling and retailing, focusing on distribution channel decisions and performance management.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate a solid understanding of the key functions and objectives of sales management.
2. Design and implement effective sales training and evaluation programs.
3. Manage sales territories and quota systems efficiently.
4. Analyse and manage marketing channels to optimize distribution strategies.
5. Develop and manage logistics and distribution channels with a focus on performance improvement.

Course Content

Unit-1: INTRODUCTION (8 lectures):

Nature and Scope of Sales Management; Objectives and functions of Sales management; Prospecting for customers; Modes of sales presentation, Designing and delivering of sales presentation; Recruiting and selecting Sales Personnel – Methods and administering selection procedures.

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Unit-2: SALES TRAINING AND EVALUATION (13 lectures):

Developing Sales Training Programmes, Executing and Evaluating sales training programmes; Motivating Sales Personnel; Compensating sales personnel, Designing and Administering various Compensation Plans; Controlling Sales personnel and managing sales evaluation programmes, Comparing standards with actual performances of sales personnel.

Unit-3: TERRITORY MANAGEMENT (8 lectures):

Objective and Types of Quotas, Quota setting procedure, administering the quota system; Designing Sales Territories and Allocating Sales efforts to sales territories

Unit-4: CHANNELS MANAGEMENT (8 lectures):

An Overview of Marketing Channels; Structure, Functions and Relationships of channels of Distribution; Channel Dynamics- Channel Planning and organizational Patterns in Marketing Channels; Channel Design Process and Channel Management Decisions. Channel Intermediaries.

Unit-5: LOGISTICS AND DISTRIBUTION ISSUES (8 lectures):

Wholesaling and Retailing. Market Logistics. Decisions for Distribution Channels. Digital and other information management. Performance issues.

Suggested Readings:

- Cundiff, Still, Govoni: Sales and Distribution Management (PHI/Pearson)
- Stanton: Management of Sales Force (Irwin)
- Ramendra Singh: Sales and Distribution Management (Vikas)
- Panda, Sahadev: Sales and Distribution Management (Oxford)
- Nag: Sales and Distribution Management (MHE)
- SL Gupta: Sales and Distribution Management (Laxmi)

Other contemporary literature shall be recommended by the concerned teacher

STREAM B: HUMAN RESOURCE SPECIALIZATIONS

COURSE CODE: MBA217A

COURSE TITLE: INDUSTRIAL RELATIONS

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course delves into the evolution and dynamics of Industrial Relations (IR), with a focus on the Indian context. Students will explore trade unionism, conflict resolution, and the role of state and institutional frameworks in managing industrial relations. The course also addresses contemporary issues in labour markets, the impact of technology on IR, and global perspectives, preparing learners to navigate the complexities of modern industrial relations.

Course Objectives

1. To explore the history, meaning, and relevance of IR, with a focus on the Indian context and its constitutional framework.
2. To study the birth, structure, governance, and evolution of trade unions in India, including key legislative frameworks and case laws.
3. To investigate the causes and resolution of industrial disputes, the role of collective bargaining, and the importance of ethical codes in maintaining industrial peace.
4. To gain insights into conciliation, arbitration, and adjudication processes, and understand the significance of workers' participation in management.
5. To analyse the dynamics of the labour market in India, the impact of technology on IR, and the relevance of global organizations like the ILO.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate a comprehensive understanding of the evolution and relevance of industrial relations in India.
2. Analyse the structure, governance, and impact of trade unions, along with relevant legal frameworks.
3. Effectively manage industrial disputes and apply ethical codes and disciplinary procedures in an IR context.
4. Implement and navigate settlement mechanisms like conciliation, arbitration, and workers' participation in management.
5. Critically assess contemporary IR issues, including labour market dynamics and the influence of global organizations on IR policies.

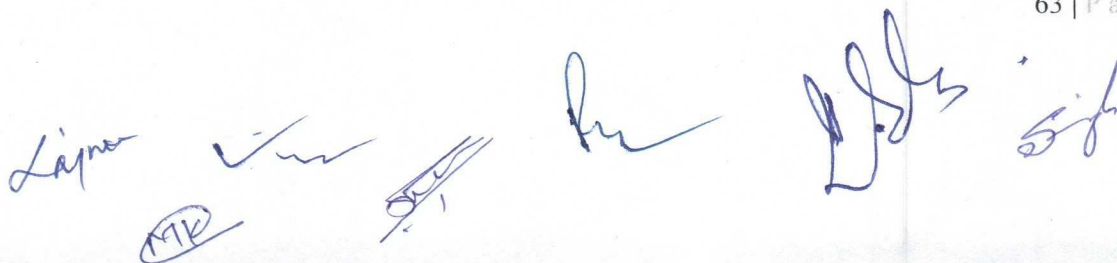
Course Content

Unit-1: INTRODUCTION:

Evolution, meaning and relevance of Industrial Relations (IR). Characteristics in Indian context. Growth dynamics of IR. Constitutional framework of IR. Approaches of Bipartism and Tripartism. Actors and Models of IR.

Unit-2: TRADE UNIONISM:

Birth of Trade Union, Definition, emergence, theories, objectives, methods, legitimacy, Activities, Structure and Governance. Trade Union movement in India (pre- and post- 1950). Size and finance of

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Trade Union. Political affiliations. Recognition of Trade Union. Trade Union Rivalry. Leadership issues. Basics of the Trade Union Act, 1926 and recent amendments. Important case citations.

Unit-3: IR DYNAMICS:

IR Conflict and Disputes. Causes. Resolution. Industrial peace. Strikes and lockouts. Industrial Unrest. Role of National Commission on Labour and IR. New IR policy. State Intervention. Collective Bargaining. The Industrial Employment (Standing Orders) Act, 1946. Grievance and Disciplinary procedures. Suspension, dismissal, misconduct. Ethical Codes and IR. Labour Turnover and absenteeism, Employee counseling and vocational guidance.

Unit-4: SETTLEMENT MACHINERY:

Conciliation, Arbitration, Adjudication – Significance, Process and Implementation machinery. Workers' participation in Management. Works committee, Joint Management Council, shop council, joint council.

Unit-5: CONTEMPORARY IR:

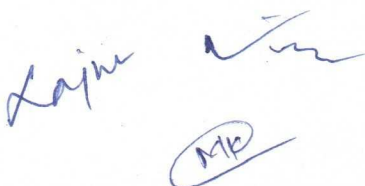
Labour Market: Features, Demand and Supply of Labour, Nature and Composition of Indian Labour Force, Unemployment and Underemployment, Types of Labour Market, Characteristics of Indian Labour Market, New Dynamics of Labour Market in India, Economic Systems and Labor Market, Problems of Labour in India.

IR in the era of Technology, ILO and its relevance today. The IR-HRD linkage. IR in developed economies. Recent Government initiatives in IR sector. Role of Niti Ayog.

Suggested Readings:

- Mamoria, Mamoria, Gankar: Dynamics of IR (HPH)
- SC Srivastava: IR and labour laws (Vikas)
- PRN Sinha et al: IR, Trade Union and labour Laws (Pearson)
- Manisha Mehrotra: Industrial Structure Organisation (Disha)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA216B

COURSE TITLE: PERFORMANCE AND COMPENSATION MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course will make the learner aware about the emerging scenario concerning performance, compensation and rewards across the world to retain talent of highest order so as to make the organization most competitive globally.

Course Objectives:

1. To learn the principles and practices of performance management, including goal setting, performance evaluation, and feedback processes.
2. To understand the components of compensation, including base pay, variable pay, benefits, and non-monetary rewards. Understand legal and ethical considerations in compensation management, including equal pay, wage and hour laws, and benefits regulations.
3. To examine how performance and compensation management align with overall business strategy and organizational goals.
4. To explore the challenges and considerations in managing performance and compensation in a global context, including cultural differences, expatriate compensation, and international labor laws.
5. To stay informed about current trends and innovations in performance and compensation management, such as the use of technology and data analytics in performance assessment and compensation planning.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate a comprehensive understanding of the fundamental concepts and theories in performance and compensation management.
2. Develop the ability to design and implement effective performance management systems, including setting performance standards, conducting evaluations, and providing feedback.
3. Identify and address legal and ethical considerations related to performance appraisals and compensation, such as compliance with labor laws and ensuring pay equity.
4. Recognize the challenges and strategies for managing performance and compensation in a global context, considering cultural differences and international regulations.
5. Develop critical thinking and problem-solving skills in addressing real-world challenges related to performance and compensation in diverse organizational settings.

Course Content

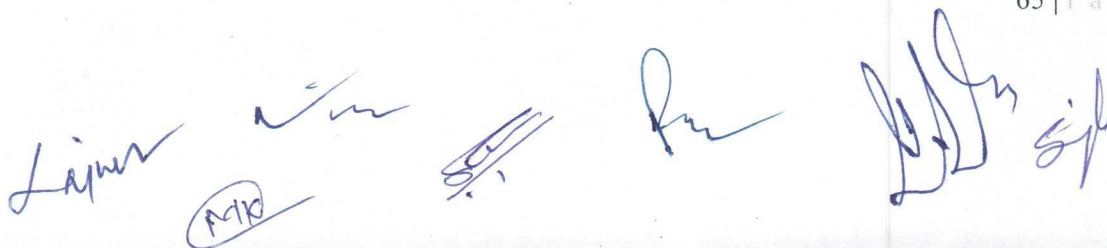
Unit 1: PERFORMANCE APPRAISAL

Concepts of Performance Appraisal, Performance Appraisal Interview and Methods of Appraisal. Traditional Methods of performance Appraisal. Common Rating Errors and Pitfalls of Performance Appraisal. Good Performance Appraisal System.

Unit 2. PERFORMANCE MANAGEMENT SYSTEM

Concepts of Performance Management, Performance Appraisal to Performance Management, The Five-Factor Model, Effective Performance Management and Challenges to PM.

Introduction, Aims, Need, Elements, and Functions of PMS, Competency based PMS, E-Performance Management, Performance Counselling. Modern methods of performance management system. High Performance teams

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Unit 3: COMPENSATION MANAGEMENT

Objectives, significance of Compensation, Wage and Compensation, Principles of Compensation Formulation, Theories of Wage determination, Types of wages and Significance of Employee Compensation, VIE Theory, Compensation Decision, Types of Executive Compensation, Compensation Trends in India.

Unit-4: GLOBAL ISSUES:

Expatriates Compensation - Concept and Elements, Approaches of Expatriates Compensation (Budget System, Going Rate, Balance Sheet and Custom Approach), Tax Efficient Compensation Package. Comparative International Compensation.

Unit 5: REWARD MANAGEMENT

Performance based rewards, Pay for Performance- (*Variable Pay* and *Contingent Pay*), Competency based Compensation. Compensation as a Retention Strategy. Aligning Compensation with Corporate Strategy. Necessity of a Reward System.

Recommended Text:

- Henderson: Compensation Management in a knowledge-based world (Pearson)
- Milkovich: Compensation Management (MHE)
- Bhatia: New Compensation Management in a changing environment (HPH)
- Deepak Bhattacharya: Compensation Management (Oxford)

Study Material: Textbooks, Reference Books, IGNOU Material

Suggested reading

- A.S. Kohli and T. Deb, Performance Management, Oxford, 10th Edition.
- K. Ashwathappa, Human Resource Management, Tata Mac-Grahill, 4th Edition.
- T. V. Rao, Performance Management, Response Books, 1st Edition.
- Personnel Management by Edwin Flipp.
- Personnel Management by C.B. Mamoria.

COURSE CODE: MBA217B

COURSE TITLE: CROSS CULTURAL MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course explores the complex dynamics of cross-cultural management in a globalized world, focusing on the integration of cultural differences in business practices. Students will examine the impact of cultural diversity on human resources, leadership, communication, and behaviour in multicultural environments. The course includes practical projects that address contemporary cross-cultural issues, preparing learners to navigate and manage cultural diversity in global business settings.

Course Objectives

1. To explore the meaning, nature, and implications of cross-culturalism in the context of globalization, and analyse cultural differences and their impact on workplace behaviour.
2. To study the variations in local, regional, national, and global cultures from an HR perspective, focusing on motivation, ethics, and communication in a multicultural environment.
3. To investigate leadership challenges, ethnicity issues, and the management of multicultural teams, and develop strategies for enhancing cultural competence.
4. To learn about Hofstede's cultural dimensions and develop the skills and competencies needed to manage cross-cultural communication effectively in business.
5. To engage in mini projects and presentations that explore regional cultural differences, immigration trends, and socio-political issues in different global contexts.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate an understanding of the principles of cross-cultural management and their relevance in the global business environment.
2. Analyse the impact of cultural diversity on HR practices, including motivation, ethics, and communication challenges.
3. Develop strategies for effective leadership and team management in multicultural environments.
4. Apply cross-cultural communication techniques to manage diversity and enhance business performance.
5. Conduct and present research on contemporary cross-cultural issues, demonstrating the ability to apply theoretical concepts to real-world scenarios.

Course Content:

Unit 1: INTRODUCTION TO CROSS CULTURAL MANAGEMENT (6 LECTURES):

Meaning and nature of Cross-culturalism. Globalization and Cross culturalism. Cultural differences and integration in the new economic order. Cross border culture –advantages, disadvantages. Cultural Intelligence. Cultural values. Culture and behaviour– workplace issues.

Unit 2: CULTURAL ISSUES AND HR (6 LECTURES):

Local, Regional, National, International and Global cultures. Cultural variations from HR perspective. Goals, motivation, ethics in multi-culturalism. Communication challenges. Negotiations.

Unit-3: BEHAVIOURAL DYNAMICS AND CROSS-CULTURALISM (8 LECTURES):

Leadership in Cross cultural environment. Exploring methods for cultural acceptability. Ethnicity Challenges and solutions. Multi-cultural teams – management of skills, strategies, processes and performance. Developing cultural competence. Cross-cultural issues in India and South Asia.

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Unit 4: CROSS-CULTURAL COMMUNICATION (7 LECTURES):

Cross-cultural communication in business – Hofstede dimensions (identity, power, gender, uncertainty, time) – understanding cross cultural differences in managing businesses. Skills and Competencies. Diversity and adaptation.

Unit 5: PROJECT EXPOSURE (8 LECTURES):

Mini projects cum presentations / seminars on regional differences globally. Immigration and reverse immigration trends. Democracy-Bureaucracy-corruption-crime-inequality poverty-entrepreneurship issues in India and other trade blocs.

Recommended Textbooks:

- Browaeys: Understanding Cross Cultural Management (Pearson)
- Madhavan: Cross Cultural Management (Oxford)
- Bhattacharya: Cross Cultural Management (PHI)

Suggested Readings

- Adler, A., Understanding human nature. Mansfield Center, CT: (Martino Publishing)
- Marie-Joelle Browaeys and Roger Price, Understanding cross culture Management, (Pearson)

STREAM C : FINANCE SPECIALIZATION

COURSE CODE: MBA215C

COURSE TITLE: INTERNATIONAL FINANCIAL MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course provides an in-depth understanding of the international monetary system, focusing on exchange rates, foreign exchange markets, and offshore financing. Students will explore the complexities of global financial markets, including the role of currency derivatives and multinational capital budgeting. The course prepares learners to navigate the challenges of financial globalization and manage risks in a dynamic international environment.

Course Objectives

1. Understand the International Monetary System: Analyze the structure, exchange rate arrangements, and reforms of the international monetary system, with a focus on the Balance of Payments and financial globalization.
2. Examine Exchange Rate Concepts: Learn the essential concepts of exchange rates, their determination, and the theories of international arbitrage and interest rate parity.
3. Explore the Foreign Exchange Market: Gain expertise in forecasting exchange rates, measuring foreign exchange risks, and using currency derivatives.
4. Investigate Offshore Financing: Study international equity, debt, and Euro-currency markets, along with trade financing methods, foreign direct investment, and cross-border mergers and acquisitions.
5. Master Derivatives and Capital Budgeting: Understand multinational capital budgeting, capital structure, cost of capital, and assess sovereign risk in international markets.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Demonstrate a comprehensive understanding of the international monetary system and its impact on global finance.
2. Analyse exchange rate mechanisms and apply relevant theories to real-world scenarios.
3. Forecast exchange rates and manage foreign exchange risks using appropriate financial instruments.
4. Navigate offshore financing options and assess the implications of international investments and M&As.
5. Apply capital budgeting techniques in a multinational context and evaluate sovereign risks.

Course Content

Unit-1: INTERNATIONAL MONETARY SYSTEM:

Meaning, Exchange rate arrangements, Reforms of International Monetary System, Balance of Payments (BoP) and Gains from financial globalization.

Unit-2: EXCHANGE RATE:

Functions and structure of Foreign Exchange Market, Exchange rate: essential concepts and determination, Theories of Exchange Rate - International Arbitrage and Interest Rate Parity.



Unit-3: FOREIGN EXCHANGE MARKET:

Forecasting exchange rates, Foreign Exchange Risk: types and measurement, Currency derivatives.

Unit-4: OFFSHORE FINANCING:

International equity, debt and Euro-currency markets; Trade Financing – payment methods and trade financing methods; Foreign direct investment, Cross border mergers and acquisitions (M&As).

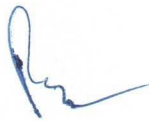
Unit-5: MARKET FOR DERIVATIVES:

Multinational capital budgeting – Capital structure and cost of capital – Sovereign risk.

Suggested Readings:

- Levi, Maurice: International Finance (McGraw Hill)
- Eiteman, David K., Arthur Stonehill, Michael H. Moffett: Multinational Business Finance (Addison Wesley)
- Shapiro, Allen C: Multinational Financial Management (PHI)
- Apte P.G.: Multinational Financial Management (TMH)
- Seth A.K.: International Financial Management (Galgotia)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA216C

COURSE TITLE: WORKING CAPITAL MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course provides a comprehensive understanding of working capital management, focusing on its components, financing, and effective management techniques. Students will explore key aspects such as cash management, receivables management, and inventory management, equipping them with the skills to optimize a firm's liquidity and profitability. The course emphasizes strategic decision-making in managing working capital to enhance financial stability and operational efficiency.

Course Objectives

1. To learn the concept, components, and objectives of working capital management, and analyze the interdependence among its various components.
2. To examine the sources of working capital finance, comparing long-term and short-term sources with respect to speed, risk, liquidity, and profitability, including the concept of zero working capital.
3. To understand the motives for holding cash, develop cash forecasts and budgets, and learn strategies for managing cash flow, including the use of marketable securities.
4. To analyse the costs and benefits of receivables, and learn to manage them through sound credit policies, determining the optimal size, and implementing effective collection strategies.
5. To explore the concept and components of inventory, understand the risks and costs associated with it, and apply inventory management systems like Economic Order Quantity (EOQ) and Just-In-Time (JIT) to minimize costs.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Demonstrate a solid understanding of working capital management and its significance in business operations.
2. Evaluate and select appropriate sources of working capital finance, balancing liquidity, risk, and profitability.
3. Develop and implement effective cash management strategies to optimize liquidity and cash flow.
4. Apply best practices in managing receivables to enhance profitability and reduce credit risk.
5. Utilize inventory management systems to minimize costs and maintain optimal inventory levels.

Course Content

Unit-I: INTRODUCTION:

Concept of Working Capital; Components of Working Capital; Inter dependence among Components of Working Capital; Objectives of Working Capital Management.

Unit-II: FINANCING WORKING CAPITAL:

Sources of Working Capital Finance – A Brief Overview of Long-term and Short-term Sources of Finance; Long-term Vs. Short-term Sources-Speed, Risk, Liquidity, and Profitability; Conservative Policy; The Concept of Zero Working Capital.



Unit-3: CASH MANAGEMENT:

Motives for Holding Cash; Need for and Objectives of Cash Management; Cash Forecasting and Cash Budgets; Cash Cycle; Cash Float; Control of Float – Managing Collections and Disbursements; Near-Cash-Marketable Securities – Concepts, Types, Need for and Investment Strategy.

Unit-4: MANAGEMENT OF RECEIVABLES:

Concept and Nature of Receivables; Purpose of Receivables; Costs and Benefits of Receivables; Factors Affecting Size of Receivables; Managing Receivables – The Profit Decision and Optimum Size Determination; Sound Credit Policy – Credit Standard and Credit Limit, Credit Period, Cash Discounts and Collections.

Unit-5: INVENTORY MANAGEMENT:

Concept, Nature, and Components of Inventory; Benefits of Holding Inventory; Risks and Costs of Inventory; Managing Inventory – Minimising Costs and Optimum Size Determination; Inventory Management System- Economic Order Quantity Subsystem, Reorder-Point Sub system, Stock-Level Subsystem, and Tying Together the Subsystems into a Total Inventory Management System; ABC Analysis of Stock; Just in Time Concept of Inventory Management.

Suggested Readings:

- Khan, M.Y. and P.K. Jain: Financial Management: Text and Problem (MHE)
- Horne, Van; James C., John Wachowicz: Fundamentals of Financial Management (Pearson)
- Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe: Corporate Finance (TMH)
- Srivastava, Rajiv, and Anil Mishra: Financial Management (Oxford)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA217C
COURSE TITLE: PROJECT MANAGEMENT
COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course offers a comprehensive exploration of project planning, selection, financing, implementation, and review. Students will learn to generate and screen project ideas, conduct financial and technical analyses, and evaluate investment opportunities. The course also covers project financing, risk management, and the application of network techniques like PERT and CPM, culminating in effective project control and review.

Course Objectives :

1. To understand the process of generating and screening project ideas, and conducting demand forecasting and market analysis.
2. To learn to evaluate projects using investment criteria, project cash flows, and cost-benefit analysis.
3. To explore various project financing options, including venture capital and private equity.
4. To master project planning, control techniques, and risk management, including the application of PERT and CPM models.
5. To gain skills in reviewing and controlling ongoing projects, with an emphasis on audit processes and PPP model implementation.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Identify and analyse viable investment opportunities through systematic idea generation and market analysis.
2. Evaluate project viability using financial metrics, risk analysis, and cost-benefit techniques.
3. Navigate the project financing landscape, including securing venture capital and private equity.
4. Implement and control projects effectively using advanced planning techniques and risk management strategies.
5. Review and manage ongoing projects, applying best practices in audit, control, and the PPP model.

Course Content

Unit-1: PLANNING:

Idea Generation, environment issues. Investment Opportunities. Project ideas. Preliminary screening. Situation Analysis. Collection of relevant information. Demand forecasting and Marketing plan. Technical analysis, financial estimates and projection.

Unit-2: SELECTION:

Time Value of Money, Investment criteria, Project Cash flows, cost of capital, project risk analysis, project rate of return, Cost-Benefit Analysis.

Unit-3: FINANCING:

Financing of Projects. Venture capital and private equity. Indian Venture Capital Industry. Approaching for VC Funding.

Unit-4: IMPLEMENTATION:

Project Organization, Planning and Control. Project risk. Network Techniques. PERT & CPM Models.

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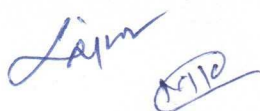
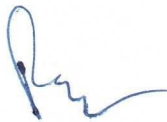
Unit-5: REVIEW:

Controlling Ongoing projects. Audit. Abandoning cases. Administrative aspects. PPP model implementation in India.

Suggested Readings:

- Prasanna Chandra: Projects (MHE)
- Nagarajan: Project Management (New Age)
- Sapna Bansal: Project Management (Galgotia)
- RB Khanna: Project Management (PHI)

Study Material: Textbooks, Reference Books, IGNOU Material



**STREAM D: ENTREPRENEURSHIP, RURAL DEVELOPMENT & AGRI-BUSINESS
SPECIALISATION**

COURSE CODE: MBA215D

COURSE TITLE: ENTREPRENEURSHIP & BUSINESS INCUBATION

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course delves into the multifaceted world of entrepreneurship, exploring its conceptual framework, classifications, and the rise of agripreneurship. Students will gain insights into business incubation processes, startup ecosystems, and the support structures that foster entrepreneurial success. The course emphasizes the role of innovation, strategic thinking, and government initiatives in driving new ventures and sustainable business models.

Course Objectives

1. Understand the conceptual framework of entrepreneurship and the role of support institutions in fostering entrepreneurial culture and competencies.
2. Explore various classifications of entrepreneurship, including rural, social, women, and sustainable entrepreneurship, and the importance of innovation in value creation.
3. Analyse the concept of Agri-preneurship, its historical background, challenges, and the role of government initiatives in its development.
4. Gain knowledge of business incubation, including its principles, models, operational strategies, and the management of incubator clients.
5. Learn the startup development process, from ideation to scaling, and explore the startup ecosystem, support systems, and policies that drive entrepreneurial success.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Demonstrate an understanding of entrepreneurship concepts, development theories, and the roles of various types of entrepreneurs.
2. Apply knowledge of different entrepreneurship classifications to real-world scenarios, emphasizing innovation and strategic growth.
3. Evaluate the challenges and opportunities in agripreneurship, leveraging market intelligence and government support for sustainable development.
4. Implement business incubation strategies, manage incubator operations, and support the commercialization of technologies.
5. Navigate the startup ecosystem, from concept to launch, utilizing available resources and support systems to build successful ventures.

Course Content

Unit-1: INTRODUCTION:

Conceptual framework of Entrepreneurship. Entrepreneurship Development. Support Institutions. Basic theories of entrepreneurship (economic, socio-cultural, motivational, emotional intelligence, leadership). Entrepreneurship culture, roles and competencies. Manager vs Entrepreneur vs Businessman vs Intrapreneur. New Venture areas.



Unit-2: CLASSIFICATION:

Rural entrepreneurship. Social Entrepreneurship. Women Entrepreneurship. Young Entrepreneurship. Sustainable entrepreneurship. Strategic entrepreneurship. Innovation. Start-ups. Value creation.

Unit-3: AGRIPRENEURSHIP:

Concept. Historical background and upcoming challenges (green revolution, farm mechanization, food security, land reforms, farm size and profitability, agricultural credit). Agripreneurship development and empowerment issues. Market intelligence and logistics. Agri-supply-chain. Government initiatives and support. Governance issues.

Unit-4: BUSINESS INCUBATION:

Business Incubation Definition and Principles, Incubator Models and Success Factors, Incubator Operation, Planning an Incubator, Business Incubation Marketing and Stakeholder Management, Financing a Business Incubator, Managing the Business Incubator, Monitoring, Evaluation and Benchmarking, Implementing a Mentoring Programme, Deals and Financing for Incubator Clients, Technology Commercialization, Virtual Business Incubation.

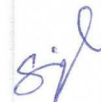

Unit-5: START-UPS:

Definition, Startups ecosystem. Startup development phases: Ideating, conception, committing, validating, scaling, establishing, Startup business partnering. Startup culture, Co-founders. Preparing to Launch: Essential Components, Intellectual Property, Branding, Strategy, functioning, financing startups. Social Startup Support Ecosystem: India, Make in India, Start-ups of NASSCOM and Silicon Valley, USA, Startup policies of Central Government. Role of Technology Business Incubator (TBI), Role of National Science and Technology Entrepreneurship Development Board (NSTEDB), DST guidelines for Seed Support System (SSS) for Startups in Incubators.

Suggested Readings:

- Neeta Baporikar: Entrepreneurship Development & Project Management (HPH)
- Vasant Desai: Entrepreneurship Management (HPH)
- CB Gupta, Khanka: Entrepreneurship & Small Business Management (Sultan)
- Vasant Desai: Theories of Entrepreneurship (HPH)
- Abha Mathur: Entrepreneurship (Taxmann)
- Badi & Badi: Entrepreneurship (HPH)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA216D

COURSE TITLE: RURAL DEVELOPMENT AND AGRI-BUSINESS MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course provides a comprehensive overview of Rural Development and Agri-Business Management, exploring their significance within the Indian economic landscape. Students will gain insights into the challenges and opportunities within rural industries, agro-based sectors, and the broader socio-economic structure of rural India. The course also delves into the linkage between agriculture and economics, the impact of policy frameworks, and the role of government interventions in shaping the agri-business environment.

Course Objectives

1. To understand the concept, scope, and importance of Rural Development in India, along with the socio-economic challenges faced by rural communities.
2. To explore the fundamentals of Agri-Business Management, including its relevance, market position, and the role of government policies.
3. To analyze the functioning of agro-based industries, agricultural marketing, and the role of banks and cooperatives in supporting these industries.
4. To examine the economic linkages within the agri-business sector and the impact of economic reforms and government schemes on agriculture.
5. To understand and evaluate the formulation and implementation of agri-business policies, including price and marketing policies within the Indian context.

Course Outcomes :

1. Demonstrate an understanding of Rural Development concepts and the socio-economic dynamics affecting rural India.
2. Apply knowledge of Agri-Business Management to assess the scope and challenges of the agri-economy and its infrastructure.
3. Evaluate the role and impact of agro-based industries, marketing practices, and financial institutions in rural development.
4. Analyze the economic linkages within the agri-business sector and assess the impact of government reforms and policies on agriculture.
5. Critically assess agri-business policy frameworks, including public distribution systems, and understand their role in the evolving agribusiness environment.

Course Content

Unit-1: INTRODUCTION:

Concept, nature, importance, scope, objectives of Rural Development (RD). Approaches to RD. Rural economic scenario in India. Migration issues. Rural Industrialization. Rural workforce. Rural business environment. Rural distress. Agrarian crisis. Rural housing. Rural social security. Rural Healthcare & Education. Rural banking. Microfinance. Financial inclusion. Rural poor. Socio-economic structure of Rural India.

Unit-2: AGRI-BUSINESS MANAGEMENT:

Key features of Indian Agriculture. Meaning, nature, scope and relevance of Agri-business and its management. Agri-economy: Characteristics and Market position. Forms of agri-business and basic infrastructural facilities for Agri-business. Agriculture policy. Government intervention.

Unit-3: AGRO-BASED INDUSTRY:

Farm business management. Agri export. Agro-based industries. Agricultural marketing. Agro-processing industries. Scope in India. Role of banks. Credit facilities. Cooperative Marketing Agencies.

Unit-4: LINKAGE WITH ECONOMICS:

Linkages among sub-sectors of the agri-business sector. Economic reforms and Indian Agriculture. Impact of LPG on this sector. Government schemes for Agri-business sector / subsectors. Special mentions about the blue economy. Agriculture Economics-nature, scope, role in agricultural development. Land, labour and capital. Risk uncertainty and supply response. Economics of Agriculture production. Resource allocation. Time and Agri-production process. Cost revenue and profit maximization. Agri-price determination. Consumption economics.

Unit-5: AGRI-BUSINESS POLICY FRAMEWORK:

Agri-business policies -concepts, formulations price and marketing policies; public distribution system and new dimensions in agribusiness environment and policy.

Suggested Readings:

- | | |
|----------------------------------|---|
| • K Venkata Reddy: | Agriculture and Rural Development (HPH) |
| • I Satya Sundaram: | Rural Development (HPH) |
| • Vasant Desai: | Rural Development in India (HPH) |
| • HLN Murthy: | Agri-business Management (HPH) |
| • Amarjeet Singh, Sandhu, Singh: | Fundamentals of Agriculture Economics (HPH) |
| • RG Desai: | Agricultural Economics (HPH) |
| • SAR Bilgrami: | An Introduction to Agricultural Economics (HPH) |

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA217D

COURSE TITLE: PROJECT MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description : This course offers a comprehensive exploration of project planning, selection, financing, implementation, and review. Students will learn to generate and screen project ideas, conduct financial and technical analyses, and evaluate investment opportunities. The course also covers project financing, risk management, and the application of network techniques like PERT and CPM, culminating in effective project control and review.

Course Objectives :

1. To understand the process of generating and screening project ideas, and conducting demand forecasting and market analysis.
2. To learn to evaluate projects using investment criteria, project cash flows, and cost-benefit analysis.
3. To explore various project financing options, including venture capital and private equity.
4. To master project planning, control techniques, and risk management, including the application of PERT and CPM models.
5. To gain skills in reviewing and controlling ongoing projects, with an emphasis on audit processes and PPP model implementation.

Course Outcomes : Upon successful completion of this course, students will be able to:

1. Identify and analyse viable investment opportunities through systematic idea generation and market analysis.
2. Evaluate project viability using financial metrics, risk analysis, and cost-benefit techniques.
3. Navigate the project financing landscape, including securing venture capital and private equity.
4. Implement and control projects effectively using advanced planning techniques and risk management strategies.
5. Review and manage ongoing projects, applying best practices in audit, control, and the PPP model.

Course Content

Unit-1: PLANNING:

Idea Generation, environment issues. Investment Opportunities. Project ideas. Preliminary screening. Situation Analysis. Collection of relevant information. Demand forecasting and Marketing plan. Technical analysis, financial estimates and projection.

Unit-2: SELECTION:

Time Value of Money, Investment criteria, Project Cash flows, cost of capital, project risk analysis, project rate of return, Cost-Benefit Analysis.

Unit-3: FINANCING:

Financing of Projects. Venture capital and private equity. Indian Venture Capital Industry. Approaching for VC Funding.

Unit-4: IMPLEMENTATION:

Project Organization, Planning and Control. Project risk. Network Techniques. PERT & CPM Models.

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Unit-5: REVIEW:

Controlling Ongoing projects. Audit. Abandoning cases. Administrative aspects. PPP model implementation in India.

Suggested Readings:

- Prasanna Chandra: Projects (MHE)
- Nagarajan: Project Management (New Age)
- Sapna Bansal: Project Management (Galgotia)
- RB Khanna: Project Management (PHI)

Study Material: Textbooks, Reference Books, IGNOU Material



STREAM E: DATA SCIENCES AND ANALYTICS SPECIALIZATION

COURSE CODE: MBA215E

COURSE TITLE: KNOWLEDGE MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course offers a detailed exploration of Knowledge Management (KM), covering its history, importance, and evolution from information management to the knowledge economy. Students will engage with KM technologies, strategies, and tools, as well as the social and organizational dynamics that drive knowledge sharing. Contemporary issues such as ethics, political challenges, and future trends in KM will also be addressed.

Course Objectives:

1. To provide a thorough understanding of the evolution of Knowledge Management and its importance in modern economies.
2. To familiarize students with the tools and technologies used in KM and their applications at individual, group, and organizational levels.
3. To equip students with the skills to analyse and develop KM strategies using audits, GAP analysis, and metrics.
4. To explore the social nature of knowledge and the role of communities of practice in facilitating knowledge sharing.
5. To examine contemporary issues in KM, including ethics, political challenges, and future trends in e-learning and knowledge repositories.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate a comprehensive understanding of the evolution, history, and importance of Knowledge Management (KM) in transitioning from an industrial to a knowledge economy.
2. Apply various KM tools and technologies to enhance knowledge conversion and sharing at individual, group, and organizational levels.
3. Develop and implement KM strategies, including knowledge audits, GAP analysis, and the use of metrics to measure KM effectiveness.
4. Analyse the social nature of knowledge and foster knowledge-sharing practices within communities of practice and virtual communities.
5. Address contemporary issues in KM, including ethical considerations, political challenges, and the development of future knowledge repositories and e-learning applications.

Course Content

Unit 1: INTRODUCTION:

Introduction to KM, History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy

Unit 2: KM TECHNOLOGIES:

Tools and Technologies, Practicing of Knowledge conversion methods, Knowledge Management Matrix, Social Nature of Knowledge, Social Network Analysis, Journey of Web 1.0 to Web 5.0, Obstacles to knowledge sharing, Organizational learning & Social Capital, Knowledge Application – Individual level, Group level & Organization Level.

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Unit 3: KM STRATEGIES:

Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card, KM Tools – Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

Unit 4: KNOWLEDGE SHARING:

The Social Nature of Knowledge, Sociograms and Social Network Analysis, Community Yellow Pages, Knowledge-Sharing Communities, Types of Communities, Roles and Responsibilities in Communities of Practices (CoP), Knowledge Sharing in Virtual CoPs, Obstacles to Knowledge Sharing, The Undernet, Organizational Learning and Social Capital, Measuring the Value of Social Capital.

Unit 5: CONTEMPORARY ISSUES:

Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategic issues in Knowledge Management, Future Knowledge Repositories, E-Learning and Knowledge Management Application, Knowledge Applications at Individual Level

Suggested Readings:

- Groff, Jones: Introduction to Knowledge Management (Routledge)
- Pasher, Ronen: A Complete Guide to Knowledge Management (Wiley)
- HBR on Knowledge Management (Harvard)
- Raj Kumari, Rakesh Kumar: Knowledge Management (Kalyani)
- Singla, Kaur, Nanda: Knowledge Management (Kalyani)
- Awad, Ghaziri: Knowledge Management (Pearson)

Study Material: Textbooks, Reference Books, Related Periodicals

COURSE CODE: MBA216E

COURSE TITLE: INFORMATION SECURITY AND ETHICS

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: This course provides an in-depth exploration of enterprise security, covering the identification of information assets, risk exposure, and corporate security policies. Students will learn about risk assessment and management, vulnerability issues, and the ethical and legal aspects of information security. The course also addresses various security automation technologies and the evolving landscape of cybersecurity.

Course Objectives:

1. To introduce the foundational concepts of enterprise security and identify potential risks to information assets.
2. To provide tools and techniques for conducting thorough risk assessments and developing effective risk management strategies.
3. To explore vulnerability issues across operating systems, applications, and critical infrastructures.
4. To teach students how to implement active defense mechanisms and corporate security policies to protect against potential attacks.
5. To examine ethical, legal, and societal issues surrounding information security, with a focus on relevant laws and regulations.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand and identify security risks and vulnerabilities in enterprise environments.
2. Perform comprehensive risk assessments and apply both qualitative and quantitative risk management techniques.
3. Develop strategies for managing threats and vulnerabilities within organizations.
4. Analyse vulnerabilities in operating systems, applications, and critical infrastructures to enhance organizational resilience.
5. Demonstrate knowledge of ethical and legal issues related to information security and apply this understanding to real-world scenarios.

Course Content

Unit-1: INTRODUCTION:

Introduction to Enterprise Security, Identifying information assets and organization risk exposure, Discovering security holes in organization, Defining corporate risks and risk management issues, Business risks related to privacy and regulatory considerations, Conceptual review of detection, assessment, hardening techniques, Possible attacks on enterprises, Active Defense Mechanisms, Corporate Security Policies, Conducting Vulnerability Analysis, Security Automation Technologies, Security Content Automation Protocol (SCAP) technologies and standards

Unit -2: RISK ASSESSMENT:

Risk Assessment, Risk Analysis, Responsible factors, Qualitative and Quantitative risk Assessment, Policies, Procedures, Plans, and Processes of Risk Management, Tools and Techniques; Integrated Risk Management, The Future of the Risk Management.

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Unit -3: RISK MANAGEMENT:

Introduction to theories of Risk Management, the Changing Environment, Art of Managing Risks. Threat Assessment and its Input to Risk Assessment; Threat Assessment Method, Example Threat Assessment;

Unit -4: VULNERABILITY ISSUES:

Operating System Vulnerabilities, Application Vulnerabilities; Public Domain or Commercial Off-the-Shelf Software, Connectivity and Dependence, Vulnerability assessment for natural disaster, technological hazards, and terrorist threats; implications for emergency response, vulnerability of critical infrastructures

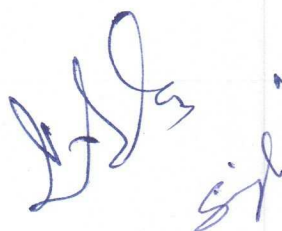
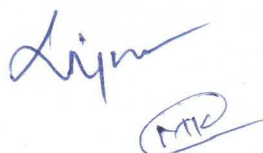
Unit -5: ETHICAL ISSUES:

Ethics, Legal Developments, Information security in Society, Information Security laws, IT Act 2000 Cyber Security

Suggested Readings:

- Malcolm Harkins: Managing Risk and Information Security
- Daniel Minoli: Information Technology Risk Management in Enterprise Environments
- Andy Jones, Debi Ashenden: Risk Management for Computer Security
- SP Tripathi: Introduction to Information Security and Cyber Laws

Study Material: Reference Material, Reference Books



COURSE CODE: MBA217E

COURSE TITLE: BIG DATA ANALYTICS

COURSE CREDITS: 4

Total Lectures: 40

Lab Exercise: 20 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Lab Exercise, Mini assignments & projects, Case discussions

Course Description: This course offers a comprehensive overview of Big Data and its applications, covering topics such as Hadoop, HDFS, MapReduce, and the Hadoop ecosystem. Students will explore data analytics with R, machine learning, and various tools for managing and processing large datasets. The course emphasizes the practical application of Big Data in industries such as marketing, retail, and defence.

Course Objectives:

1. To introduce students to the concepts of Big Data, its history, and the role of Apache Hadoop in data analysis.
2. To provide hands-on experience with Hadoop Distributed File System (HDFS) and data ingestion techniques using tools like Flume and Sqoop.
3. To explore the MapReduce programming model and its components, including job scheduling and task execution.
4. To familiarize students with the Hadoop ecosystem, including Pig, Hive, HBase, and Big SQL for data processing and querying.
5. To teach the fundamentals of machine learning and Big Data analytics using R.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand the basics of Big Data, Hadoop, and its application across various industries.
2. Apply HDFS concepts to manage and process large-scale data efficiently.
3. Develop and execute MapReduce jobs, handling failures and optimizing performance.
4. Utilize Hadoop ecosystem tools like Pig, Hive, and HBase for data processing and analytics.
5. Implement machine learning algorithms and Big Data analytics using R.

Course Content

Unit-1: INTRODUCTION:

Types of Digital Data, Introduction to Big Data, Big Data Analytics, History of Hadoop, Apache Hadoop, Analysing Data with Unix tools, Analysing Data with Hadoop, Hadoop Streaming, Hadoop Echo System, IBM Big Data Strategy, Introduction to Infosphere BigInsights and Big Sheets. Big data in marketing, analytics, retail, hospitality, consumer good, defense etc.

Unit-2: HDFS (Hadoop Distributed File System)

The Design of HDFS, HDFS Concepts, Command Line Interface, Hadoop file system interfaces, Data flow, Data Ingest with Flume and Scoop and Hadoop archives, Hadoop I/O: Compression, Serialization, Avro and File-Based Data structures.

Unit-3: MAP REDUCE:

Anatomy of a Map Reduce Job Run, Failures, Job Scheduling, Shuffle and Sort, Task Execution, Map Reduce Types and Formats, Map Reduce Features.

Unit-4: HADOOP ECO SYSTEM:

Introduction to PIG, Execution Modes of Pig, Comparison of Pig with Databases, Grunt, Pig Latin, User Defined Functions, Data Processing operators. Hive: Hive Shell, Hive Services, Hive Metastore, Comparison with Traditional Databases, HiveQL, Tables, Querying Data and User Defined Functions. Hbase: HBasics, Concepts, Clients, Example, Hbase Versus RDBMS. Big SQL: Introduction

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Unit-5: DATA ANALYTICS WITH R:

Machine Learning: Introduction, Supervised Learning, Unsupervised Learning, Collaborative Filtering.
Big Data Analytics with R.

Suggested Readings:

- Simon Walkowiak: Big Data Analytics with R
- Arshdeep Bahga & Vijay Madisetti Big Data Science & Analytics: A Hands-On Approach
- Ramesh Sharda: Business Intelligence and Analytics: Systems for Decision Support
- V Prajapati: Big Data Analytics with R and Hadoop

Study Material: Reference Material, Reference Books



STREAM F: LOGISTIC AND SUPPLY CHAIN SPECIALIZATION

COURSE CODE: MBA215F

COURSE TITLE: PROCUREMENT, STORAGE & WAREHOUSE MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: This course provides a structured understanding of procurement management, emphasizing sourcing strategies, procurement processes, vendor selection, and global procurement practices. Students will explore procurement's role in supporting inventory objectives and managing supply chain challenges, including international purchasing and the integration of IT in sourcing. Case studies and industry updates will provide real-world context to the concepts covered.

Course Objectives:

1. To introduce students to the fundamental concepts of sourcing and procurement, including the roles and responsibilities within the purchasing process.
2. To equip students with knowledge of procurement processes, from market analysis to negotiation and documentation.
3. To develop skills in vendor selection and evaluation, including fostering vendor relationships and managing quality through JIT and TQM principles.
4. To align procurement practices with inventory objectives and supply chain management, addressing challenges such as price fluctuations and logistics.
5. To explore global procurement management, focusing on trade barriers, international legal frameworks, and best practices for sustainable and ethical sourcing.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand the framework of procurement management, including sourcing strategies and risk mitigation.
2. Apply procurement processes and negotiation techniques, integrating IT and e-procurement tools.
3. Evaluate and select vendors, manage supplier relationships, and ensure quality in procurement.
4. Align procurement activities with inventory objectives and effectively manage supply chain risks.
5. Navigate global procurement challenges, implementing sustainable practices and adhering to international regulations.

Course Content

Unit 1: FRAMEWORK OF PROCUREMENT MANAGEMENT

Introduction to Sourcing, Sourcing v/s Procurement, purchasing: Purchasing Cycle, 8 R's of Purchasing, Role of a Purchasing Manager, Risks associated with purchasing process and its mitigation, Placing Orders, Budgets and Expense Allocation, Establishing Concept
And applications of Make or Buy Decision, Types and Methods of Sourcing in Retail, Centralized vs Decentralized Approaches, Single Sourcing vs Multiple Sourcing, Day-to-Day vs Long Term Sourcing, Case Studies and Latest Updates.

Unit 2: PROCESSES IN PROCUREMENTS

Market Analysis and Supplier Research, Identifying Prime Sources of Suppliers' Information, Request for Proposal, Different Methods of Buying, Fundamental Steps of the Buying Process, Terms and Condition of Purchase, Buying Documentation, Negotiation in Procurement, Use of IT in Sourcing, Global Tenders and E-Procurement, Reverse Auctions, Overview of Global Purchasing.

Unit 3: VENDOR SELECTION IN PROCUREMENT

Vendor Selection Process, Evaluation of Existing Vendors, Developing Vendor Performance Measures, New Vendor Development Process, Working with Suppliers to Manage Quality, JIT and TQM in Sourcing, Key Supplier Account Management, Vendor Relationship Development, Vendor Monitoring, Promoting SME suppliers. Case Studies and Latest Updates.

Unit 4: ALIGNING INVENTORY OBJECTIVES WITH PROCUREMENT

What is the objective of purchasing management at strategic in alignment of Material Management with Supply Chain, Role of purchasing in Supporting Inventory Objectives, Hedging vs. Forward Buying, Managing Price Fluctuation and Volatility in International Finance, Payment Modes, Matching Supply with Customer Demand, Managing Inward Logistics. Case Studies and Latest Updates.

Unit 5 GLOBAL PROCUREMENT MANAGEMENT

Global Trade Barriers, Dealing with International Suppliers, UNO and GATT conventions, Legal, Socio-Cultural Issues in International Buying, Environmental Issues & Green Purchasing, Industry Best Practices, Measurement of Sourcing Performance, Benchmarking in Retail Purchasing. Case Studies and Latest Updates.

Recommended Readings:

1. Sollish, F. and Semanch, J. Strategic Global Sourcing: Best Practices, Wiley Publications
2. Chopra and Miendl, Supply Chain Management: Strategy, planning and operation, Pearson Books

Suggested Readings

3. Sherry R. Gordon, Supplier Evaluation and Performance Excellence: A Guide to Meaningful Metrics and Successful Results.
4. B S Sahay, Emerging Issues in Supply Chain Management (McMillan)
5. Alan Harrison, Logistics Management and Strategy (Pearson)

COURSE CODE: MBA216F

COURSE TITLE: OPERATIONS & GREEN SUPPLY CHAIN MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: The course Operations & Green Supply Chain Management focuses on the integration of environmentally sustainable practices into operations and supply chain strategies. It explores how businesses can optimize their processes while minimizing environmental impact and adhering to sustainable development principles.

Course Objectives

1. To develop a comprehensive understanding of operations management principles and their application in supply chain contexts.
2. To equip students with the knowledge and skills to design, manage, and optimize operational processes for efficiency and effectiveness.
3. To foster critical thinking and problem-solving abilities in addressing operational challenges and opportunities.
4. To instill a strong foundation in green supply chain management principles and practices.
5. To prepare students to contribute to sustainable and environmentally responsible operations.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand core operations management concepts, including process design, capacity planning, forecasting, inventory management, and quality control.
2. Apply quantitative and qualitative methods for operations decision-making.
3. Analyze and improve operational performance metrics.
4. Design and implement lean and agile operations strategies.
5. Manage projects effectively using appropriate tools and techniques.

Course Content

Unit 1: PRODUCTION CONCEPTS:

Introduction, meaning, nature and scope of production and operations management. Difference between production and operations management. Productivity, factors affecting productivity and productivity measurement. Work study— Method study and work measurement. Production Technology – Types of manufacturing processes. Plant location and types of plant layout.

Unit 2 : OPERATIONS CONCEPTS

Services scenario in India, difference between product and service, characteristics of services, classification of services, product and service design, factors affecting service design, service designing process, service blueprinting, service capacity planning. Dimensions of quality in services, understanding service quality gap, measuring service quality using SERVQUAL model.

Unit 3: MATERIAL AND INVENTORY MANAGEMENT

Types of production planning, process of production planning and control (PPC) – routing, scheduling and loading. Master production schedule, aggregate production planning. Types of inventories, inventory control techniques- EOQ, ABC, VED, FSN, HML and SDE (Simple numerical problems on Inventory control techniques). Just-in-time (JIT) and KANBAN.



Unit 4: GREEN SUPPLY CHAIN MANAGEMENT

Introduction, Traditional Supply Chain and Green Supply Chain, Environmental Concern and Supply Chain, Closed-loop Supply Chain, Corporate Environmental Management, Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices. Case Studies

Unit 5: GREEN LOGISTICS

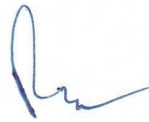
Green Logistics and Transportation- Definitions of Green Logistics, Critical drivers of Green Logistics, Green transportation and logistics practices, Environmental impacts of transportation and logistics, Closing the Loop: Reverse Logistics. Case Studies

Recommended Readings:

- Aswathappa, K. & Bhat, K.S.-- Production and Operations Management (Himalaya Publishing House)
- Chase, R.B., Shankar, R. & Jacobs, F.R. -- Operations & Supply Chain Management (Tata McGraw Hill, 14th Edition)

Suggested Readings: -

- Chunawalla, S.A. & Patel, D.R. – Production & Operations Management (Himalaya Publishing House, 9th Edition)
- Chary, S.N. - Production and Operations Management (Tata McGraw Hill, 6th Edition)
- Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
- Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018.
- Charantimath, P.M. – Total Quality Management (Pearson Education, 3rd Edition)
- Bedi, Kanishka – Production & Operations Management (Oxford University Press, 3rd Edition)
- Adam, Everett E. & Ebert, Ronald J. – Production and Operations Management (Prentice Hall, 5th Edition)
- Gopalakrishnan, P. & Sundaresan, M. – Materials Management (Prentice Hall of India)



COURSE CODE: MBA217F

COURSE TITLE: INVENTORY MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: This course delves into the frameworks and systems for inventory management, from managing diverse stock-keeping units to replenishment systems and handling items with time-varying or probabilistic demand. It also covers coordination of inventory management across the supply chain, emphasizing collaboration, information sharing, and vendor-managed inventory. Students will apply mathematical models and decision-making tools to optimize inventory control.

Course Objectives:

1. To introduce the fundamental frameworks for managing diverse inventory items and classifications.
2. To equip students with analytical tools and techniques for inventory replenishment, including EOQ and sensitivity analysis.
3. To explore methods for managing inventory with time-varying demand, focusing on both optimal and heuristic approaches.
4. To understand inventory control systems under probabilistic demand, including order-point and periodic review systems.
5. To develop strategies for coordinating inventory management across the supply chain, emphasizing collaboration and incentive alignment.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Apply frameworks for managing diverse stock-keeping units and inventory classifications.
2. Optimize inventory replenishment using EOQ models, accounting for discounts, inflation, and order constraints.
3. Manage inventory with time-varying demand through both optimal and heuristic approaches.
4. Implement inventory control systems for items with probabilistic demand, optimizing stock levels and minimizing losses.
5. Coordinate inventory management across the supply chain using collaborative techniques and contract-based incentive models.

Course Content

Unit 1: FRAMEWORKS FOR INVENTORY MANAGEMENT

The Diversity of Stock-Keeping Units, The Bounded Rationality of a Human Being, Decision Aids for Managing Diverse Individual Items, Functional Classifications of Inventories, The A-B-C Classification as a Basis for Designing Individual Item Decision Models, The Phases of a Major Study of an Inventory Management-Consideration, Analysis, Synthesis, Choosing among Alternatives, Control, Evaluation, Transient Effects, Physical Stock Counts.

Unit 2: REPLENISHMENT SYSTEMS FOR INVENTORY

Order Quantities When Demand Is Approximately Level, Assumptions Leading to the Basic EOQ, Derivation of the EOQ (Numerical Illustration), Sensitivity Analysis, Quantity Discounts (Numerical Illustration). Accounting for inflation, Price Established Independent of Ordering Policy & Price Set as a Fixed Fractions on Unit Variable Cost, Limits on order sizes-Maximum Time Supply or Capacity Restriction, Minimum Order Quantity.



Unit 3: INVENTORY ITEMS WITH TIME-VARYING DEMAND

The Complexity of Time-Varying Demand, The Choice of Approaches, General Assumptions and a Numerical Example, The Wagner-Whitin Method: An "Optimal" Solution under an Additional Assumption, Heuristic Approaches for a Significantly Variable Demand Pattern, the Silver-Meal, or Least Period Cost, The EOQ Expressed as a Time Supply, Lot-for-Lot, Least Unit Cost, Part-Period Balancing, When to Use Heuristics, Sensitivity to Errors in Parameters, Reducing System Nervousness.

Unit 4: INVENTORY ITEMS WITH PROBABILISTIC DEMAND

Some Important Issues and Terminology, Different Definitions of Stock Level, Back orders versus Lost Sales, Key Issues to Be Resolved by a Control System under Probabilistic Demand, The Importance of the Item: A, B, and C Classification, Continuous versus Periodic Review, The Form of the Inventory Policy, Types of Control Systems, Order-Point, Order Quantity (s,Q) System, Order-Point, Order-Up-to-Level (s, S) System Oder-Up-to-Level (R, S) System.

Unit 5: COORDINATING INVENTORY MANAGEMENT IN THE SUPPLY CHAIN

Information Distortion in a Supply Chain, Collaboration and Information Sharing, Sales and Operations Planning, Collaborative Forecasting, Vendor-Managed Inventory, Aligning Incentives, Wholesale Price Contract, Buyback Contract, Revenue-Sharing Contract, Service-Level.

Recommended Readings

- Edward A. Silver, Alberta, Canada David F. J. Thomas Penn, Inventory and Production Management in Supply Chains (CRC Press)
- Robert A. Davis, Demand-Driven Inventory Optimization and Replenishment (Wiley-Wiley & SAS Business Series)

Suggested Readings

- Max Mullar, Essentials of Inventory Management (AMACOM)
- Nicolas Vendaput, Inventory Optimisations- Models and Simulation(De Gruyter)
- Hanqin Zhang, Houmin Yan, and S.Prakash Sethi, Inventory and Supply Chain Management with Forecast Updates (Springer)

STREAM G: HOSPITAL MANAGEMENT SPECIALIZATION

COURSE CODE: MBA215G

COURSE TITLE: HEALTH POLICY, NATIONAL HEALTH PROGRAMMES & HEALTH CARE DELIVERY SYSTEM

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: In the framework of the healthcare industry, this is important course. This course includes legislative reforms and innovations aimed at enhancing the availability, affordability, and quality of health care in India, as well as management and organization, health, financing, and service delivery. This offers a chance to look at the main problems the Indian health care system is currently facing.

Course Objectives:

1. Introduce students to the structure and functions of health systems at various levels (national, state, district, and block).
2. Explore the evolution and key features of National Health Policy and planning in India.
3. Examine the goals, strategies, and institutional mechanisms of the National Health Mission (NHM).
4. Understand emergency epidemic management and public health safety systems.
5. Analyse the challenges in health care delivery and health sector reforms, focusing on efficiency, equity, and quality.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will gain an understanding of the organizational structure and management of health systems in India.
2. Students will be able to critically evaluate national health policies and their impact on healthcare delivery.
3. Learners will comprehend the strategic implementation of the National Health Mission (NHM) and its components.
4. Students will develop the skills to manage emergency health situations and understand the logistics of immunization and cold chain systems.
5. Graduates will be capable of identifying and proposing solutions to key issues in health care delivery, including reforms for efficiency and sustainability.

Course Content

Unit 1: INTRODUCTION TO ORGANIZATION AND MANAGEMENT OF HEALTH SYSTEM

Defining health system -Objectives of health systems -Functions of health systems ; Health Care Delivery System -National level -State level -District level -Block level -Public health institutions: District Hospital, Sub District Hospital, Community Health Centre , Primary Health Centre and Sub Centre, Private Sector in Health

Unit 2: NATIONAL HEALTH POLICY

Health policy planning efforts in India -Important committees and their recommendations; National health policy 1983 ;National health policy 2002 ;National population policy 2002 ;National health policy 2015 draft ;National health policy 2002

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Unit 3: NATIONAL HEALTH MISSION

Goals, strategies and outcome of NHM -Components under NRHM and NUHM -Indian public health standards -Framework for implementation of NRHM framework for -implementation of NUHM - Implementation of key components -Institutional mechanism for NHM -State health mission -District Health Mission

Unit 4: EMERGENCY EPIDEMIC MANAGEMENT SYSTEM

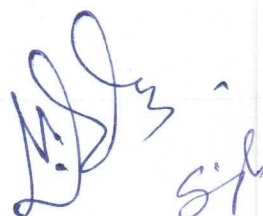
Safety systems – Immunization and Isolation systems –Cold Chain- Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care.

Unit 5: ISSUES IN HEALTH CARE DELIVERY SYSTEM AND HEALTH SECTOR REFORMS

Efficiency in health care -Access to health care -Equity in health care -Quality of care -Affordability; Human resources -Referral systems -Sustainability and cost sharing; District action plan for decentralized planning -Public private partnerships -M-health/e-health

Books/References:

- Healthcare delivery system in India – Dr Hem Chandra, Dr Manish Kumar Singh and Dr K Jamaluddin
- India's Public Health Care Delivery - Sanjeev Kelkar ISBN 978-981-33-4179-1 ISBN 978-981-33-4180-7 (eBook) published Palgrave Macmillan
- The Hidden Health Care System - Levin Lowell S published by Golden Apple Publications ISBN: 9780975501832
- Universalising Health Care in India: From Care to Coverage- by Imrana Qadeer, K B Saxena, P M Arathi published Aakar Books ISBN 978-9350025888



COURSE CODE: MBA216G

COURSE TITLE: MEDICAL TERMINOLOGY AND EPIDEMIOLOGY

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: This course aims to teach students the fundamentals of epidemiology as well as epidemiological methods and approaches and their applications in situational analysis, planning, monitoring, supervising, and evaluating health care, as well as in epidemiological data and measurements. The training will also assist the students in planning and carrying out disease surveillance, as well as investigating outbreaks and epidemics.

Course Objectives:

1. Familiarize students with common medical terminology, including diseases, specialties, abbreviations, and symbols.
2. Introduce foundational concepts of epidemiology and its role in public health.
3. Explore the natural history of disease, dynamics of disease transmission, and strategies for prevention and control.
4. Provide an understanding of the classification of diseases and the epidemiology of both communicable and non-communicable diseases.
5. Equip students with the knowledge of public health surveillance and the methods for outbreak investigation and data interpretation.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will be able to accurately use medical terminology, including prefixes, suffixes, roots, and common abbreviations in healthcare.
2. Learners will understand the core principles of epidemiology and its application to health services and disease measurement.
3. Students will gain the ability to describe the natural progression of diseases and apply various approaches to disease prevention and control.
4. Graduates will be able to classify diseases according to the WHO ICD 10 system and understand the epidemiology of major diseases.
5. Students will develop skills in public health surveillance, including outbreak investigation and the application of epidemiological methods.

Course Content

Unit 1 MEDICAL TERMINOLOGY

Common medical terms: major Diseases and medical specialties Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

UNIT 2 GENERAL CONCEPTS OF EPIDEMIOLOGY

Definition of epidemiology, epidemiologic approach, and purposes of epidemiology - Framework of health services from epidemiologic perspective - Strategies of epidemiology; Measures of Disease Frequency -Measurement - Rate, ratio, proportion and index; - Morbidity Rate - incidence and prevalence and their relationship; - Mortality rate - crude and specific death rates, proportional mortality rate; - Standard death rate



Unit 3: NATURAL HISTORY OF DISEASE, DYNAMICS OF DISEASE TRANSMISSION, AND PREVENTION AND CONTROL

Health and disease - Ecology of health - Epidemiological triad - Natural history of disease - Dynamics of disease transmission - Approaches to prevention and levels of control

Unit 4: CLASSIFICATION AND EPIDEMIOLOGY OF DISEASE:

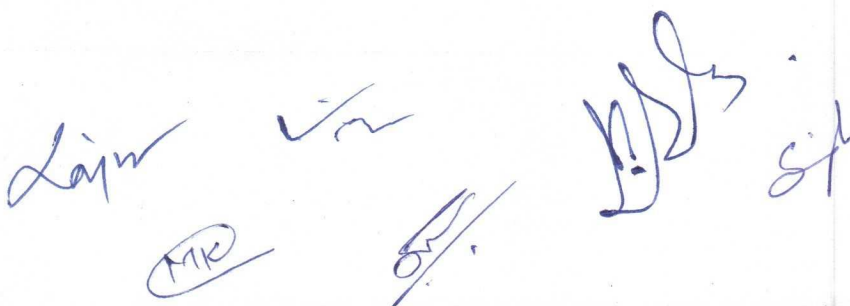
WHO ICD 10 classification; Epidemiology of communicable & non-communicable diseases, disease transmission, host defense Disease - Vector borne disease (Malaria) - Water borne diseases (Diarrhoea) - Air borne diseases (Tuberculosis) - HIV and STDs - Life style diseases (Diabetes, and CVDs) - Injuries and accidents - Nosocomial infection

Unit 5: PUBLIC HEALTH SURVEILLANCE

Definition and purposes of surveillance - Organization and processes - Analysis and interpretation of data - Evaluation of public health surveillance Investigation of Epidemic/outbreaks Planning and preparing for investigation of outbreaks- Steps in investigation Data collection, analysis, and interpretation; Epidemiological Methods—Randomized Controlled Trials (RCT) Purposes of RCTs; Basic elements and principles of community-based trials and; Measures of effectiveness of interventions

Books/References:

- M. Mastenbjörk M.D. , S. Meloni M.D. Medical Creations, David Andersson – Medical Terminology: The Best and Most Effective Way to Memorize, Pronounce and Understand Medical Terms: 2nd Edition
- Leon Gordis (2015)- Epidemiology. 5th Edition.
- Beaglehole, Bonita R, Kjellstrom T-Basic Epidemiology, World Health Organization, Geneva.
- Mausner Judith and Bahn K (1974)- Epidemiology: An introductory Text, W. B. Saunders Publishers, Philadelphia



COURSE CODE: MBA217G

COURSE TITLE: ORGANIZATION AND MANAGEMENT OF CLINICAL SUPPORT AND UTILITY SERVICES

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description: This course provides a comprehensive overview of hospital management, clinical services, support services, utility services, and waste management in healthcare settings. It begins with an introduction to hospitals as complex systems, covering their functions, organization, and the role of the hospital administrator. Students will then explore the fundamentals of clinical services, including outpatient, inpatient, ICU, and OT management. The course also covers essential support services such as laboratory, imaging, and utility services, followed by an in-depth study of hospital waste management, focusing on safe disposal and bio-medical waste regulations.

Course Objectives:

1. Introduce students to the hospital system, its functions, and the role of hospital administrators in patient care, organizational management, and community service.
2. Provide an understanding of the planning and management of clinical services, including outpatient, inpatient, ICU, and operation theatres.
3. Familiarize students with the management and organization of hospital support services, such as laboratory and imaging services.
4. Explain the fundamentals of utility services in hospitals, including medical records, linen and laundry services, and housekeeping.
5. Introduce the principles and practices of hospital waste management, focusing on bio-medical waste disposal and regulations.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will understand the role of hospitals as systems and the specific responsibilities of hospital administrators in different areas.
2. Learners will be able to plan and manage clinical services, such as OPD, inpatient services, ICU, and operating theaters, in a hospital setting.
3. Students will be proficient in organizing and managing support services, including laboratory and imaging departments, with an emphasis on quality control and accreditation.
4. Graduates will develop skills in the management of hospital utility services like medical records, linen, and housekeeping, ensuring efficient hospital operations.
5. Learners will gain the knowledge to manage bio-medical waste in compliance with regulatory guidelines, ensuring safe and effective waste disposal practices.

Course Content

Unit 1: HOSPITALS AND HOSPITAL AS A SYSTEM

Introduction: Objectives, Definition of hospital, Functions of hospital, Hospital as a system. System Analysis: Proceeding with system analysis process of systems approach for organisational change, Organisational development, Role of Hospital Administrator Objectives, introduction, role of hospitals, peculiarities of hospitals as organisation, role of hospital administrator: towards patients, towards organisation, towards community

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Unit 2: FUNDAMENTALS OF CLINICAL SERVICES

Outpatient Services- Objectives, Introduction, Types of OPD services, Scope of services, Functions of OPD, Planning of OPD: Planning considerations, Organisation of the outpatient department Inpatient Services- Objective, Introduction, Functions of Inpatient services, Planning considerations Nursing care and Ward Management: Objectives, Introduction, Organization of nursing services in hospitals ICU: Objectives, Introduction, Classification of intensive care units, The critical care unit, Physical facilities, planning and designing, Prognosis of cases and suitability for ICU care, Operation Theater: Objectives, Introduction, Design, considerations: location, zoning, the various functional sub areas of OT, operating room, ventilation, equipment, decontamination of the surgical suite, policies and procedures

Unit 3: MANAGEMENT OF SUPPORT SERVICES

Laboratory Services Introduction, roles and function, types of labs, equipment/reagents, organization of laboratory services, management of laboratory services Quality Assessment in Clinical Laboratory System, Quality assessment in clinical laboratory, NABL accreditation policies and procedures, managerial issues, nosocomial infections, Radio Diagnosis and Imaging Services- Introduction and types of services Planning and organizing of radio diagnosis and imaging services. Types of services- X-ray, ultrasound, Colour Doppler, CAT Scan, magnetic resonance imaging (MRI), positron emission tomography (PET), mammography, SPECT, Cath lab, Policy and procedures, managerial issues layout and flow of activities, radiation hazards, managerial issues.

Unit 4: FUNDAMENTALS OF UTILITY SERVICES

Medical Records Department: Objective, Introduction, Medical record, functions, importance of medical records, Administrative issues, Organization of department, Reports and returns, Electronic medical record (EMR), Conclusion Linen and laundry Services: Objective, Introduction, Linen supply planning, Laundry services, steps in washing Procedure, Planning and organizing laundry services: location, space requirement, Linen supply system and control, Conclusion Housekeeping: Objectives, Introduction, Types, Role of housekeeping, Cleaning agents, Control, Evaluation, Recent trends,

Unit 5: HOSPITAL WASTE MANAGEMENT

Objectives, introduction, rationale for waste disposal, Demonstration of safe disposal, Bio-medical Waste Management and Handling: Objective, Introduction, Definitions, BMW rules ,Significance of BM Waste activities involved, Treatment and Disposal, Segregation, Packing, Transportation and Storage, Categories of Bio-Medical Waste, Schedule For Waste Treatment; Facilities Like Incineration Autoclave/Microwave System Amendments, steps involved in complete, cycle of biomedical waste Management, gazette of India, concept of use of hospital waste for energy generation

References:

- Owen, Joseph Kerlton - Hospital Management
- BM Sakharker- Principles of Hospital Administration and Planning Jaypee Publication, 2009
- DC Joshi, Mamta Joshi- Hospital Administration: Jaypee Publication, 2009
- S Amin Tabish - Hospital and Healthcare Services Administration Oxford Publication, 2000
- S M Jha- Hospital Management: Himalaya Publication, 2001
- Yashpal Sharma, R K Sharma, L Anil Gomes- Hospital Administration Principles and Practice: Jaypee Publication, 2013
- Dr. S. L. Goyal, Dr. R. Kumar- Auxiliary Hospital Services, Deep and Deep Publication 2010.

COURSE CODE : AUC003 (Audit Course)

COURSE TITLE : CORPORATE READINESS-1

COURSE CREDITS- 0

Total Lectures : 20

Classroom activity: 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions

Course Description: This comprehensive course is designed to enhance professional communication and critical thinking skills across multiple areas. It covers professional writing, group discussion, and presentation skills, ensuring clarity and impact in communication. Additionally, the course prepares students for various aptitude tests, focusing on verbal ability, data analysis, logical reasoning, and numerical aptitude, equipping them with the skills needed for academic and professional success.

Course Objectives:

1. To develop proficiency in writing with clarity, coherence, and professionalism across various formats.
2. To cultivate effective communication, critical thinking, and active listening skills for group discussions and debates.
3. To enhance proficiency in using computer tools and delivering well-structured presentations.
4. To strengthen language proficiency, including grammar, comprehension, and communication skills.
5. To improve logical reasoning, data analysis, and quantitative skills for aptitude tests and decision-making.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate mastery of professional writing with clarity and coherence in diverse contexts.
2. Articulate ideas effectively in group settings, showcasing critical thinking and active listening.
3. Create and deliver impactful, well-organized presentations using appropriate computer tools.
4. Exhibit proficiency in verbal ability, including grammar and comprehension, in aptitude tests.
5. Apply logical reasoning and quantitative analysis skills to solve complex problems and interpret data.

Course Content:

Unit 1: PROFESSIONAL WRITING STYLE:

Mastery in writing with clarity, coherence, and professionalism.

Unit 2: GROUP DISCUSSION / EXTEMPORE:

Skill in articulating ideas effectively in a group setting, demonstrating critical thinking and active listening.

Unit 3: COMPUTER SKILLS & PRESENTATION:

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Proficiency in using computer tools and delivering well-structured, impactful presentations.

Unit 4: APTITUDE TEST - MODULE 1 (VERBAL ABILITY):


Assessment of language proficiency, grammar, comprehension, and communication skills.

Unit 5: APTITUDE TEST - MODULE 2 (DATA SUFFICIENCY, LOGICAL REASONING, AND QUANTITATIVE APTITUDE):

Evaluation of the ability to analyze and interpret data accurately and make reasoned decisions; Test of logical thinking, pattern recognition, and problem-solving skills; Measurement of mathematical skills, numerical reasoning, and quantitative analysis capabilities.

Recommended Textbooks & Resources:

- Professional Communication, Kavita Tyagi and Padma Misra, PHI Learning Pvt. Ltd.
- Business Communication, Meenakshi Raman and Prakash Singh, Oxford University Press
- Group Discussion and Interview Skills, Priyadarshi Patnaik, Foundation Books, Cambridge University Press India
- Soft Skills: Enhancing Employability” by M.S. Rao, I.K. International Publishing House Pvt. Ltd., 1st Edition, 2010
- Computer Fundamentals” by P.K. Sinha and Priti Sinha, BPB Publications, 6th Edition, 2020
- English for Competitive Examinations” by Wren & Martin (Adapted for Indian Examinations, S. Chand Publishing
- Verbal Ability and Reading Comprehension for CAT” by Nishit K. Sinha
- Quantitative Aptitude for Competitive Examinations” by R.S. Aggarwal, S. Chand Publishing
- A Modern Approach to Logical Reasoning” by R.S. Aggarwal, S. Chand Publishing
- Harvard Business Review
- Online articles & Case studies
- Business News Channels



Master of Business Administration (MBA)

Syllabus of Fourth Semester



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| MBA FOURTH SEMESTER | | | |
|-------------------------------|-------------|---|--------|
| S. No. | Course Code | Name of the Courses | Credit |
| 1 | MBA221 | Environmental Management & Sustainable Business Practices | 4 |
| 2 | MBA222 | Ethics and Human Values | 4 |
| 3 | MBA223 | Entrepreneurship and Innovation Skills | 3 |
| 4 | MBA224 | Specialisation Paper-4 | 4 |
| 5 | MBA225 | Specialisation Paper-5 | 4 |
| 6 | MBA226 | Specialisation Paper-6 | 4 |
| 7 | MBA227 | Specialisation Paper-7 | 4 |
| 8 | MBA228 | Dissertation / Master Thesis 2 | 4 |
| 9 | AUC004* | Corporate Readiness -2 | 0 |
| Fourth Semester Total Credits | | | 31 |

*Audit Course

SPECIALISATION STREAMS FOR FOURTH SEMESTER

Students need to select **ONE** of the five streams mentioned below:

Stream A: Marketing Management

| | |
|---------|------------------------------------|
| MBA224A | Consumer Behaviour |
| MBA225A | Services Marketing |
| MBA226A | Integrated Marketing Communication |
| MBA227A | Retail and Mall Management |

Stream B: Human Resource Management

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|---------|---|
| MBA224B | Industrial and Social Security Laws |
| MBA225B | Compensation and Employee Welfare Laws |
| MBA226B | International Human Resource Management |
| MBA227B | Measurement in HR |

Stream C: Financial Management

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|---------|--|
| MBA224C | Security Analysis and Portfolio Management |
| MBA225C | Risk Management and Derivatives |

| | |
|---------|----------------------------------|
| MBA226C | Financial Marketing and Services |
| MBA227C | Tax Planning and Management |

Stream D: Entrepreneurship, Rural Development & Agri-Business Management

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|---------|---|
| MBA224D | Agribusiness Marketing and Supply Chain |
| MBA225D | Managing Cooperatives and Farm Business |
| MBA226D | Food Technology, Processing and Retail |
| MBA227D | Technologies for Rural Development and Entrepreneurship |

Stream E: Data Sciences and Analytics

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|---------|---------------------------------------|
| MBA224E | Data Visualization using spreadsheets |
| MBA225E | Data Analysis using SPSS, R, Python |
| MBA226E | Business Intelligence |
| MBA227E | Data Engineering |

Stream F : Logistics and Supply Chain

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|---------|--|
| MBA224F | Port and Airport Management for Logistics Management |
| MBA225F | Supply Chain Planning |
| MBA226F | Multimodal Logistics |
| MBA227F | Risk Management in Supply Chain and Logistics |

Stream G: Hospital Management

| | |
|----------|--|
| MBA224G: | Quality Management, Disaster Management and Patients' Safety |
| MBA225G: | Operations and Material Management |
| MBA226G: | Hospital Architecture, Planning and Maintenance |
| MBA227G: | Healthcare Laws, Ethics and Health Insurance |

COURSE CODE: MBA221

COURSE TITLE: ENVIRONMENTAL MANAGEMENT AND SUSTAINABLE BUSINESS PRACTICES

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions


Course Description : This course provides a comprehensive understanding of environmental management and sustainability, focusing on the interdisciplinary nature of environmental studies, natural resource management, corporate sustainability strategies, and environmental risk and innovation management. Students will gain practical skills in applying international standards for Environmental Management Systems (EMS), including waste, energy, and water management, and will explore the role of businesses in promoting sustainable practices.

Course Objective:

1. To introduce students to fundamental environmental and ecological principles, focusing on the interdisciplinary nature and the ecosystem's role in sustainability.
2. To provide an in-depth understanding of natural resource management, including biodiversity conservation, pollution control, and the impact of human activities on the environment.
3. To equip students with the knowledge to define and implement corporate sustainability, focusing on life cycle assessment, ecological footprint, and environmental impact assessment.
4. To teach students to analyse environmental risks and innovations in technology, with an emphasis on policy development, ecological modernization, and sustainable technology assessment.
5. To prepare students to understand and apply international environmental management standards (EMS), including environmental legislation, waste and energy technology, and water use practices.

Course Outcome : Upon successful completion of this course, students will be able to:

1. Demonstrate an understanding of core environmental and ecological concepts and their application to sustainability.
2. Apply principles of natural resource management, including strategies for biodiversity conservation and pollution mitigation.

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3. Develop the skills to assess and implement corporate sustainability initiatives, including evaluating carbon and ecological footprints.
4. Gain the ability to assess environmental risks and manage innovations that contribute to sustainability.
5. Proficient in applying international environmental management standards, understanding legislation, and using waste and energy technologies effectively.

Course Content

Unit-1: INTRODUCTION:

Environment and Ecology. Environment Protection. Industrial Ecology. Multi-disciplinary nature of Environmental Studies. The Eco-system – concept, processes and approaches - quantifying trade-offs and synergies; improving water and nutrient management, reducing greenhouse gases emissions, enhancing stability, resistance and resilience. Circular economy: opportunities for businesses and consumers.

Unit-2: NATURAL RESOURCES AND MANAGEMENT:

Forest, Water, Land, Minerals, Energy etc. Bio-diversity and its conservation. Environmental Pollution. Solid Waste Management. Disaster Management. Social Issues (sustainability, Rainwater harvesting, waste-land reclamation, watershed management, climate change, global warming, acid rain, eco-tourism, eco-economy, Eco-mark). Renewable Energy. Environmental Conventions (including CoP).

Unit-3: CORPORATE SUSTAINABILITY:

Defining and managing corporate sustainability. Dimensions of sustainability. Life cycle assessment including carbon footprint and water footprint. Ecological footprint. Environment impact assessment. Principles and practice of financial and economic appraisal. Efficient provision of environmental goods and services. The role of business. Challenges and opportunities for business. Best Practices in Corporate Sector.

Unit-4: RISK AND INNOVATION:

Environmental risk analysis and management. Environmental policy development and appraisal. Policy instruments. Ecological Modernization. Innovation: Technology Development, transfer, adoption and diffusion. Innovation and sustainability. Integrated Sustainable Technology Assessment in context. Clusters, technology road-maps and the development of sustainable technologies.

Unit-5: ENVIRONMENTAL MANAGEMENT IN PRACTICE:

Introduction to the International Standards associated with EMS. Environmental legislation and voluntary standards. Developing the business case for EMS. Barriers to implementation of EMS. Waste technology and prevention measures. Energy technology and monitoring. Water use and technology.

Suggested Readings:

- Dash, MC: Environmental Management for Sustainable Development (Wiley)
- Sankar: Environmental Management (Oxford)
- Thomas, J: Environmental Management-Text and Cases (Pearson)
- Krishnamoorthy: Environmental Management-Text & Cases (PHI)
- Hitchcock and Willard: The Business Guide to Sustainability (Routledge)
- Werbach: Strategy for Sustainability (Harvard Business Press)
- Shaw: Business Ethics (Cengage)
- Majid Husain: Environment & Ecology (GKP)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA222

COURSE TITLE: ETHICS AND HUMAN VALUES

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description:

This course explores the fundamental concepts of ethics in business, emphasizing ethical values, principles, and dilemmas across various business contexts. It also delves into the Indian ethos and value systems, examining how these cultural elements influence leadership, decision-making, and management practices.

Course Objectives:

1. To understand the importance of ethics and ethical principles in business.
2. To analyse ethical dilemmas and the resolution process in different business areas.
3. To explore Indian wisdom and its application to business ethics and management.
4. To compare Indian and Western approaches to management and ethics.
5. To investigate the role of leadership and ethical decision-making within the framework of Indian value systems.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Grasp the necessity of ethics in business practices.
2. Develop the ability to resolve ethical dilemmas effectively.
3. Apply Indian ethical principles to contemporary management challenges.
4. Recognize the impact of values on leadership and decision-making.
5. Implement ethical decision-making frameworks in real-world business scenarios.

Course Content:

Unit 1: INTRODUCTION:

Understanding the need for ethics, Ethical values, ethical codes, Ethical Principles in Business; Characteristics, ethical reasoning, the dilemma resolution process; ethical dilemmas in different business areas, Ethical Culture in Organization.

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Unit 2: THE INDIAN MODEL:

Role of scriptures in understanding ethics, Indian wisdom & Indian approaches towards business ethics. Indian Ethos and Business Ethics: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices, Management Lessons from Vedas, Mahabharata, Ramayana and Kautilya Arthshastra.

Unit 3: INDIAN ETHOS AND HUMAN VALUES:

Ethics v/s Ethos , Indian v/s Western Management, Work Ethos and Values for Indian Managers- Relevance of Value Based Management in Global Change- Impact of Values on Stakeholders, Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

Unit 4: LEADERSHIP AND INDIAN VALUE SYSTEM:

Contemporary Approaches to Leadership-Family Business-Leadership Qualities of Karta, Advantages - Disadvantages of Karma, importance of Karma to Managers-Nishkama Karma-Laws of Karma, Law of Creation - Law of Humility - Law of Growth - Law of Responsibility - Law of Connection - Corporate Karma Leadership. Ethical and value based leadership.

Unit-5: ETHICAL DECISION-MAKING:

Framework of Ethical Decision-making-Duty, Rights based, consequence based, virtue based. Neutralization of behavior and decision-making. Cases.

Suggested Readings:

- Chronicle Books: The Lexicon for Ethics, Integrity and Aptitude (Chronicle Pub)
- Gaur, Sangal: A Foundation Course in Human Values and Professional Ethics
- Govindrajan, Natarajan, Senthil Kumar: Professional Ethics and Human values (PHI)
- AN Tripathi: Human Values (New Age International)
- Martin: Little Book of Ethics
- Chakraborty: Human Values and Ethics
- Chakraborty: Values and Ethics for Organisations
- Shailendra Kumar, Alok K Rai: Business Ethics (Cengage)

Study Material: Text Books, Reference Books, IGNOU Material

COURSE CODE: MBA223

COURSE TITLE: ENTREPRENEURSHIP AND INNOVATION SKILLS

COURSE CREDITS: 3

Total Lectures: 35

Classroom activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions.

Course Description: This course is designed to equip students with the skills and knowledge necessary to start and run a successful business. Students will learn the fundamental of entrepreneurship, including idea generation, market analysis, business planning, financing, marketing and management,

Course Objectives:

1. To introduce students to the fundamental concepts of entrepreneurship and its development, along with the roles and competencies of different types of entrepreneurs.
2. To equip students with techniques for generating, evaluating, and recognizing viable business ideas and market opportunities.
3. To teach students how to conduct market research, understand target customers, and perform competitive analysis.
4. To guide students in creating comprehensive business plans and models, including setting goals, marketing strategies, and financial planning.
5. To familiarize students with various funding sources, government schemes, and financial support systems for entrepreneurial ventures.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will understand the conceptual framework of entrepreneurship and differentiate between entrepreneurs, managers, businessmen, and intrapreneurs.
2. Learners will be able to identify and assess business ideas and market opportunities using effective evaluation techniques.
3. Students will develop the skills to conduct thorough market analysis, understand customer needs, and perform competitive analysis.
4. Graduates will be able to create well-structured business plans and models, including strategies for marketing, sales, and financial forecasting.
5. Learners will gain knowledge of various funding sources and be able to present their business ideas and plans effectively to potential investors.

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Course Content:**Unit 1: INTRODUCTION TO ENTREPRENEURSHIP**

Conceptual framework of Entrepreneurship. Entrepreneurship Development. Support Institutions. Types of Entrepreneurs & Entrepreneurial Venture. Entrepreneurship culture, roles and competencies. Manager vs Entrepreneur vs Businessman vs Intrapreneur. New Venture areas.

Unit 2: IDEA GENERATION & OPPORTUNITY RECOGNITION

Source of Business idea, Techniques for generating and evaluating business idea, Identifying and assessing market opportunities. Business Acumen.

Unit 3: MARKET ANALYSIS & RESEARCH

Understanding Target market and Customer needs, conducting market Research and analysing data, Creating a competitive analysis.

Unit 4: BUSINESS PLANNING & MODELLING

Developing a business plan & model, setting goal and objectives, Marketing strategy & sales plan, creating a revenue and expense model, Building Brand campaign.

Unit 5: FINANCING & FUNDING PROCESS

Source of funding for entrepreneurial ventures, Government various schemes & Process, Banking support system process, Angel investor, Venture Capital, etc.

Final Project Presentation --- Students will present their business plans and pitches in front of professional expert team.

Recommended Books :

- Entrepreneurship Successfully Launching New Venture : Barringer & Gresock.
- Neeta Baporikar: Entrepreneurship Development & Project Management (HPH)
- Vasant Desai: Entrepreneurship Management (HPH)
- CB Gupta, Khanka: Entrepreneurship & Small Business Management (Sultan)
- Vasant Desai: Theories of Entrepreneurship (HPH).

STREAM A: MARKETING SPECIALIZATION

COURSE CODE: MBA224A

COURSE TITLE: CONSUMER BEHAVIOUR

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions.

Course Description

This course provides a comprehensive overview of consumer behaviour, emphasizing the strategic importance of Segmentation, Targeting, and Positioning (STP) within the marketing mix. It explores the impact of technology on marketing, including novel communication channels and interdisciplinary approaches. Through case studies and theoretical frameworks, students will gain insights into consumer decision-making processes and behaviour.

Course Objective

1. To understand the essence of STP and the marketing mix in contemporary marketing.
2. To explore the challenges and opportunities of technology-driven marketing.
3. To analyse the impact of consumer behaviour on marketing strategies.
4. To study various segmentation techniques, including geodemographics and psychographics.
5. To examine consumer decision-making models and their implications for marketers.

Course Outcome : Upon successful completion of this course, students will be able to:

1. Ability to apply STP strategies effectively in real-world marketing scenarios.
2. Proficiency in using technology-driven tools and channels for marketing communication.
3. Understanding of consumer behaviour from an interdisciplinary perspective.
4. Capability to identify and target specific consumer segments.
5. Insight into ethical considerations in consumer decision-making and marketing practices.

Course Content

Unit-1: INTRODUCTION (8 lectures):

Essence of STP and Marketing Mix. Technology driven marketing – emergence, issues and challenges for marketer. Novel communication channels, cross screen marketing, social media, new CRM. Interdisciplinary nature of Consumer Behaviour.

Unit-2: SEGMENTATION-TARGETING-POSITIONING (10 lectures):

Effective segmentation and targeting. Geodemographics. Green consumers. Psychographics. Benefit, media based, usage rate-occasion segmentation. Behavioural targeting. Umbrella positioning. Repositioning. Perceptual mapping.

Unit-3: CONSUMER AS AN INDIVIDUAL (10 lectures):

Motivation theories and its applications in understanding consumers. Motive measurement. Personality traits and consumer behaviour. Product and Brand personification. Self and self image. Consumer Perception and Imagery. Perceived Quality. Perceived Risk. Consumer Learning. Consumer Attitude formation and change.

Unit-4: COMMUNICATION & CONSUMER BEHAVIOUR (7 lectures):

Persuasion and Appeals. Effectiveness measurement. Print-Radio-TV-Social-Mobile Media. Reference Groups. Word-of-Mouth. Culture and CB (including global context).

Unit-5: CONSUMER DECISION-MAKING (10 lectures):

Model of decision-making. Diffusion of Innovations. Consumer Adoption Process. Marketing to children. Covert Marketing. Misleading Advertising. Deceptive advertising. Provocative Marketing.

Suggested Readings:

- Schiffman, Wisenbult, Kumar: Consumer Behaviour (Pearson)
- Schiffman, Kanuk: Consumer Behaviour (PHI)
- Batra, Kazmi: Consumer Behaviour (Excel)
- GK Chhabra: Consumer Behaviour (Biztantra)
- Rajneesh Krishna: Consumer Behaviour (Oxford)
- Sangeeta Sahney: Consumer Behaviour (Oxford)
- Shri Prakash: Theory of Consumer Behaviour (Vikas)
- S Mukherji: Consumer Behaviour (Cengage)



COURSE CODE: MBA225A

COURSE TITLE: SERVICES MARKETING

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions.

Course Description: This course provides an in-depth understanding of services marketing, exploring its unique characteristics, challenges, and role in economic development. It covers the services marketing mix, service quality management, and the application of services marketing across various industries. The course also delves into global services marketing, highlighting recent trends and strategies for international expansion.

Course Objectives:

1. To introduce students to the fundamentals of services marketing, including the growth, characteristics, and challenges of the services sector.
2. To develop an understanding of the services marketing mix and its application in developing service products, pricing, and distribution strategies.
3. To explore service quality management, including customer expectations, service failure and recovery, and quality models like SERVQUAL.
4. To analyse the application of services marketing across different industry verticals such as telecom, hospitality, healthcare, and banking.
5. To examine global trends in services marketing, including the key drivers and strategies for international service marketing.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand the key characteristics and challenges of services marketing and its role in economic development.
2. Apply the augmented marketing mix to develop effective service marketing strategies.
3. Evaluate service quality using models like SERVQUAL and design service recovery strategies.
4. Implement services marketing strategies across various industry sectors, adapting to their unique needs.
5. Formulate global services marketing strategies considering recent trends and international market dynamics.

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Course Content

Unit 1: INTRODUCTION (6 lectures):

Introduction to Services; Reasons for growth of Services sector. Characteristics of Services; Classification of Services; Difference between goods and services marketing; Services marketing Environment; Paradigms in services marketing; Challenges and issues in Service Marketing. Services and economic development.

Unit 2: SERVICES MARKETING MIX (12 lectures):

Augmented marketing mix; Developing the service product/intangible product; Service product planning; Service pricing strategy; Services promotions; Services distributions. Physical evidence. Role of communication in service marketing; People and internal communication; Process of operations and delivery of services; Service Marketing Triangle; Role of technology in services marketing.

Unit 3: SERVICE QUALITY (12 lectures):

Service quality; Understanding customer expectations and zone of tolerance; Segmentation and zone of tolerance; Targeting and positioning of service. Quality Issues and Quality Models (Gaps model, SERVQUAL); Demand-supply Management. Services failure, service recovery, Customer retention, Customer Relationship Management, designing of service strategy, Role of services cape and customers in demand management.

Unit 4: APPLICATIONS IN INDUSTRY VERTICALS (7 lectures):

Marketing in Telecom, Tourism, Airlines, Hospitality, IT & ITES, Healthcare Sector and Banks & Financial Sector. Emergence of e-services in various sectors.

Unit 5: SERVICES IN GLOBAL PERSPECTIVE (8 lectures):

International marketing of services; recent trends; Principal driving force in global marketing of services; Key decisions in global marketing; Services strategy and organizing for global marketing.

Suggested Readings:

1. Zeithaml et al: Services Marketing
2. Lovelock: Services Marketing.
3. Rampal & Gupta: Services Marketing.
4. Payn: Essence of Services Marketing
5. Woodruffe: Services marketing

COURSE CODE: MBA226A

COURSE TITLE: INTEGRATED MARKETING COMMUNICATION

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions.

Course Description: This course provides an in-depth understanding of Integrated Marketing Communications (IMC) and its significance in modern business. It covers advertising strategies, message design, and media strategy, while exploring various elements of the IMC mix, including sales promotion, public relations, and direct marketing. The course also emphasizes practical insights into advertising campaign planning, media selection, and testing ad effectiveness.

Course Objectives:

1. To introduce students to the concept of Integrated Marketing Communications (IMC) and its components in the promotional mix.
2. To provide insights into advertising strategies and the functioning of ad agencies, including campaign planning and media involvement.
3. To develop skills in message design, ad copywriting, and understanding various advertising appeals and formats.
4. To teach students how to evaluate advertising effectiveness through pretesting, post-testing, and progress testing methodologies.
5. To explore media strategy, including media selection, scheduling, and innovative media use in the context of advertising.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Understand the fundamentals of Integrated Marketing Communications and its role in modern business.
2. Apply advertising strategies to plan and execute effective ad campaigns across different media.
3. Design compelling advertising messages and copy tailored to various media platforms.
4. Assess the effectiveness of advertising campaigns using pretesting, post-testing, and progress testing techniques.
5. Develop and implement a comprehensive media strategy, considering media trends, scheduling, and the IMC mix.

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Course Content

Unit-1: INTRODUCTION (5 lectures):

Definitions. The IMC Concept. Promotional Mix elements and the need for integration. Modern Business requirements of promotional solutions. IMC trends across the world and India. Careers in IMC.

Unit-2: ADVERTISING STRATEGY (10 lectures):

Types of Advertising (Print, Direct Mail, Radio & TV, Podcast, Mobile, Social Media, Paid search, Outdoor, product placement, public service). Purposes of Advertising. Advertiser and the Ad-Agency. Basic functioning of Ad-Agency departments (Account Planning, Client servicing, Creative). Ad design, Campaign planning and execution, involvement of Media vehicles. Space and Airtime selling.

Unit-3: MESSAGE STRATEGY (15 lectures):

Message Design. Advertising Appeals (logos-pathos-ethos). Ad layouts. The Ad-copy and its types (Institutional, expository, humour, educative, narrative). Copywriting for Radio, TV, outdoor media, new media. Ad Effectiveness. DAGMAR approach. *Pretesting* (Direct Questioning, Focus Groups, Portfolio test, Paired Comparison Test, Order of Merit test; Checklist, consumer jury, mock magazine, perceptual meaning, physiological, in-home projections, trailer test, theatre test, live telecast test, eye movement camera, galvanometer test, pupillometric). *Post testing* (Tracking studies, Sales Analysis, Digital metrics, penetration test, Gallup Robinson impact test, recognition-aided & unaided recall, triple association test). *Progress testing* (Netapps, Intend to buy, sales result, enquiry, attitude tests).

Unit-4: MEDIA STRATEGY (10 lectures):

Role of media in Advertising. The Indian Media Industry – decadal growth trends. Types of Media. ATL-BTL-TTL Media. Media selection and planning. Media Mix. Media scheduling (Continuity, flighting and pulsing). Media Innovations. Cross Media Ownership and its impact on Advertising. A critical appraisal of the different media.

Unit-5: IMC MIX (5 lectures):

An Overview about the role and importance of Sales Promotion, Public Relations, Personal Selling, Direct Marketing, Sponsorships.

Suggested Readings:

- Belch & Belch: Advertising & Promotion-An IMC Perspective (MHE)
- Aaker, Myers, Batra: Advertising Management (PHI)
- Manendra Mohan: Advertising Management (MHE)
- Clow and Baack: Integrated Advertising, Promotion and Marketing Communications (PHI)
- Chunawalla, Sethia: Foundations of Advertising (HPH)

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COURSE CODE: MBA227A

COURSE NAME: RETAIL AND MALL MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions.

Course Description: This course offers a comprehensive introduction to Retail Management and Mall Management, covering the evolution and types of retail, retail environment, and organizational aspects. It also delves into retail ethics, e-retailing, and the growing importance of mall management in India. Students will gain insights into merchandising, customer experience management, and the operational aspects of mall development and management.

Course Objectives:

1. To understand the evolution, history, and classification of retail, including the current trends in the Indian and global retail sectors.
2. To explore retail organizational aspects such as store management, merchandise planning, and customer experience.
3. To examine retail ethics, pricing, consumer behavior, and the transition to e-retailing, with a focus on online branding and promotion.
4. To introduce students to mall management concepts, including mall design, positioning strategies, and performance measurement.
5. To analyse the operational activities of malls, such as leasing negotiations, security management, and tenant management.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Gain a foundational understanding of retail management, its history, and the future trends of the retail sector.
2. Apply organizational principles to retail operations, including store management and merchandise planning.
3. Understand retail ethics and the impact of e-retailing on traditional retail systems and strategies.
4. Develop insights into mall management, including strategic planning and performance measurement.
5. Effectively manage mall operations, including store allocation, security procedures, and tenant relations.

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Course Content

Unit-1: INTRODUCTION (8 Lectures):

Evolution, history of Retail Management, Types of Retail; Retail terminologies; Retail Industry; Retail Environment. Classification of Retailers. Indian Retail sector. Foreign Retail. FDI policy. Future trends.

Unit-2: RETAIL ORGANISATION (8 Lectures):

Location. Store Management (Layout, Design, Visual Merchandise). Merchandise and Assortment Planning. HR Issues. Customer Experience Management. Category Management. Private labels.

Unit-3: RETAIL ETHICS AND E-RETAILING (9 Lectures):

Retail Purchasing. Retail Pricing. Retail Promotions. Retail Consumer Behaviour. Social Responsibility. Ecological Considerations. Waste reduction; Transition from traditional to electronic system. Marketing strategies with E-Retail; Online merchandising; Online storefront. Online branding and promotion.

Unit-4: INTRODUCTION TO MALL MANAGEMENT (12 Lectures):

Introduction: Concept of shopping mall - Growth of malls in India- Mall positioning strategies- Strategic planning for malls; Mall space supply demand; Concepts in mall design- Factors influencing malls establishment; Recovery management, Human resources, Security and accounting, Aspect in finance, Legal compliances, and issues- Measuring mall performance.

Unit-5: MALL OPERATIONS (8 Lectures):

Store allocation- Leasing negotiations- Maintenance and repairs- Security and safety procedures and regulations - Operational activities - Footfalls measurement- Common area management; Mall Development Process; Tenant Management.

Suggested Readings:

- Kuldeep Singh: Retail Management in new dimension (Global Vision)
- PK Sinha/DP Uniyal: Managing Retailing (Oxford)
- K Roy: Retail Management (Vrinda)
- DP Sharma: E-Retailing-Principles and Practices (HPH)
- Berman, Evans: Retail Management-A Strategic approach (Pearson)
- Levy, Weitz: Retail Management (McGraw Hill)
- Vedamani: Retail Management (Jaico)



STREAM B: HUMAN RESOURCE SPECIALISATION

COURSE CODE: MBA224B

COURSE NAME: INDUSTRIAL & SOCIAL SECURITY LAWS

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions.

Course Description: This course provides an in-depth understanding of labour legislation in India, exploring its historical development, objectives, and principles. It covers key acts such as the Factories Act, Industrial Disputes Act, Payment of Wages Act, Minimum Wages Act, and regulations concerning contract and child labour. Students will gain knowledge of workers' rights, workplace safety, dispute resolution mechanisms, and wage regulation.

Course Objectives:

1. To understand the need and principles of labour legislation in India.
2. To analyse the historical development and current landscape of labour laws.
3. To study key labour acts and their impact on workers and employers.
4. To explore the roles of various authorities in the prevention and settlement of industrial disputes.
5. To gain awareness of the enforcement mechanisms and penalties associated with labour laws.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Demonstrate an understanding of the evolution and importance of labour legislation in India.
2. Explain the key provisions of the Factories Act, 1948, and their relevance to workers' health and safety.
3. Critically analyse the Industrial Disputes Act, 1947, and its role in resolving industrial conflicts.
4. Interpret the rules and regulations regarding wage payment under the Payment of Wages Act and Minimum Wages Act.
5. Identify the legal framework governing contract and child labour in India and its implications for employment practices.



Course Content

Unit-1: INTRODUCTION

Objectives, Need and Principles of Labour Legislation; Historical Development of Labour Legislation in India; Labour Laws Awareness among Workers in India.

Unit-2: FACTORIES ACT, 1948

Object and Scope of the Act; Key Definitions; Rights of Workers; Provisions Regarding Health, Safety and Welfare of the Workers; Working Hours, Leave, Penalties and Procedures.

Unit-3: INDUSTRIAL DISPUTES ACT, 1947

Object and Scope of the Act; Key Definitions; Authorities for Prevention and Settlement of Disputes; Strikes and Lock-outs; Unfair Labour Practices and Penalties.

Unit-4: PAYMENT OF WAGES ACT, 1936 AND MINIMUM WAGES ACT, 1948:

Object of the Act; Key Definitions; Rules for Payment of Wages; Deductions from Wages; Enforcement of the Act. Minimum Wages Act, 1948: Object and Scope of the Act; Key Definitions; Fixation and Revision of Minimum Rates of Wages; Fixing Hours of Normal Working Day; Enforcement of the Act.

Unit-5: CONTRACT, CHILD LABOUR AND REGULATION OF EMPLOYMENT AND CONDITIONS OF SERVICE

Overview of the Acts -The Contract Labour (Regulation and Abolition) Act, 1970. The Building and other Construction workers (Regulation of employment and conditions of service) Act, 1996. The Child Labour (Prohibition and Regulation) Act, 1986.

Suggested Readings:

- Taxmann's Labour Laws 2019
- Nabhi's Labour Laws 2019
- PK Padhi: Labour & Industrial Laws (PHI)
- SN Misra: Labour & Industrial Laws (Central)
- HL Kumar: Labour Laws one should know (Universal)
- Avtaar Singh, Harpreet Kaur: Introduction to Labour & Industrial Laws (Lexis)

Study Material: Textbooks, Reference Books, IGNOU Material

COURSE CODE: MBA225B

COURSE NAME: COMPENSATION & EMPLOYEE WELFARE LAWS

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course offers a comprehensive overview of critical labour welfare legislation in India, focusing on the Workmen's Compensation Act, Employees' Provident Fund, and State Insurance Acts, among others. Students will explore the legal framework governing worker compensation, social security benefits, bonus payments, gratuity, and equal remuneration, gaining insights into their application and enforcement.

Course Objectives:

1. To understand the principles and scope of key labour welfare acts in India.
2. To explore the mechanisms for compensation, provident fund, and insurance benefits available to workers.
3. To study the regulations concerning bonus and gratuity payments to employees.
4. To analyse the laws ensuring equal remuneration for men and women workers.
5. To gain practical knowledge of the enforcement and penalties associated with labour welfare legislation.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Articulate the objectives and application of the Workmen's Compensation Act, 1923.
2. Demonstrate knowledge of the Employees' Provident Fund and related schemes under the 1952 Act.
3. Explain the structure and benefits provided under the Employees' State Insurance Act, 1948.
4. Analyse the key provisions of the Payment of Bonus Act, 1965, including its calculation and administration.
5. Interpret the requirements and enforcement of the Payment of Gratuity Act, 1972, and The Equal Remuneration Act, 1976.

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Course Content

Unit-1: WORKMEN'S COMPENSATION ACT, 1923:

Object and Scope of the Act; Key Definitions; Rules Regarding Workmen's Compensation; Theory of Notional Extension; Occupational Diseases; Commissioners and Appeals.

Unit-2: EMPLOYEES' PROVIDENT FUND AND MISCELLANEOUS PROVISIONS ACT, 1952:

Key Definitions; Employees' Provident Fund Contributions; Employees' Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Mode of Recovery of Amount Due from Employers; Special Provisions Relating to Existing Provident Funds.

Unit-3: EMPLOYEES' STATE INSURANCE ACT, 1948:

Object and Key Definitions, Employees' State Insurance Corporation, Medical Benefit Council; Employees' State Insurance Fund; Contributions; Benefits, Employees' Insurance Court and Penalties.

Unit-4: PAYMENT OF BONUS ACT, 1965:

Key Definitions; Calculation of Bonus; Qualification and Disqualification for Bonus; Minimum and Maximum Bonus; Set-on and Set-off of Allocable Surplus; Administration of the Act; Penalty and Offences.

Unit-5: PAYMENT OF GRATUITY ACT, 1972 & THE EQUAL REMUNERATION ACT, 1976:

Scope and Application; Key Definitions; Payment of Gratuity; Determination of the Amount of Gratuity; Recovery; Penalties.

Preliminary, Definitions of The Equal Remuneration Act, 1976. Payment of Remuneration at Equal Rates to Men and Women Workers and Other Matters.

Suggested Readings:

- Taxmann's Labour Laws 2019
- Nabhi's Labour Laws 2019
- PK Padhi: Labour & Industrial Laws (PHI)
- SN Misra: Labour & Industrial Laws (Central)
- HL Kumar: Labour Laws one should know (Universal)
- Avtaar Singh, Harpreet Kaur: Introduction to Labour & Industrial Laws (Lexis)

COURSE CODE: MBA226B

COURSE NAME: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

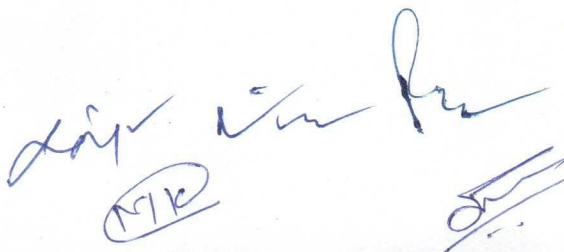
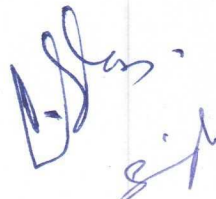
Course Description: This course delves into the complexities of International Human Resource Management (IHRM), exploring globalization's impact on HR practices, international staffing, and managing human resources in a global context. Students will examine critical areas like expatriation, international compensation, performance management, and the challenges of repatriation. The course also considers HRM practices within the host country contexts, offering insights into managing a diverse workforce across borders.

Course Objectives:

1. To understand the global role and challenges faced by HRM professionals in an international context.
2. To explore the process of international staffing, including the selection, training, and management of expatriates.
3. To analyse international compensation strategies and performance management systems.
4. To examine the repatriation process and its implications for both the individual and the organization.
5. To understand HRM practices in host countries, including legal, social, and economic factors that impact these practices.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will explain the differences between domestic HRM and IHRM, including the impact of cultural factors.
2. Students will demonstrate knowledge of international staffing processes, including expatriation and repatriation challenges.
3. Students will analyse international compensation and performance management strategies.
4. Students will evaluate the repatriation process and its importance in maintaining a successful international assignment.
5. Students will assess the HRM practices in host country contexts and their implications for multinational organizations.

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Course Content:

Unit 1: INTRODUCTION OF IHRM (10 Lectures)

Globalization and international business. Internationalization of Human Resource Management (HRM). Forms of IHRM. State of development of HRM. Difference between domestic and IHRM. Global role of HRM professionals. Impact of culture, using Hofstede's model, on IHRM practices and policies. Constraints in managerial and HR practices and processes. HRM and global economic crisis. Implications of international growth: Mergers, acquisitions and international joint ventures on IHRM.

Unit 2 : STAFFING INTERNATIONAL ORGANIZATIONS (10 Lectures)

International human resource planning, Concept of expatriation, Role of expatriates and non-expatriates, Categories of international assignees and international assignments, Approaches to international staffing, Recruitment and selection of expatriates, Features of successful IA selection programs, Challenges to effective selection of IAs, Culture shock, Type of expatriate assignments, Failure of expatriation, Gender issues and dual career couples

Unit 3: MANAGING HUMAN RESOURCE (16 Lectures)

Training and development - Importance of training for international managers, Training strategies, Important elements of training, Role of pre-departure training, Nature and development of a global mind-set, Emerging trends in training for competitive advantage, and Staff development through international assignments.

International compensation - Objectives of international compensation, Key components of international compensation, Approaches to international compensation, Expatriate remuneration (models), Major problem areas in expatriate compensation, Remuneration issues at international level, Issues in international compensation – managing taxes, Major approaches of managing taxes, International compensation administration, and Designing international compensation strategy.

International Performance management: Nature of international performance management (IPM), Purposes and roles of IPM, Factors moderating subsidiary performance, Performance management as a control mechanism, Process of managing performance of international employees and foreign managers, Reasons for failure of international performance Management system, Challenges to effective IPM system, Managing the IPM system, Overcoming IPM challenges, Guidelines for effective IPM, and Conceptual model of expatriate performance management.

International Industrial Relations: Nature of International Industrial Relations (IIR), Approaches to IIR, Key players in IIR, Extent of disputes, Factors influencing MNCs' choice of IR strategy, Employers' IR strategy options, Factors influencing HQ's intervention in IIR issues of subsidiaries, Strategic Issues before employees/trade unions, Trade unions and international IR, Response of trade unions to MNCs,



Issues before the government, Forms of government intervention in IIR issues, Health and safety issues and The issue of social-dumping.

Unit 4 : REPATRIATION AND RE-ENTRY (6 Lectures)

Concept and reasons for repatriation, Planning for re-entry, Repatriation process, Benefits from returnees, Challenges of re-entry, Individual reactions to re-entry, MNC's responses, Importance of well-designed repatriation process, Repatriation management: designing a repatriation program, Evaluating the expatriate assignment and Tips for successful repatriation.

Unit 5: HRM IN HOST COUNTRY CONTEXTS (8 Lectures)

Social, legal, economical, and technological environment in the host country. Standardization and adaptation of work practices, HR implications of language standardization. Retaining, developing and retrenching staff. Managing host country employees. Monitoring the HR practices of host country subcontractors and long-distance supervision

Reading Lists:

1. Essential Readings

- Dowling, P. J. (2017). *International human resource management* (6th ed.). Cengage Learning India Private Limited.
- Briscoe, D., Schuler, R., & Tarque, I. (2011). *International human resource management: Policies and practices for multinational enterprises*. (4th ed.) New York: Routledge.
- Edwards, T., & Rees, C. (2016). *International human resource management: Globalisation, national systems, and multinational companies* (3rd ed.). Pearson.

2. Additional Readings

- *International Journal of Human Resource Management*
- *Journal of Contemporary Management; recent issues*
- Nankervis, A., Chatterjee, S., & Coffey, J. (2006). *Perspectives of Human Resource Management in Asia Pacific*. Sydney: Pearson Education Australia.
- Royal Civil Service Commission. (2012). *Bhutan Civil Service Rules and Regulations*.
- Scullion, H., & Linehan, M. (2005). *International human resource management*. Basingstoke: Palgrave Macmillan.
- Aswathappa, K., & Dash, S. (2012). *International human resource management: Text and cases*. (2nd ed.) New Delhi: Tata McGraw-Hill Publishing Company Limited.
- Ministry of Labour and Human Resources. (2007). *Labour and Employment Act of Bhutan 2007*.



COURSE CODE: MBA227B

COURSE NAME: MEASUREMENT IN HR

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course provides a comprehensive overview of HR audit, HR accounting, and HR analytics, essential tools for enhancing organizational performance. Students will explore the processes, models, and applications of HR audits, delve into the fundamentals and models of HR accounting, and gain insights into various types of HR analytics, including descriptive, diagnostic, predictive, and prescriptive analytics.

Course Objectives:

1. To understand the concepts, needs, and objectives of HR audits and their role in business improvement.
2. To explore the application of HR audits in various HR functions, including planning, training, and performance management.
3. To analyse the fundamentals and models of HR accounting and their significance in organizational decision-making.
4. To develop a strong foundation in HR analytics, including HR metrics, indicators, and data analysis.
5. To learn and apply different types of HR analytics, such as descriptive, diagnostic, predictive, and prescriptive analytics.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will explain the concept and components of HR audits and their role in improving business performance.
2. Students will demonstrate the application of HR audits in HR planning, training, and other key areas.
3. Students will analyse different models of HR accounting and their practical implications.
4. Students will gain a comprehensive understanding of HR analytics, including key metrics and data analysis techniques.
5. Students will apply various HR analytics methods to interpret and optimize HR functions in an organizational context.

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Course Content

Unit 1: FUNDAMENTALS OF HR AUDIT

Concept, Needs and Objectives of HR audit. HR audit Components and Benefits. Role of HR audit in business improvement. Process and approaches to HR Audit. Models of HR Audit

Unit 2: APPLICATION OF HR AUDIT

Application of Audit in HR Planning, HR training and development, industrial relations, managerial compliance, Performance management system and corporate strategies.

Unit 3: FUNDAMENTAL AND MODELS OF HR ACCOUNTING

Definition of Human Resource Accounting, Importance and Need of HRA, Basic premises of HRA, Objectives of HRA, Characteristics of HRA; and Advantages and limitations of HRA.

Models - The Lev and Schwartz Model, The Eric Flamholtz Model, Morse Model, Likert Model and Ogan's Model

Unit 4: FUNDAMENTALS OF HR ANALYTICS

Introduction to HR Analytics, Conceptual framework of HR Analytics. Analytical foundations of HR Measurement - HR Indicators, Metrics and Data.

Unit 5: TYPE OF HR ANALYTICS

Descriptive analytics - Descriptive tools of HR Analytics, Bringing HR and Finance together, Types of HR Metrics. Diagnostic Analytics – Meaning, purpose and process of diagnostic analytics and its implications. Predictive Analytics - Introduction to predictive analytics tools, Choosing Predictive Analytic Models for quantitative data, Interpreting Predictive Analytics Results. Prescriptive Analytics - Process of Prescriptive Analytics, Contextualized Prescriptions, Optimization through Prescriptive Analytics and Responding to HR Challenges through Prescriptive Analytics.

Recommended Text:

- Rao, T.V. (2014). HR Audit. Response Books, SAGE Publications.
- Flamholtz, E. G. (1999). Human Resource Accounting-advances in concepts, Methods, and Applications. Kluwer Academic Publishers.
- Bhattacharyya, D.K. (2017). HR Analytics: Understanding Theories and Applications (First Edition). New Delhi: Sage publication.
- Rao, T.V. (2014). HRD Audit: Evaluating the Human Resource Function for Business Improvement (2nd Edition). Sage Publication.
- Nisamudheen, T. And Mufliha, S. (2016). Human Resource Accounting and Auditing. LuLu Publication.

Suggested Reading

- Fred, M.O. and Kinange U.M. (2015), "Overview of HR Analytics to maximize Human capital investment".
- HR Analytics - Extent of its Utility in Making Strategic Business Decisions in its Sector by L Ravikiran and Kambam Vedanta.
- The Rise of HR Analytics: A Preliminary Exploration by Dag Oivind Madsen, University College of Southeast Norway and Kare Slatten, University College of Southeast Norway.

STREAM C: FINANCE SPECIALIZATION

COURSE CODE: MBA224C

COURSE NAME: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course offers an in-depth understanding of financial derivatives, including forwards, futures, options, and swaps, focusing on their mechanics, valuation, and role in managing financial risk. Students will explore various types of financial risks, the functioning of options and futures markets, and the strategies for hedging and managing market risk using derivatives.

Course Objectives:

1. To understand the fundamental concepts and purposes of financial derivatives and their role in trading.
2. To identify and analyse different types of financial risks and their implications in financial markets.
3. To explore the valuation methods for options, including the Binomial Option Pricing Model and the Black-Scholes Model.
4. To examine the mechanics, trading strategies, and differences between futures and forward contracts.
5. To learn the mechanics of swaps, particularly interest rate swaps, and strategies for managing market risk.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will explain the meaning, purpose, and types of financial derivatives and their trading mechanisms.
2. Students will identify and differentiate between various types of financial risks, including systematic and unsystematic risks.
3. Students will demonstrate knowledge of options trading, including the valuation of options using different models.
4. Students will analyse the relationship between futures and forward prices and their respective markets.



5. Students will apply hedging strategies using swaps and understand the relationship between delta, theta, and gamma in managing market risk.

Course Content :

Unit 1: INTRODUCTION:

Investment: Nature & objectives, Investments versus Speculation & Gambling, Investment Process and environment. **Portfolio Management:** Meaning, attributes, significance and process of Portfolio Management, Portfolio manager and his role

Unit 2: SECURITIES MARKET:

Meaning and Importance; Security Market: Primary and Secondary Markets: Role and Functions, Participants of Security Market: Securities and Exchange Commission, Domestic Investors and Foreign Institutional Investors, Merchant Bankers, Underwriters, Brokers and Speculators

Unit 3: STOCK MARKET IN INDIA AND DEMAT TRADING:

Meaning and function of Indian Stock Markets, Stock Market Indices, Stock Exchange: NSE and BSE. DEMAT Trading: Meaning and Significance; Role of Depositories and Custodian of Securities in DEMAT Trading

Unit 4: SECURITY ANALYSIS BASICS:

Fundamental Analysis: Economy analysis, industry analysis and company analysis, weaknesses of fundamental analysis. Technical Analysis: Assumption, Advantages, Challenges, Types of Charts, Technical Trading Rules and Indicators Technical Analysis vs. Fundamental Analysis.

Unit 5: PORTFOLIO ANALYSIS & MANAGEMENT:

Risk-Return Tradeoff, Determinants of Required Rates of Return and Relationship between Risk and Return, Risk-free rate and its influencing factors and Risk Premium, Valuation of bonds and shares: Bond Valuation: Meaning, Types, Bond Prices, Bond Return, Risks in Bonds. Equity Valuation: Meaning, Concept of Present Value, Share Valuation Models. Markowitz Portfolio Selection Model: Efficient set of portfolios, Optimal Portfolio selection, Limitations of the Model. Capital Asset Pricing Model (CAPM): Meaning, Assumptions & Limitations of CAPM.

Suggested Readings:

- Fisher & Jordon: Security Analysis & Portfolio Management (PHI)
- Avadhani, V. A.: Security Analysis & Portfolio Management (PHI)
- Bhalla, V. K: Investment Management (S. Chand)
- Pandian, P: Security Analysis & Portfolio Management (Vikas)

COURSE CODE: MBA225C

COURSE NAME: RISK MANAGEMENT AND DERIVATIVES

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: This course provides a comprehensive exploration of financial derivatives, including forwards, futures, options, and swaps. It covers the trading mechanisms, valuation methods, and the regulatory framework governing these instruments. Students will also learn about the various sources of financial risk and the strategies used to manage and hedge against these risks in the financial markets.

Course Objectives:

1. To introduce the fundamental concepts, purposes, and types of financial derivatives.
2. To identify and differentiate between various sources of financial risk.
3. To explore the mechanics and valuation of options, including advanced models like Binomial and Black-Scholes.
4. To understand the trading, pricing, and regulatory aspects of futures contracts.
5. To examine the structure and valuation of swaps and their role in managing market risk.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will understand the basic concepts and purposes of derivatives, including their types and trading specifications.
2. Students will identify and analyse different types of financial risks, including systematic and unsystematic risks.
3. Students will demonstrate knowledge of options trading and valuation using models such as Binomial and Black-Scholes.
4. Students will evaluate the relationship between futures and forward contracts, and compare futures with options.
5. Students will apply knowledge of swaps to manage market risk, including understanding hedging strategies and the relationship between delta, theta, and gamma.



Course Content

Unit 1: INTRODUCTION TO DERIVATIVES

Meaning and purpose of derivatives; forward contracts future contracts options, swaps and other derivatives; Type of trader; Trading future contracts; Specification of the future contracts; Market Settlement and regulations.

Unit -2: SOURCES OF FINANCIAL RISK:

Meaning, Objectives and Types: Systematic and unsystematic risk. Credit Vs market, default risk foreign exchange risk, interest rate risk, purchasing power risk etc.

Unit -3: OPTIONS:

Types of options; Options trading; Margins; Valuation of options; Binomial Option; Pricing Modal; Black-Scholes model for Call Option; Valuation of put Options; Index options; option market exchange traded options, over- the counter options, quotes trading, margins, clearing, regulation and taxations; Warrants and convertibles.

Unit IV: FUTURES:

Hedgers and speculators; Future contracts; Future market clearing house margins, trading future positions and taxation; Future prices and spot prices; Forward prices; vs. future prices; Futures vs. options.

Unit V: SWAPS:

Mechanics of interest rate swaps, valuation of interest rate, swaps currency and its valuation. Managing Market Risk: Hedging schemes, delta hedging, relationship between delta, theta, and gamma.

Suggested readings:

- Rajiv Srivastava: Derivatives and Risk Management (Oxford)
- Rustagi: Derivatives and Risk Management (Taxmann)
- Madhumathi, Ranganathan: Derivatives and Risk Management (Pearson)
- Chance, Brooks, Dhamija: An Introduction to Derivatives and Risk Management (Cengage)
- Janakiraman: Derivatives and Risk Management (Pearson)
- Agarwal: Financial Derivatives and Risk Management (HPH)
- Khatri: Derivatives and Risk Management (PHI)

Study Material: Textbooks, Reference Books, IGNOU Material

COURSE CODE: MBA226C

COURSE NAME: FINANCIAL MARKETS AND SERVICES

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions


Course Description: The Financial Markets and Services course covers basic theories related to finance markets, applies those to understand national and global monetary and other related economic variables, and discusses recent finance market developments and controversies¹. The course introduces financial institutions and other market participants, their roles in the financial system, and how they interact with each other.

Course Objectives:

1. To introduce the components and functions of the financial system, highlighting its role in economic development.
2. To provide an understanding of financial markets, including the structure and instruments of money and capital markets.
3. To familiarize students with financial institutions, their types, and their contributions to the economy, with a focus on commercial banks, DFIs, and insurance companies.
4. To explore the concept, nature, and regulatory framework of financial services, including the role of merchant banking in issue management.
5. To introduce key financial instruments and services such as mutual funds, leasing, venture capital, credit rating, and factoring.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will understand the structure of the financial system and its impact on economic development, particularly in the Indian context.
2. Learners will be able to explain the functioning of financial markets, including money and capital markets, and the role of institutions like SEBI and stock exchanges.
3. Graduates will gain knowledge of financial institutions and their roles in project financing, capital market development, and the growth of the economy.
4. Students will understand the scope of financial services, including the regulatory framework and the responsibilities of merchant bankers.

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5. Learners will be equipped with an understanding of mutual funds, leasing, venture capital, and other financial services, as well as how to evaluate these options in financial decision-making.

Course Content:

UNIT 1 : FINANCIAL SYSTEM AND ITS COMPONENTS (12 Lectures):

Introduction, functions of financial system and its components, Role of Financial System in Economic Development – Financial Markets and Financial Instruments, and institutions financial intermediation flow of funds matrix financial system and economic development. An overview of Indian financial system

Unit 2: FINANCIAL MARKETS (12 Lectures):

Money market: functions, organisation, and instruments. Role of central bank in money market; Indian money market - An overview. Capital Markets functions, organisation, and instruments. Indian debt market; Indian equity market - primary and secondary markets; types of money market instruments- money at call, treasury bill, certificates of deposits, commercial papers, Role of stock exchanges in India. Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.

Unit 3: FINANCIAL INSTITUTIONS (12 Lectures):

Definition, types, role in economic development, Commercial banks: emergence of private sector bank after liberalization, financial innovation in commercial banks. Commercial banking introduction, its role in project finance and working capital finance; Development Financial institutions (DFIs) - An overview and role in Indian economy; Life and non-life insurance companies in India; Mutual Funds - Introduction and their role in capital market development. Non-banking financial companies (NBFCs).

Unit 4. FINANCIAL SERVICES (12 Lectures)

Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India, Overview of financial services industry: Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers, Merchant banking pre and post issue management, underwriting. Regulatory - framework relating to merchant banking in India, – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.

UNIT 5 :MUTUAL FUNDS, LEASING, HIRE-PURCHASE AND VENTURE CAPITAL (12 Lectures)

Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India, Mutual Funds: Concept and Objectives, Functions and Portfolio Classification, Debt Securitisation – Concept and Application – De-mat Services - need and Operations-role of NSDL and CSDL. Allied Financial

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Services Venture capital finance; Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Credit Rating – Meaning & Functions, Insurance Services, – Factoring – Forfaiting. Discounting. Factoring services, bank guarantees and letter of credit; Credit rating: Financial counselling.

Recommended Text Books


1. M Y Khan, “Financial Services”, TMH, 7th edition
2. Ravi M. Kishore, “Financial Management”, Taxman’s, 6th edition.
3. Bhole. L.M. and Jitendra Mahakud “Financial Institutions & Markets – Structure, Growth & Innovations”, TMH 5th edition.
4. Clifford Gomez, “Financial Markets, Institutions and Financial Services”, PHI, Eastern Economy Edition.

Suggested Readings:

1. Anthony Saunders & Marcia Millon Cornett, “Financial Markets & Institutions”, TMH, 5th edition.
2. Structure of Financial System: – Capital Markets – Money Markets —, Organization and Management, Consumer, and housing finance;

Contemporary literature shall be recommended by the concerned teacher

Case Studies: Five to seven Case studies will be discussed covering various topics.



COURSE CODE: MBA227C

COURSE NAME: TAX PLANNING AND MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description: The course integrates the tax, legal, family and business issues involved in planning for the estate and retirement of the business owner, the professional and the executive it also helps in Preparing and implementing tax plans for individuals and families. Understanding tax implications required for estate planning, The Course include Estate and Gift Taxation, Estate Planning, and Income Taxation in Personal Financial Planning.

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Objective:

1. To understand the Nature and Scope of Tax Planning and Management
2. To explain Concept of Company; Indian and Foreign Company, Income of Company
3. To describe the various aspects of Tax Planning, Tax Avoidance, Tax Evasion and Tax Management
4. To illustrate the Constitutional framework of Indirect Taxes
5. To interpret the various aspects of Levy and Collection of GST and Taxable Events

Course Outcome: Upon successful completion of this course, students will be able to:

1. Examine and apply the provisions of Income Tax
2. Assess and Interpret the norms of Corporate Tax
3. Relate and Justify the core concept of Tax planning
4. Evaluate and Relate to the various norms of GST
5. Examine and schedule the Levy and Collection of GST and Taxable Events

Course Content

Unit-1: INCOME TAX (10 Lectures):

Nature and Scope of Tax Planning and Management, Tax; Types of tax, Gross Total income and Total Income, Assessment Year and Previous Year, Residence and Tax Liability, Exempted Income. Income from Salary, Income from Business and Profession and Capital Gain, Income from Salary, Tax Planning-



Salary, Income from House Property and Tax Planning, Profits and Gains from Business or Profession, Tax Planning and Profits and Gains from Business or Profession

Unit-2: CORPORATE TAX (10 Lectures)

Concept of Company; Indian and Foreign Company, Income of Company; Indian Income, Foreign Income, Receipt of Income and Accrual Income, Set off and Carry Forwarded Losses of Company; Normal and Special Provision, Computation of Taxable Income of Company, Minimum Alternative Tax and Dividend Tax, Assessment of Individual and Firms, Income from Capital Gains, Income from Other Sources, Assessment of Individuals and Firms.

Unit-3: TAX PLANNING (10 Lectures)

Tax Planning, Tax Avoidance, Tax Evasion and Tax Management, Tax Planning V/s Tax management, Tax planning with respect to Setting up a new business, Tax planning with respect to location and nature of business, Tax Planning in Functional Management, Corporate Strategies, Managerial Decisions, Corporate Tax Planning in India, Tax Planning and Financial Decisions, Tax Planning for New Business. Tax Management, Special Tax Provisions, Tax Planning in respect of amalgamation or de-merger of companies, Corporate failure and contraction, Tax implication of foreign collaboration agreements, Tax Management, Non-Resident Taxation and Tax Management.

Unit-4: GST (10 Lectures)

Introduction Constitutional framework of Indirect Taxes before GST (Taxation Powers of Union & State Government); Concept of VAT: Meaning, Variants and Methods; Major Defects in the structure of Indirect Taxes prior to GST; Rationale for GST; Structure of GST (SGST, CGST, UTGST & IGST); GST Council, GST Network, State Compensation Mechanism, Registration.

Unit-5 LEVY AND COLLECTION OF GST TAXABLE EVENT (10 Lectures):

“Supply” of Goods and Services; Place of Supply: Within state, Interstate, Import and Export; Time of supply; Valuation for GST- Valuation rules, taxability of reimbursement of expenses; Exemption from GST: Small supplies and Composition Scheme; Classification of Goods and Services: Composite and Mixed Supplies.

Textbooks:

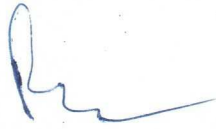
- Singhania, V. K.: Direct Taxes-Law and Practice (Taxmann)
- Srinivas, E. A.: Corporate Tax Planning (TMH)
- Singhania, V. K.: Income Tax Laws & Practice (Taxmann)
- Mehrotra, H. C.: Income Tax Law & Practice (Sahitya Bhawan)
- Lakhotia: Tax Planning & Management (Kalyani)
- Gaur & Narang: Tax Planning & Management (Kalyani)
- Union Budget, Finance Bill for relevant Financial Year

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- Gupta, S.S.:GST- How to meet your obligations (Taxmann)

Suggested Readings:

- E.A. Srinivas, Corporate Tax Planning, Tata McGraw Hill.
- Vinod K. Singhania, Taxmann's Direct Taxes Planning and Management.
- V.S. Sundaram, Commentaries on the Law of Income- Tax in India, Law Publishers, Allahabad.
- A.C. Sampath Iyengar, Law of Income Tax, Bharat Publishing House, Allahabad.
- Taxman, The Tax and Corporate Law Weekly.
- Bhagwati Prasad, Direct Taxes Laws Practice, Wishwa Prakashan



**STREAM D: ENTREPRENEURSHIP, RURAL DEVELOPMENT & AGRI-BUSINESS
MANAGEMENT**

COURSE CODE: MBA224D

COURSE NAME: AGRI-BUSINESS MARKETING & SUPPLY CHAIN

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description:

This course provides an in-depth understanding of the agricultural market structure and agribusiness strategies, focusing on marketing mix design, market segmentation, and consumer behavior. It explores agricultural input marketing, including distribution channels and pricing policies, with an emphasis on the roles of cooperatives and private sectors. The course also delves into modern supply chain management (SCM) practices, procurement strategies, and the application of IT tools for optimizing performance, planning, and scheduling in agribusiness.

Course Objectives:

1. To introduce students to the agricultural market structure, agribusiness marketing strategies, and the significance of market segmentation and targeting.
2. To provide insights into agricultural input marketing, including pricing policies, distribution channels, and the roles of public and private sectors.
3. To explore supply chain management in the agricultural sector, highlighting the shift from traditional to modern approaches.
4. To equip students with knowledge on procurement management, inventory control, and contract farming within the agricultural supply chain.
5. To familiarize students with IT tools and their role in enhancing supply chain management, performance measurement, and e-business in agribusiness.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will understand the structure of agribusiness markets and develop strategies for effective product management, pricing, and promotion.
2. Learners will gain knowledge of agricultural input marketing and the roles of cooperatives, public, and private sectors in agribusiness.

3. Graduates will be able to differentiate between traditional and modern supply chain management approaches and apply relevant concepts in agribusiness.
4. Students will learn procurement and inventory management techniques, including JIT and vendor-managed inventory, applicable to the agricultural supply chain.
5. Learners will be equipped to leverage IT tools for advanced planning, scheduling, and performance measurement in the agricultural supply chain.

Course Content

Unit-1: INTRODUCTION

Agricultural market structure and strategy - meaning & significance, agribusiness marketing environment, design of marketing mix, market segmentation and targeting, determinants of consumer's behaviour. Product management decisions, new product development; product life cycle. Pricing policies and practice for agribusiness. Distribution Management and Promotional management in agribusiness.

Unit-2: AGRI-INPUT MARKETING VARIATIONS

Agricultural input marketing-meaning and importance. Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types-farm and non-farm, role of cooperative, public and private sectors in Agri-input marketing. Seeds and fertilizers- Importance of agribusiness related issues. Prices and pricing policy: subsidy on fertilizers; marketing system. Role of IFFCO and KRIBHCO in fertilizer marketing. Plant Protection Chemicals marketing system. Electricity/Diesel Oil-marketing and distribution system; Electricity pricing / subsidy for agriculture use.

Unit-3: SUPPLY CHAIN

Supply Chain: Changing Business Environment. SCM: Traditional versus Modern Supply Chain Management Approach; Operations Management in Supply Chain, Basic Principles of Manufacturing Management.

Unit-4: PROCUREMENT

Procurement Management in Agri-Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming. Classification of Purchases Goods or Services, Inventory Management. Material Requirements Planning, Just in-Time (JIT), Vendor Managed inventory (VIM). Role of Logistics Management.

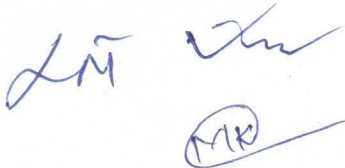
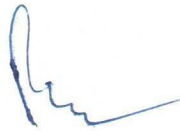
Unit-5: ROLE OF IT TOOLS

IT Application in SCM; Advanced Planning and Scheduling; SCM in e-business, role of knowledge in SCM. Performance Measurement and Controls In Agri-Supply Chain Management using IT.

Suggested Readings:

- Ramaswamy, Namakumari: Marketing Management (Macmillan)
- Acharya, Agrawal: Agricultural Marketing in India (OUP)
- Altekari: Supply Chain Management-Concepts and Cases (PHI)
- Venugopal et al: Agri-input Marketing in India (Sage)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA225D

COURSE NAME: MANAGING COOPERATIVES AND FARM BUSINESS

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description:

This course offers a comprehensive exploration of cooperative administration and farm business management. Students will gain insights into global perspectives on cooperatives, the role of management in cooperative settings, and the fundamentals of farm business. The course covers the management of farm operations, finance, and risk, providing practical knowledge on decision-making and resource management in agricultural enterprises.

Course Objectives:

1. To understand the global perspective and ecological framework of cooperative administration.
2. To explore the principles and practices of farm business management.
3. To analyse farm machinery production, marketing, and distribution channels.
4. To develop skills in farm planning, budgeting, and financial analysis.
5. To examine strategies for managing risk and uncertainty in farm business operations.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Articulate the nature and purpose of cooperatives and their role in economic development.
2. Apply principles of farm management to make informed business decisions.
3. Evaluate the production and marketing aspects of farm machinery.
4. Utilize tools for effective farm planning, budgeting, and financial analysis.
5. Implement strategies to manage risks and uncertainties in farm business management.

Course Content

Unit-1: INTRODUCTION:

Cooperative administration - a global perspective. Ecology of cooperative administration, Cooperative sectors and economic development. Cooperative management - nature function and purpose of cooperatives - procurement, storage, processing, marketing, process of cooperative formation, role of leadership in a cooperative management. HR issues. Role of State.

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Unit-2: FARM BUSINESS FUNDAMENTALS:

Nature, scope, characteristics and role of farm business management; farm management decisions; farm management problems. Principles of farm management decisions-principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc.

Unit-3: FARM OPERATIONS MACHINERY:

Farm machinery-Production, supply-demand, Marketing and distribution channels of farm machines; marketing of farm machines/implements/Equipments.

Unit-4: FARM BUSINESS FINANCE:

Tools of farm management and farm business analysis-farm planning and budgeting ; Farm records and accounts, types and problems in farm records and accounts, net worth statement, farm efficiency measures.

Unit-5: RISK AND UNCERTAINTY:

Management of farm resources-Land, Labour, Farm machinery, Farm building, etc. Risk and uncertainty in farming-sources of uncertainty in farming, management strategy to counteract uncertainty and decision making process in farm business management under risks and uncertainty.

Suggested Readings

- Heady & Jensen: Farm Management Economics (PHI)
- Kapoor et al: Fundamentals of farm Business Management (Kalyani)
- Kahlon & Singh: Economics of farm Management in India (Allied)
- Panda: Farm Management & Agricultural Marketing (Kalyani)
- Akmat: New dimensions of cooperative management (HPH)
- Sah: Professional Management for the Cooperatives (Vikas)

Study Material: Text Books, Reference Books, IGNOU Material



COURSE CODE: MBA226D

COURSE NAME: FOOD TECHNOLOGY, PROCESSING AND RETAIL

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description:

This course offers a comprehensive overview of the food industry in India, including its current status, operational processes, and competitive position globally. It delves into food processing, quality standards, and the dynamics of food retailing and marketing. Students will explore the complexities of food preservation, industry regulations, and emerging trends in retail while addressing ethical issues and CRM strategies in the food sector.

Course Objectives:

1. To understand the current status and organizational structure of the food industry in India.
2. To analyse food processing methods, preservation techniques, and packaging innovations.
3. To examine quality standards and regulations impacting various food industry segments.
4. To explore the dynamics of food retailing, including market trends and consumer behaviour.
5. Apply CRM principles and ethical considerations in food retail management.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the operational processes and competitive landscape of the Indian food industry.
2. Evaluate food processing and preservation techniques and their impact on product quality.
3. Identify and interpret key quality standards and regulations affecting the food industry.
4. Assess emerging trends and practices in food retailing and their influence on consumer preferences.
5. Develop strategies for effective CRM and address ethical issues in food retail management.

Course Content

UNIT-1: FOOD INDUSTRY / FOOD PROCESSING IN INDIA:

Present status of food industry in India; Organization in food industry; Introduction to operations of food industry-processing, storage, handling and distribution. Basic principles of food processing and food preservation. Packaging of foods. Canning. India's Competitive Position in World Food Trade, Foreign Investment in Global Food Industry.

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UNIT-2: FOOD INDUSTRY AND QUALITY STANDARDS:

Analysis of food industries-milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionery, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing. Laws and regulations related of food industry; Role of FSSAI, PFA, ISO, etc.

UNIT-3: FOOD RETAIL:

Introduction to International Food market and Food Retailing, The Nature of Change in Retailing, Organized Retailing in India, E-tailing and understanding food preference/consumption of Indian Consumer. Demographic and Psychographic factors affecting Food Pattern of Indian Consumer. Value Chain in Food Retailing, Emerging trends in food wholesaling and retailing. .

UNIT-4: FOOD RETAIL MARKETING MIX:

4 P's in Food Retail Management, Brand Management in Retailing, Merchandise Pricing, Pricing Strategies used in conventional and non-conventional food retailing, Promotion mix for food retailing. Managing Retail Operations, Managing Retailers Finances, Merchandise buying and handling. Logistics, procurement of Food products and Handling Transportation of Food Products.

UNIT-5: CRM AND ETHICAL ISSUES:

Customer Relationship Management, Managing Human Resources in food-retailing. Legal and Ethical issues in Retailing. Organic and diet-friendly foods. Case of KFC in India.

Suggested Readings:

- India Food Report (Latest)
- Norman N Potter: Food Science (CBS)
- B Srilakshmi: Facts and Foods (New Age)
- Acharya, Agrawal: Agricultural marketing in India (Oxford)
- Potli, Mulky: Food Processing (Oxford)

Study Material: Textbooks, Reference Books, IGNOU Material



COURSE CODE: MBA227D

COURSE NAME: TECHNOLOGIES FOR RURAL DEVELOPMENT AND ENTREPRENEURSHIP

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions

Course Description:

This course explores the role of technology in enhancing rural development and agribusiness. It covers modern technological interventions including remote sensing, GPS, and info-delivery systems, and their applications in rural settings. Students will examine technology management for livestock and veterinary practices, and learn about advancements in agricultural and horticultural technologies, focusing on entrepreneurial opportunities and sustainable practices.

Course Objectives:

1. To examine the role of technology in rural development and agribusiness.
2. To understand the applications of remote sensing, GIS, and GPS in agribusiness.
3. To explore techniques for effective data collection, storage, and analysis in rural settings.
4. To investigate technological advancements in livestock management and veterinary practices.
5. To analyse innovations in horticulture and vegetable production, including biotech and precision farming.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the impact of technology on rural development and agribusiness.
2. Utilize remote sensing, GIS, and GPS technologies for effective land and resource management.
3. Apply data collection and analysis techniques to improve agribusiness and rural information systems.
4. Implement technological solutions in livestock management and veterinary care.
5. Assess and apply advancements in vegetable production and horticulture to promote agripreneurship and sustainable practices.

Unit-1: INTRODUCTION:

Role of Technology in development w.s.r. to rural areas. Technological Interventions of the 21st century for Entrepreneurial ventures. Information Systems for Agribusiness and rural development. Village

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Knowledge centers. Database Management. Current scenario in Agri-information systems – challenges and opportunities for rural entrepreneurship.

Unit-2: REMOTE SENSING & GPS:

Concepts related to Remote Sensing, satellite imaging, GIS, GPS, their applications in Agribusiness and rural development. GIS based DSS. Participatory GIS. Land and water management.

Unit-3: INFO-DELIVERY SYSTEMS:

Techniques for data collection, storage and retrieval regarding soil, climate, impending disasters. Publishing information on web portals. Usage of tools for generating useful results. Data warehousing and knowledge management tools. Machine learning, AI and IoT in rural set-up.

Unit-4: TECHNOLOGY MANAGEMENT FOR LIVESTOCK/VET:

Technological Interventions in Dairy, Poultry, Plant Management. Hospital Information system for Veterinary segment.

Unit-5: TECHNOLOGY APPLICATIONS:

Technological Advancements in the floriculture and vegetables segment, Vegetable production technology; Bio-technological approaches in vegetable improvement; Hi-tech horticulture precision farming, greenhouse and polyhouse production strategies for commercial vegetable production. Agripreneurship in organic agriculture. Bio villages.

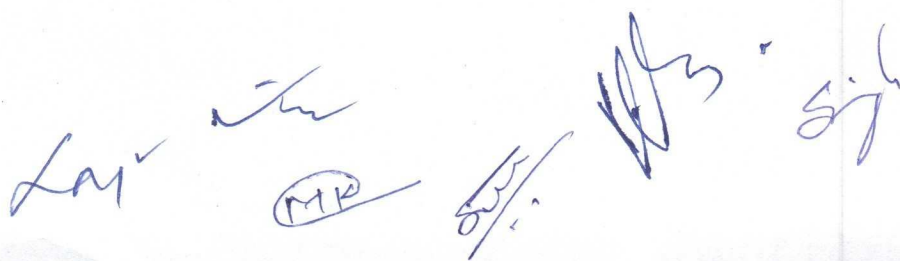
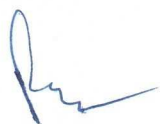
Suggested Readings:

Saha, Ravi: Rural Technology Development and Delivery (Springer)

Reddy, Bhalla: Technological Transformation for Rural India (Practical Action)

Virdi: Sustainable Rural Technologies (Daya)

Study Material: Text Books, Reference Books, IGNOU Material



STREAM E: DATA SCIENCES AND ANALYTICS SPECIALIZATION

COURSE CODE: MBA224E

COURSE NAME: DATA VISUALIZATION WITH SPREADSHEETS

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Lab Exercise, Mini assignments & projects, Case discussions

Course Description: This course focuses on advanced Excel techniques, including data visualization, functions, data validation, and macros. Students will learn to customize Excel for enhanced data analysis and reporting, work with complex functions for data manipulation, and create and format charts. Emphasis will be placed on developing skills for effective data presentation and reporting through practical applications and real-world scenarios.

Course Objectives:

1. To master data visualization techniques and customize Excel options for efficient data handling.
2. To utilize logical, lookup, and reference functions for advanced data analysis.
3. To apply data validation techniques and create complex reports using pivot tables and external data sources.
4. To develop skills in formatting worksheets and using macros for automation.
5. To create and format various types of charts to effectively communicate data insights.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Customize Excel features for improved data visualization and worksheet protection.
2. Implement and apply advanced Excel functions for effective data analysis and consolidation.
3. Design and manage complex reports, including pivot tables and data consolidation from multiple sources.
4. Use macros to automate repetitive tasks and apply advanced formatting techniques.
5. Generate and format charts to present data in a visually appealing and informative manner.

Course Content

UNIT-1: INTRODUCTION:

Overview of Data Visualization, Customizing common options in Excel, Absolute and relative cells, Protecting and un-protecting worksheets and cells

UNIT-2: WORKING WITH FUNCTIONS:

Using logical functions (AND, OR, NOT), Using lookup and reference functions (VLOOKUP, HLOOKUP, MATCH, INDEX), Vlookup with Exact Match, Approximate Match, Nested Vlookup with Exact Match, Vlookup with Tables, Dynamic Ranges, Nested Vlookup with Exact Match, Using Vlookup to consolidate Data from Multiple Sheets

UNIT-3: DATA VALIDATIONS, WORKING WITH REPORTS:

Specifying a valid range of values for a cell, Specifying a list of valid values for a cell, Specifying custom validations based on formula for a cell, Sorting tables, Creating subtotals, Multiple-level subtotals, Creating Pivot tables, Formatting and customizing Pivot tables, Using advanced options of Pivot tables, Pivot charts, Consolidating data from multiple sheets and files using Pivot tables, Using external data sources, Using data consolidation feature to consolidate data, Viewing Subtotal under Pivot

UNIT-4: FORMATTING AND MACROS:

Using auto formatting option for worksheets, Using conditional formatting option for rows, columns and cells, Relative & Absolute Macros, Editing Macro's

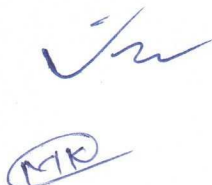
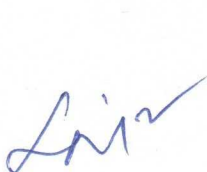
UNIT-5: WORKING WITH CHARTS:

Using Charts, Formatting Charts, Using 3D Graphs, Using Bar and Line Chart together, Using Secondary Axis in Graphs, Sharing Charts with PowerPoint / MS Word, Dynamically

Suggested Readings:

- John Walkenbach, Michael Alexander, and Richard Kusleika: Excel 2019 Bible
- John Walkenbach and Michael Alexander: Excel Dashboards and Reports
- W Winston: MS Excel Data analysis and business modeling
- Owilke: Fundamentals of Data Visualization

Study Material: Reference Material, Reference Books



COURSE CODE: MBA225E

COURSE NAME: DATA ANALYSIS USING SPSS, R AND PYTHON

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Lab Exercise, Mini assignments & projects, Case discussions

Course Description: This course introduces statistical analysis using SPSS, focusing on data handling, descriptive statistics, and basic statistical tests. It covers essential techniques for data input, cleaning, and transformation, and explores various statistical methods for analysing relationships and distributions. Students will also learn about advanced statistical concepts such as factor analysis and cluster analysis, preparing them for complex data analysis tasks.

Course Objectives:

1. To understand the fundamentals of statistics and the SPSS environment for data analysis.
2. To perform descriptive statistical analysis, including data cleaning, transformation, and visualization.
3. To apply basic statistical tests and methods for hypothesis testing and regression analysis.
4. To analyse bivariate relationships and interpret various correlation and regression techniques.
5. To explore contemporary statistical methods, including factor analysis and cluster analysis.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Navigate the SPSS environment and apply basic statistical study methods effectively.
2. Clean, transform, and analyse data using descriptive statistics and visualization tools.
3. Conduct and interpret results from fundamental statistical tests and regression analyses.
4. Assess and interpret bivariate relationships and advanced statistical techniques.
5. Apply contemporary statistical methods to perform complex data analyses and model development.

Course Content

Unit 1: INTRODUCTION:

Statistics-Need, Variables and data, SPSS environment, Introduction to several statistical study methods, data and display

Unit 2: DESCRIPTIVE STATISTICS:

Input and data cleaning, Defining variables - Manual input of data - Automated input of data and file import, Data Transformation - Syntax files and scripts - Output management Graphs and distribution shapes, Measures of center and spread, Probability, Discrete and Continuous Random Variables, Normal Distribution, Z-scores, Sample & Population, Concept of confidence interval, Testing of Normality, Dealing with non-normal Data

Unit 3: BASIC STATISTICAL TESTS:

Means - T-test - One-way ANOVA - Nonparametric tests - Normality tests, Linear correlation and regression - Multiple regression (linear)

Unit 4: BIVARIATE RELATIONSHIPS:

Bivariate correlations, Interpreting correlation coefficients, Regression Analysis, non-linear relationships, Scatterplots to demonstrate time trends, Phi coefficient, Crosstabs

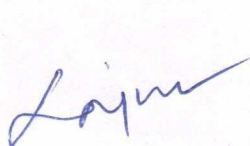
Unit 5: CONTEMPORARY STATISTICS:

Exploratory and Confirmatory FA, Cluster Analysis, Factor Analysis, Structural Equation Modeling (Concepts only)

Suggested Readings:

- Field: Discovering Statistics using SPSS (Sage)
- George, Mallery: IBM SPSS Statistics 25 Step by Step (Routledge)
- Lokesh Jasrai: Data Analysis using SPSS (Sage)
- Wikham et al: R for Data Science (O'Reilly)
- Rahlf: Data Visualization with R (Springer)
- Brown: Python-The Complete Reference (McGraw Hill)
- Guleria: Basics of Python Programming (BPB)

Study Material: Reference Material, Reference Books



COURSE CODE: MBA226E

COURSE NAME: BUSINESS INTELLIGENCE

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Lab Exercise, Mini assignments & projects, Case discussions

Course Description:

This course provides a comprehensive introduction to Business Intelligence (BI), covering its history, definitions, and real-time applications. It explores the basics of BI, different types of BI tools and technologies, and methods for architecting data. Students will also examine contemporary challenges and strategies for successful BI implementation, including data quality management and effective project planning.

Course Objectives:

1. Define Business Intelligence and understand its historical development and key concepts.
2. Explore the BI environment, its types, roles, and challenges in modern business.
3. Identify various BI types and tools, and understand their applications in Decision Support Systems (DSS).
4. Learn about data architecture, including data models, granularity, and reporting tools.
5. Address contemporary BI challenges, project planning, and strategies for creating cost-effective BI solutions.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Explain the evolution and fundamental concepts of Business Intelligence and its real-time applications.
2. Describe the BI environment, its roles, and the challenges faced in modern business contexts.
3. Differentiate between BI types and tools, and their applications in decision-making processes.
4. Architect data effectively using various models and reporting tools to support BI functions.
5. Develop strategies to overcome BI challenges, plan BI projects, and implement cost-effective solutions.

Course Content

Unit- 1: INTRODUCTION:

Introduction, Definition and History, Segments of BI, Difference between Information and Intelligence, Factors and Value Chain of BI, Understanding Real Time BI Applications

Unit 2: BI BASICS:

Understanding of BI Environment, Types & Role of BI, Understanding BI in Modern Business & different Challenges of BI

Unit 3: BI TYPES:

Introduction to different Types of BI, Variety of BI Tools, Modern BI applicative tools, Decision Support Systems (DSS) and Business Intelligence (BI), Methods & Technologies

Unit 4: ARCHITECTING DATA:

Introduction, Data Types, Enterprise Data Model, Enterprise Subject Area Model, Enterprise Conceptual Model, Enterprise Conceptual Entity Model, Granularity of the Data, Data Reporting and Query Tools, Data Partitioning, Metadata, Total Data Quality Management Tools

Unit 5: CONTEMPORARY BI:

Understanding Challenges for Business Intelligence success, Cross-Organizational Partnership, Dedicated Business Representation, Availability of Skilled Team Members, Business Intelligence Application Development methodology, Planning the BI Projects, Business Analysis and Data Standardization, effect of garbage Data on Business profitability, Importance of Meta-Data, Silver Bullet Syndrome, Customer Pain Points, Creating Cost Effective Enterprise friendly BI solutions

Suggested Readings:

- Efraim Turban, Ramesh Sharda, Dursun Delen: Business Intelligence
- Larissa T. Moss, Shaku Atre: Business Intelligence Roadmap (Wesley IT Series)
- Efraim Turban, Dursun Delen: Business Intelligence, Analytics, and Data Science: A Managerial Perspective (Pearson)
- Jeremy M. Kolb: Business Intelligence in Plain Language: A Practical Guide to Data Mining and Business Analytics
- Carlo Verzellis: Business Intelligence: Data Mining and Optimization for Decision Making (Wiley)

Study Material: Textbooks, Reference Books, Related Periodicals

COURSE CODE: MBA227E

COURSE NAME: DATA ENGINEERING

COURSE CREDITS: 4

Total Lectures: 50

Classroom Activities – 10

Pedagogy: Classroom Interaction, Discussion Lectures, Lab Exercise, Mini assignments & projects, Case discussions

Course Description:

This course provides an in-depth exploration of data engineering, including the fundamentals of Business Intelligence (BI) and Data Warehousing, data acquisition techniques, and cloud computing. It covers data visualization methods, intelligent analytics, and addresses critical security issues related to big data. Students will gain practical insights into the roles and skills of data engineers and the impact of data management on modern businesses.

Course Objectives:

1. To understand the fundamentals of Business Intelligence, Data Warehousing, and the role of Data Engineers.
2. To explore data acquisition methods, tools for collecting unstructured data, and integration with IoT devices.
3. To compare cloud computing with data engineering, and evaluate cloud storage solutions and Database as a Service.
4. To learn about data visualization techniques, intelligent analytics, and innovative data mining frameworks.
5. To address security challenges in big data, including internet security, privacy concerns, and legal aspects of data engineering.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Explain the roles and responsibilities of data engineers and their skills, and distinguish between data engineers and data scientists.
2. Demonstrate proficiency in data acquisition tools and methods, including handling unstructured data and IoT integration.
3. Analyse cloud computing technologies and their applications in data storage and management.
4. Develop and apply data visualization techniques and intelligent analytics to support decision-making processes.

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5. Identify and address security and ethical issues related to big data and data engineering in modern business environments.

Course Content

Unit-1: INTRODUCTION:

Introduction, Understanding Business Intelligence and Data Warehousing in connection with Data Engineering, exploring the concept of Extract, Transform, and Load, role and responsibilities of Data Engineers, Data engineers skill set, Data engineer vs. data scientist

Unit-2: DATA ACQUISITION:

Introduction, data literacy collection and infrastructure, tools to collect unstructured data, about Data logger, Data storage devices and different types of Sensors integrated with IoTs.

Unit-3: BIG DATABASE AND CLOUDS:

Cloud Computing vs. Data Engineering, Cloud Storage Potentials and Applications, icloud storage and its advantages, Database as a Service and its applications.

Unit-4: DATA VISUALIZATION:

Introduction to Data visualization, intelligent visual analytics, innovative data mining frameworks, intelligent decision support tools, intelligent Document Analysis

Unit-5: SECURITY ISSUES:

Big Data Challenge, Internet Security and Privacy, challenges with Data Preparations, Legal Aspects of Data Engineering, Understanding Data Ethics and its implication in modern businesses.

Suggested Readings:

- Dan Sullivan: Professional Data Engineer Study Guide (Wiley)
- Steven L. Brunton, J. Nathan Kutz: Data-Driven Science and Engineering Machine Learning, Dynamical Systems, and Control (Cambridge University Press)
- Chan, Yupo, Talburt, John, Talley, Terry M.: Data Engineering Mining, Information and Intelligence (Springer)
- Efraim Turban, Ramesh Sharda, Dursun Delen: Business Intelligence
- Larissa T. Moss, Shaku Atre: Business Intelligence Roadmap (Wesley IT Series)
- Carlo Verrellis: Business Intelligence: Data Mining and Optimization for Decision Making (Wiley)

Study Material: Textbooks, Reference Books, Related Periodicals

STREAM F: LOGISTIC AND SUPPLY CHAIN SPECIALIZATION

COURSE CODE: MBA224F

COURSE TITLE: PORT AND AIRPORT MANAGEMENT FOR LOGISTICS MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & Projects, Case discussions and Presentations

Course Description:

The course "Port and Airport Management for Logistics Management" explores the operational and strategic aspects of managing ports and airports within the context of logistics and supply chain management. It focuses on the unique challenges, opportunities, and best practices associated with transportation hubs that play crucial roles in global trade and logistics networks.

Course Description:

This course provides a comprehensive overview of port management and air transport, focusing on port structure, operations, and development. It covers key aspects of port administration, including ownership models and management practices, and explores the logistics of air transport and cargo handling. Students will gain insights into the infrastructure, services, and strategic management of ports and airports.

Course Objectives:

1. To understand the structure, functions, and services of ports, including their infrastructure and key stakeholders.
2. To learn about port operations, including berth management, cargo handling, and safety procedures.
3. To explore the phases of port development, technological advancements, and their impact on shipping and port efficiency.
4. To analyse port administration and management, including ownership structures, governance, and reform frameworks.
5. To examine air transport logistics, cargo handling, and the role of IATA in managing air freight.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the various types and functions of ports and their role in global trade and logistics.
2. Demonstrate knowledge of port operations, including berth facilities, cargo stowage, and security measures.

3. Assess the stages of port development and the influence of technological advancements on port efficiency.
4. Evaluate different port ownership and management models and their impact on port administration.
5. Understand the principles of air transport logistics, cargo handling procedures, and the role of information management in air cargo distribution.

Course Content

Unit I: PORT STRUCTURE AND FUNCTIONS

Definition - Types and Layout of the Ports – Organisational structure-Fundamental observations. Main functions and features of ports: Infrastructure and connectivity Administrative functions - Operational functions. Main services: Services and facilities for ships - Administrative formalities - Cargo transfer - Services and facilities for cargo - Additional “added value” service- Ports and their stakeholders like PHO, Immigration, Ship agents, Stevedores, CHA.

Unit II: PORT OPERATIONS

Berths and Terminals - Berth Facilities and Equipment - ship Operation – Pre shipment planning, the stowage plan and on-board stowage - cargo positioning and stowage on the terminal - Developments in cargo/container handling and terminal operation - Safety of cargo operations - Cargo security: Measuring and evaluating performance and productivity.

Unit III: PORT DEVELOPMENT

Phases of port development - Growth in world trade - Changes in growth Development in terminal operation. Shipping technology and port: Ship knowledge Ship development and port development - Port time and ship speed - Other technical development affecting port.

UNIT IV: PORT ADMINISTRATION OWNERSHIP AND MANAGEMENT

Port ownership structure- Types of port ownership and administration –Organizations concerning ports - Boards governing the ports – Port management development Rise and fall of Ports – information technology in ports. Port ownership in Indian context: Acts governing the Ports in India - Port ownership structure in India. Port reform: Framework for port reform - Evolution of ports in a competitive world Alternative Port Management Structure and Ownership Models.

UNIT V: AIR TRANSPORT

Introduction to Air Transport – Air Freight –IATA – Cargo Handling at Goods at Air Port – Information Management of Air Cargo – System and Modules – Distribution of Goods.

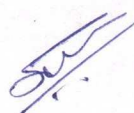
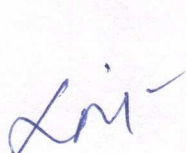
Handwritten signatures and initials in blue ink at the bottom of the page, including a large signature on the left, a circular stamp, and several other initials and signatures.

Recommended Readings:

- Patrick M.Alderton. , Port Management and Operations. Information Law Category, U.K. Reference Books
- World Bank. Port Reform Tool Kit. World Bank, Washington.

Suggested Readings:

- Maria G.Burns. 2014., Port Management and Operations. CRS Press, U.K.
- Alan E.Branch. , Elements of Shipping. Chapman and Hall, Fairplay Publications, U.K.
- De Monie. Measuring and Evaluating Port Performance and Productivity. UNCTAD, New York.



COURSE CODE: MBA225F

COURSE TITLE: SUPPLY CHAIN PLANNING

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects,

Case discussions and Presentations

Course Description:

This course provides a thorough exploration of supply chain management, focusing on planning, strategy, agility, and integration. It covers the fundamentals of supply chain planning, strategic development, and the application of lean and agile methodologies. Students will also examine demand management techniques and strategies for integrating supply chains to enhance efficiency and sustainability.

Course Objectives:

1. Understand the fundamentals of supply chain planning and management, including key components and trends.
2. Develop and assess supply chain strategies, performance metrics, and risk management approaches.
3. Explore the concepts of agility and lean thinking in supply chain management, and their practical applications.
4. Learn about demand management processes, including forecasting, planning, and balancing supply and demand.
5. Examine internal and external integration techniques, including electronic integration and collaborative planning.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the core components and trends in supply chain planning and logistics management.
2. Create and evaluate effective supply chain strategies and performance metrics.
3. Apply agile and lean thinking principles to improve supply chain efficiency and responsiveness.
4. Develop and implement demand management strategies, including sales and operations planning.
5. Integrate supply chain functions and external partners using advanced techniques for improved performance and sustainability.

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Course Content

Unit 1 FUNDAMENTALS OF SUPPLY CHAIN PLANNING

Management Components of Supply Chain Planning, Evolution of Supply Chain Management and Latest Trends, Understanding Logistics and Total Cost Management, Integrated Logistics Management, Supply Chain Structures and Supply Chain Strategies. Supply Chain Operations Reference Model (SCOR), Case Studies and Latest Updates

Unit 2 : SUPPLY CHAIN STRATEGIES

Crafting the Supply Chain Strategy, Stages of Supply Chain Strategy, Supply Chain Strategy Performance Attributes, Process Drivers of Supply Chain Performance, Supply Chain Strategy Matrix, Concept of Supply Chain Strategic Fit, Supply Chain Strategy Performance Metrics, Supply Chain Strategy and Risk Management. SCRM Maturity Model, Case Studies and Latest Updates.

Unit 3: AGILITY AND LEAN THINKING IN SUPPLY CHAIN

The Concept of Agility in Supply Chain. Agile Drivers and Practices in Supply Chain- Joint Decision, End Customer First, Shared Goal. Inter firm Planning and Control for Supply Chain. Application of Lean Thinking to Business Processes and Supply Chain. Case Studies and Latest Updates

Unit 4 DEMAND MANAGEMENT IN SCM

Components of Demand Management, Formulating Demand Strategies, Demand Planning, Developing the Demand Forecast, Creating the Supply Plan, Balancing the Demand and Supply Plans of Production, Implementing Sales and Operations Planning (S&OP) Grid in SCM., Case Studies and Latest Updates

Unit 5 INTEGRATING THE SUPPLY CHAIN

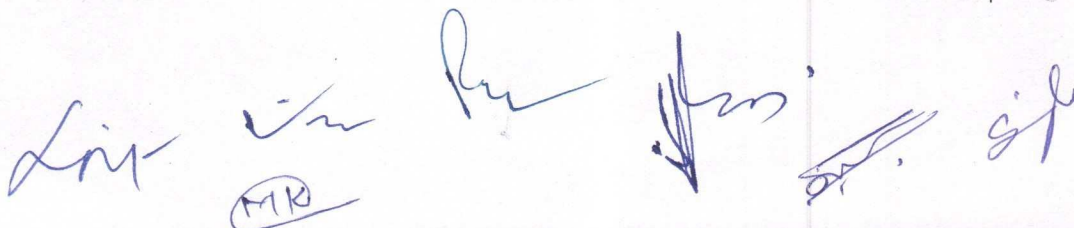
Internal Integration- Function to Function. Intercompany Integration, Electronic Integration, Efficient Customer Response (ECR) in Supply Chain. Collaborative Planning, Forecasting and Replenishment, Overview of JIT and Quick Response. Enabling Sustainability in Supply Chain Strategy Case Studies and Latest Updates.

Recommended Readings:

- David Frederick Ross, Distribution Planning and Control- Managing in the Era of Supply Chain Management (Springer)
- Supply Chain Planning and Control Product Documentation, SAP Business By Design

Suggested Readings

- Edward Frazelle , Supply Chain Strategy- The Logistics of Supply Chain Management(TMH)
- Sunil Chopra and Peter Meindle, Supply chain management (Pearson)
- D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Tata McGraw Hill, New Delhi
- Alan Harrison and Remko van Hoek, Logistics Management and Strategy (Pearson).



COURSE CODE: MBA226F

COURSE TITLE: SUPPLY CHAIN PLANNING

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description:

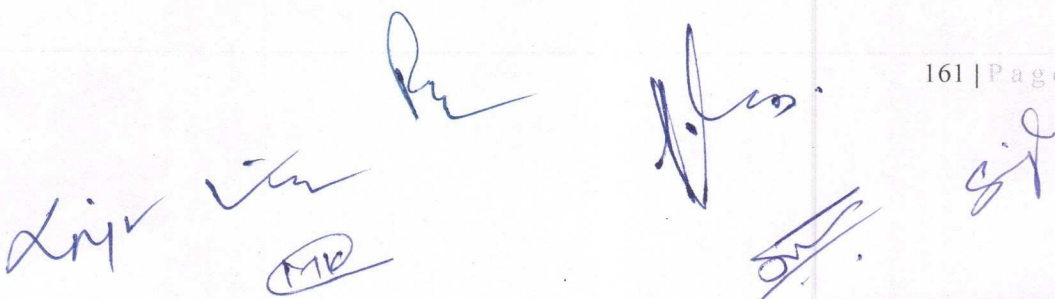
This course offers a detailed examination of logistics with a focus on rail, road, and air cargo systems. It covers the fundamentals of transportation modes, including their economic impacts and operational characteristics, and delves into air cargo management and shipment planning. Students will explore current issues, challenges, and trends in air cargo logistics, along with practical aspects of freight forwarding and handling.

Course Objectives:

1. To understand the fundamentals of rail, road, and air cargo logistics, including their characteristics and economic impacts.
2. To explore the functions and operations of air transport systems, including safety, security, and industry standards.
3. To learn about air cargo management systems, including terminology, aircraft types, and international air routes.
4. To develop skills in shipment planning, including strategies, routing, and customer service for air cargo.
5. To analyse air freight forwarding processes, including special cargo handling, documentation, and regulations.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the key features and economic significance of rail, road, and air logistics.
2. Explain the operational components and regulatory framework of air transport systems.
3. Identify and utilize air cargo management terminology, processes, and international standards.
4. Develop effective strategies for air cargo shipment planning and management.
5. Manage air freight operations, including documentation, special cargo handling, and compliance with regulations.

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Course Content

Unit 1 : FUNDAMENTALS OF RAIL, ROAD AND CARGO LOGISTICS

Modes of Transportations. Importance of Road and Rail Logistics, Characteristics of Different Modes of Logistics, Airline Marketing and Customer Service Standardization in Logistics, Air Freights for Exports and Imports. E-Way Bills. Economic Impacts of Rail and Road Networks. **Case Studies with Latest Updates.**

Unit 2 : INTRODUCTION TO AIR CARGO

Air Transport System and its Functions, Airside, Terminal Area, Landside Operations, Civil Aviation Structure, Safety and Security, Security v/s Facilitation, ICAO security manual, Training and Awareness, Rescue and Firefighting, Issues, Challenges and Future of the Air Cargo Industry. **Case Studies with Latest Updates.**

Unit 3 : AIR CARGO MANAGEMENT SYSTEM

Introduction to Air Cargo: Aviation and airline terminology, IATA, Aircraft layout, Different Types of Aircraft, Aircraft Manufacturers, International Air Routes, National and International Airports, Various Codes at Airports & Consortium, Process Flow in Air Cargo. **Latest Updates**

Unit 4 : SHIPMENT PLANNING IN AIR CARGO

Strategies and Planning, Audits, Segmentation, SWOT, Management Control, Consignee Controlled Cargo, Sales leads, Routing Instructions, Customer service, Future trends, Advices, Booking, SLI, Labeling, Volume/Weight Ratio, Shipment Planning, TACT, Air Cargo Rates and Charges, Cargo operations, Customs clearance. **Latest Updates.**

Unit 5 AIR FREIGHT AND SHIPMENT HANDLING

Air Freight Forwarding: Air freight Exports and Imports, Special Cargoes, Consolidation, Documentation, Air Way Bill (AWB), Communication in Air Cargo, Handling COD shipments, POD, Conditions of contract, Provisions for Dangerous or Hazardous Goods. **Latest Updates**

Recommended Readings:

- John J Liu, Supply Chain Management and Transport Logistics (Routledge)
- John Walter wood, Airports; some elements of designs and future development

Suggested Readings

- Simon Taylor, Air transport logistics (Hampton)
- Paul Jackson and William Brackenridge, Air cargo distributions: a management analysis of its economic and marketing benefits (Gower Press)
- Peter S. Smith, Air freight: operations, marketing and economics (Faber)
- Sung Chi-Chu, 4th Party Cyber Logistics for Air Cargo by (Kluwer)
- Mark Wang, Accelerated Logistics (Santa Monica CA)

COURSE CODE: MBA227F

COURSE TITLE: RISK MANAGEMENT IN SUPPLY CHAIN AND LOGISTICS

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description:

This course provides a comprehensive overview of risk management in supply chains, focusing on identifying, assessing, and mitigating risks. It covers operational strategies, disruption management, and approaches to creating resilient supply chains. Students will learn to handle various risks, from economic and societal impacts to disruptions caused by natural disasters and pandemics.

Course Objectives:

1. To understand the concept and process of risk management in supply chains, including tactical and strategic risk mitigation.
2. To develop operational strategies for managing supply chain risks, including inventory management and diversified supply sources.
3. To analyse and manage supply chain disruptions caused by economic, societal, and environmental factors.
4. To explore various approaches to risk management, including tools for risk identification, analysis, and response.
5. To design resilient supply chains with principles and strategies for risk compensation and business continuity.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe and apply risk management concepts and frameworks to supply chain operations.
2. Implement effective operational strategies to manage and mitigate supply chain risks.
3. Assess and respond to supply chain disruptions, considering economic, societal, and environmental impacts.
4. Utilize tools and techniques for identifying and analysing risks, and develop risk management strategies.
5. Design and evaluate resilient supply chains that ensure business continuity and risk compensation.

Course Content

Unit 1: INTRODUCTION : RISK MANAGEMENT

Risk Management: Concept and Process, An Action-Based Framework for Supply Chain Risk, Identification of Operational Hazards, Risk Assessment and Valuation, Tactical Risk Decisions and Crisis Management, Strategic Risk Mitigation, Four Operational Hedging Strategies. Effect of disruptive Supply Chain on Corporate Performance.

Unit 2: OPERATIONAL STRATEGY FOR MANAGING SUPPLY CHAIN RISKS

Introduction, Stockpile Inventory, Diversify Supply, Backup Supply, Manage Demand, Ambiguity in Risks. Decentralized Risks Management Strategy. Shared risks; Achieving an integrated approach; Identifying risks , Analysing and responding to risks ; Problems with integrating SCRM ; Levels of SCRM integration ; In summary

Unit 3: MANAGING SUPPLY CHAIN DISRUPTION

Economic Risks to Supply Chain-Demand Shock, Currency Fluctuation, Supply Shock, Industrial Unrest, Impacts of Natural Disasters, pandemics and Climate Change, Societal Risks to Supply chain, Risks and Security in Air Cargo Supply chain, Time-Based Risk Management-Response Time and Impacts, Risk and Reward Considerations.

Unit 4; APPROACHES TO RISK MANAGEMENT

Identifying Risks and its Types, Tools for Analysing Past Events, Toolsto Collect Opinions, Tools to Analyse Operations, Problems with Risks Identification, Conceptual Explanations with Examples, Development of Risk Management Techniques, Supply Chain Risk Management(SCRM) and aims of SCRM. Steps in Risk Management, Principles of SCRM. Supply Chain Management in Disaster Response.

Unit 5 : CREATING RESILIENT SUPPLY CHAINS

Concept of Resilient Supply Chain, Principles of Designing a Resilient Supply Chain, Physical Features of a Resilient Supply Chain, relationships within a Resilient Supply Chain, Risk Compensation and Business Continuity. Latest updates in Resilient Supply Chain.

Recommended readings:

- Donald Water, Supply Chain Risks Management, (Kogan Pages)
- Omra Khan & George Zsidisn , Handbook for Supply Chain and RisksManagement(Meri Pustak

Suggested Readings

- Yacob Khojasteh, Supply Chain Risk Management: Advanced Tools, Models,and Developments (Springer)
- Bret Wagner, Sime Curkovic, and Thomas Scannell, Managing Supply ChainRisk: Integrating with Risk Management
- Lingxiu Dong, Onur Boyabatli, and Panos Kouvelis, Handbook of IntegratedRisk Management in Global Supply Chains (Weily)

STREAM G: HOSPITAL MANAGEMENT SPECIALIZATION

COURSE CODE: MBA224G

COURSE TITLE: QUALITY MANAGEMENT, DISASTER MANAGEMENT AND PATIENT SAFETY

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description:

This course delves into the essentials of quality of care in health services, focusing on quality frameworks, improvement approaches, and assessment methods. It covers disaster management principles and patient safety strategies, emphasizing the importance of reducing errors, enhancing patient satisfaction, and maintaining high standards in healthcare settings. Students will engage in practical exercises and case studies to apply these concepts effectively.

Course Objectives:

1. Understand the importance of quality in health services and explore various perspectives and frameworks for assessing and improving quality.
2. Learn and apply different quality improvement approaches, including quality control, assurance, and continuous improvement methodologies.
3. Develop skills in assessing quality through various methods, including situational assessments, patient interviews, and the use of quality improvement tools.
4. Gain knowledge of disaster management concepts and strategies, focusing on the impact of disasters on health services and effective response planning.
5. Explore patient safety management, including error types, safety goals, and methods for reporting and managing adverse incidents.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the importance of quality in health services and apply quality frameworks to enhance care processes.
2. Implement quality improvement approaches and techniques to achieve better healthcare outcomes and efficiency.
3. Conduct comprehensive quality assessments using various tools and methods to identify areas for improvement.
4. Apply disaster management principles to plan and respond to health emergencies effectively.
5. Develop and implement patient safety strategies to minimize errors and improve safety standards in healthcare settings.

Course Content

Unit 1: CONCEPTS OF QUALITY OF CARE:

Importance of quality in health services (patient satisfaction, uniformity in the process of care to reduce errors through standards and norms, reduce waste, reduce cost, improve utilization, legal issues, accreditation, provide motivation) Define quality Perspectives of users, providers and managers Myths of quality Dimensions and attributes of quality Group discussion on perspectives and attributes Quality frameworks – purpose and use Systems framework (input, process, outcomes) Class exercise on developing system's framework for selected services/functions

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Unit 2: QUALITY IMPROVEMENT APPROACHES:

Basic approach to quality improvement Quality control vs. Quality assurance Quality assurance, (QA) continuous quality improvement (CQI), Total quality management (TQM), benchmarking, medical audit Quality assurance cycle: steps in QA WHO framework PDCA approach DMAIC approach

Unit 3: METHODS OF QUALITY ASSESSMENT:

Situational assessment approach Assessment of health facility and inventory of drugs and equipment Review of records and service statistics Patient interview Patient flow analysis Exit interview Community survey Accreditation programs NABH, JCI, IPHS Developing Quality Assessment Tools Quality Improvement Tools: Brainstorming Bar and histogram Cause effect diagram (Fishbone) Flow charts Pareto charts Client flow analysis Run chart, control chart QFD, FMEA, model, efforts Benefit Analysis and Six Sigma

Unit 4: DISASTER MANAGEMENT:

Meaning and Concept -Concepts of disaster management health hazards and impact of disasters on health, definition of disaster, hazard, risk and vulnerability, hazard vulnerability assessment, types of disasters Essentials of disaster management, prediction and warning, preparedness and response, resource planning, training, public awareness, Disaster management cycle, and phases (prevention, preparedness, mitigation, rescue, relief, reconstruction and rehabilitation) Design and Safety of Hospital Building:

Unit 5: PATIENT SAFETY:

Concept and purpose of patient safety management, types of error, types of safety, patient safety goals, principals of patient safety, WHO patient safety solutions, adverse incident reporting mechanism Causes of patient safety Methods and approaches to manage patient safety in hospitals Medical Audit- Concept and purpose of medical audit Framework for medical audit Methods and approaches for medical audit Performance standards and benchmarking Records of hospital mortality and morbidity Group exercise

References:

- Graham, Nancy O - Quality Assurance in Hospitals, An Aspen Publication. Second Edition.
- Al-Assaf - Health Care Quality: An International Perspective
- Patrice L. Spath - Fundamentals of Health Care Quality Management
- Donald Lighter - Quality Management in Health Care: Principles and Methods
- Bester field H. Dale - Total Quality Management, Pearson New Delhi, 2005.
- National Disaster Management Guidelines- Hospital Safety published National Disaster Management Authority Government of India ISBN: 978-93-84792-03-9 978
- Dave PK, Gupta, Shakti, Parmar, NK, Sunil Kant - Emergency Medical Services and Disaster Management, A Holistic Approach.

COURSE CODE: MBA225G

COURSE TITLE: OPERATION AND MATERIAL MANAGEMENT

COURSE CREDITS: 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description:

This course covers key aspects of hospital administration, including front office operations, facility location and layout, procurement, equipment management, and drug and medicine management. It provides a comprehensive overview of processes involved in patient admission, billing, and medical records, alongside strategies for effective facility design, inventory management, and equipment maintenance. Students will also explore best practices in drug management and ensuring patient safety through rational prescribing and infection control.

Course Objectives:

1. Understand and manage front office operations, including admissions, billing, medical records, and patient flow.
2. Analyse and implement effective facility location and layout strategies, including work standards and productivity measures.
3. Develop skills in procurement, storage, and inventory management, including e-procurement and inventory control techniques.
4. Learn equipment management procedures, including procurement, maintenance, and auditing of medical devices.
5. Explore drug and medicine management practices, including formulary preparation, rational use of medicines, and infection control.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Efficiently handle front office functions and coordinate clinical and supporting services to ensure smooth hospital operations.
2. Design and assess facility layouts and work standards to optimize productivity and capacity utilization in healthcare settings.
3. Manage procurement and inventory processes effectively, ensuring proper storage, distribution, and control of medical supplies.
4. Plan and execute equipment management strategies, including procurement, maintenance, and performance auditing.
5. Implement rational drug use practices and manage formulary systems to enhance patient safety and control hospital infections.

Unit 1: FRONT OFFICE OPERATIONS AND CLINICAL SERVICES MANAGEMENT

Front Office - Admission – Billing – Medical Records – Ambulatory Care- Death in Hospital – Brought-in Dead - Maintenance and Repairs Bio Medical Equipment – Flow pattern of patients – Training and Co-ordination Clinical Services - Clinical Departments – Supporting Services – House Keeping –Linen and Laundry, - Food Services - Central Sterile Supply Department (CSSD)

Unit 2: FACILITY LOCATION AND LAYOUT

Meaning and Importance of location, factors, general steps in location selection -Types of layouts – product, process, service facility layout-Work standards, techniques of work measurement-Work sampling, calibration of hospital equipment's. Productivity measures, value addition, capacity utilization, productivity – capital operations, HR incentives calculation, applications in hospital.



Unit 3: PROCUREMENT, STORAGE AND INVENTORY MANAGEMENT

Inventory management cycle: selection, procurement, storage, distribution, use; Procurement process, procurement planning, demand estimation – methods and approaches, e-procurement concept Normal purchase procedures – basic principles, formulation of standard rate list and specifications, formulation of rate contracts, tendering, rate contract, purchase orders Storage, layout and location, storage methods, receipt, inspection of incoming items, distribution of materials, prevention of pilferage, FEFO, cold chain management Distribution of pharmaceuticals to wards and health facilities– indenting, supply, transportation. Use of computer in material management, information system, record keeping and documentation Inventory control, inventory analysis, inventory management Codification, standardization, lead time, safety stock Indenting, distribution and transportation of medicines Value analysis – ABC/VED Analysis

Unit 4: EQUIPMENT MANAGEMENT

Planning for equipment – standard equipment's lists for various services at different levels in the health system Assessing needs for essential equipment at various levels and demand estimation Procurement procedures and package deals (specifications, supply of operating and service manuals, operating and service training and essential spare parts), registration and import of medical devices Incoming inspection, inventory and documentation Commissioning and acceptance, warranty, equipment service history Equipment audit: monitoring use and performance of equipment Maintenance and repairs – preventive maintenance, AMC, CMC, periodic calibration, equipment service history, maintenance training, operational training, condemnation and, disposals Information and documentation

Unit 5: DRUGS AND MEDICINES

Essential medicines meaning and the context Essential medicines list and generic drugs; Formulary concept and preparation of formulary in hospitals, process, implementation of formulary, its advantages Rational use of medicines: current practices of prescribing, implications, medication errors and patient safety Drugs and therapeutics committee, role, importance and functions; ADR monitoring and pharmacovigilance; Antimicrobial resistance (AMR), hospital infection control program; Standard treatment guidelines, prescription audit.

References :

- Madhuri Sharma-Essentials for Hospital Support Services and Physical Infrastructure
- Sakharkar BM- Principles Of Hospitals Administration And Planning, Jaypee Publication
- Francis CM, Mario C de Souza, Hospital Administration, New Delhi, 2000
- Prabhu KM, Sood SK, Hospital Laboratory Services Organization and Management, Journal of Academy Of Hospital Administration, 1990

COURSE CODE: MBA226G

COURSE TITLE: HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE

COURSE CREDITS : 4

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description:

This course explores the comprehensive aspects of hospital management, focusing on the hospital as a system, planning, technical analysis, standards and design, and facilities planning. It covers the classification and role of hospitals, principles of planning and site selection, technical requirements for hospital services, and the standards needed for effective hospital design and operation. Students will gain practical insights into creating efficient, safe, and compliant healthcare environments.

Course Objectives:

1. To define and classify hospitals, understanding their evolving roles and the responsibilities of hospital administrators.
2. To learn the principles of hospital planning, including team roles, site selection, and equipping, with a focus on injury prevention and safety.
3. To analyse technical aspects of hospital services demand, including bed planning, space requirements, and project cost estimation.
4. To understand and apply hospital standards and design requirements for various zones, utilities, and equipment.
5. To plan and manage hospital facilities, including transport, communication, food services, and minor facilities.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Describe the role and classification of hospitals, and outline the responsibilities of hospital administrators within the healthcare system.
2. Develop and execute hospital planning strategies, including site selection, architectural design, and safety considerations.
3. Conduct technical analyses for hospital service demand, bed planning, and project cost, and prepare comprehensive project reports.
4. Apply standards and guidelines to design hospital facilities effectively, ensuring compliance with mandatory and voluntary standards.
5. Plan and manage essential hospital facilities and services to enhance operational efficiency and patient care.

Course Content

Unit 1: HOSPITAL AS A SYSTEM

Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.

Unit 2: PLANNING

Principles of planning Regionalization - hospital planning team – planning process – size of the hospital – site selection – hospital architect – architect report – equipping a hospital – interiors & graphics – construction & commissioning – planning for preventing injuries – electrical safety



Unit 3: TECHNICAL ANALYSIS

Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements – hospital drawings & documents – preparing project report.

Unit 4 : HOSPITAL STANDARDS AND DESIGN

Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste

Unit 5: FACILITIES PLANNING

Transport – Communication – Food services – Mortuary – Information system – Minor facilities – others.

References :

- G.D. Kunders- Designing for Total Quality In Health Care
- Gupta S.K;Sunil Kant Chandra Shekhar; R Satpathy- Modern Trends in Planning and Designing of Hospitals
- Syed Amin Tabish- Hospital And Nursing Homes Planning, Organisations & Management
- G.D.Kunders,- Hospitals, Facilities Planning And Management



COURSE CODE: MBA227G

COURSE TITLE: HEALTH CARE LAWS, ETHICS AND MEDICAL TERMINOLOGY

Total Lectures: 50

Classroom activities: 10 hours

Pedagogy: Classroom Interaction, Discussion Lectures, Mini assignments & projects, Case discussions and Presentations

Course Description:

This course offers a comprehensive overview of medical terminology, legal aspects of hospital formation, laws governing hospital purchases and funding, and hospital operations. It covers key medical terms, legal frameworks for hospital establishment and compliance, and essential hospital services and management practices. Students will gain an understanding of the legal environment affecting healthcare facilities and learn about the classifications and management of diseases and hospital services.

Course Objectives:

1. To master medical terminology, including common roots, prefixes, suffixes, abbreviations, and symbols used in healthcare.
2. To understand and apply laws related to hospital formation, including regulations, medical ethics, and relevant local and national acts.
3. To learn about legal considerations for hospital purchases and funding, including contract law, insurance, and tax obligations.
4. To familiarize with laws specific to hospitals, including those related to organ transplantation, medical negligence, and biomedical waste management.
5. To gain insights into illness classification, infection control, and the management of various hospital services and departments.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Accurately use and interpret medical terminology, including common abbreviations and symbols, in a healthcare setting.
2. Navigate the legal requirements for establishing and operating a hospital, including compliance with medical ethics and local regulations.
3. Apply knowledge of legal and financial aspects to manage hospital purchases, funding, and tax obligations effectively.
4. Ensure compliance with laws and regulations specific to hospitals, including those on organ transplantation, medical negligence, and waste management.
5. Effectively manage hospital services, including infection control, patient care units, and support services, ensuring comprehensive patient and facility management.

Course Content

Unit I: MEDICAL TERMINOLOGY

Glossary of medical terms: major Diseases and medical specialties- Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.

Unit 2: LAWS RELATING TO HOSPITAL FORMATION

Promotion-Forming society-The Companies Act-Law of Partnership-A Sample Constitution for the Hospital-The Tamil Nadu Clinics Act – Medical Ethics -

Unit 3: LAWS RELATING PURCHASES AND FUNDING

Law of Contracts-Law of Insurance-Export Import Policy- FEMA-Exemption of Income Tax for Donations-Tax Obligations: Filing Returns and Deductions at Source. Laws pertaining to Health: Central



Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding Bottles and Infant Food Act, 1992.

Unit 4: LAWS PERTAINING TO HOSPITALS

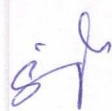
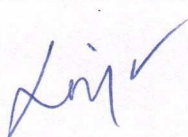
Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and Prevention of Misuse) Act, 1994 – Medical Negligence– Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.

Unit 5: ILLNESS

Classification and description of diseases-Infection Control- Medical asepsis, Nosocomial infection and communicable diseases. Reservoir, carrier and mode of transmission-Overview of Hospital Services - Intensive care unit – Coronary care Unit – Burns, paraplegic & Malignant disease treatment – Hospital welfare services – Hospital standing services – Indian red cross society – Nursing services- Pharmacy – Medical Stores – Housekeeping – Ward Management – Central sterile supply department-Medical Records – Fatal documents – Medical Registers – Statutory records.

References

- BM Sakharkar, Principles Of Hospital Administration And Planning –Jaypee brothers Publications.
- Francis CM, Mario C de Souza; Hospital Administration – Jaypee Brothers Medical Publishers



COURSE CODE : AUC004 (Audit Course)

COURSE TITLE : CORPORATE READINESS-2

COURSE CREDITS- 0

Total Lectures : 20

Classroom activity: 10

Pedagogy: Classroom Interaction, Discussion Lectures, Simulation game, Mini assignments & projects, Case discussions

Course Description:

This course equips students with essential skills to excel in professional environments. Covering interview techniques, problem-solving, industry knowledge, leadership, and creativity, students will gain the necessary tools for corporate success. They will develop competencies in both technical and behavioural aspects of job preparation, critical analysis, teamwork, and ethical decision-making, while also fostering creativity and innovation for modern business challenges.

Course Objectives:

1. Understand and apply effective interview techniques for both online and offline formats.
2. Develop problem-solving and analytical skills through case-based scenarios and logical reasoning.
3. Gain a thorough understanding of industry dynamics, brand perception, and competitive positioning.
4. Build leadership and teamwork skills essential for managing corporate roles and interpersonal dynamics.
5. Foster creativity and ethical decision-making to balance innovation with professional responsibility.

Course Outcomes: Upon successful completion of this course, students will be able to:

1. Students will demonstrate proficiency in handling interviews using both online and offline strategies.
2. Learners will effectively analyse and solve real-world problems using case-based approaches and data analysis.
3. Graduates will apply industry knowledge to assess market dynamics and brand perception in business contexts.
4. Students will showcase leadership capabilities and teamwork skills in professional and corporate settings.
5. Participants will balance creativity with ethical decision-making, understanding its impact on corporate culture.

Course Content :

Unit 1: INTERVIEW TECHNIQUES (ONLINE & OFFLINE)

Mastering interview preparation and techniques; Handling online and offline interview formats; Behavioural and technical interview strategies; Virtual interview etiquette and platform proficiency.

Unit 2: PROBLEM-SOLVING (CASE-BASED) & ANALYTICAL SKILLS

Developing critical thinking through case-based scenarios; Enhancing problem-solving techniques in real-world situations; Analysing data to make informed decisions ; Applying logical reasoning to complex problems.

Unit 3: INDUSTRY & BRAND PERCEPTION (CONCEPTUAL COMPETENCY)

Understanding industry trends and market dynamics; Building brand perception and awareness; Exploring competitive positioning and market analysis; Aligning industry knowledge with corporate strategies.

Unit 4: LEADERSHIP & TEAMWORK (PROFESSIONAL COMPETENCY)

Fostering leadership skills and decision-making abilities; Cultivating effective teamwork and collaboration; Managing interpersonal dynamics in a corporate setting Developing professional competencies for leadership roles.

Unit 5: CREATIVITY SKILL & ETHICAL COMPETENCY

Encouraging creative thinking for innovation; Implementing ethical decision-making in business contexts; Balancing creativity with professional responsibility; Understanding the impact of ethics on corporate culture and success

Textbooks and Resources :

- Cracking the Coding Interview, Gayle Laakmann McDowell – Career Cup
- Case in Point: Complete Case Interview Preparation, Marc P. Cosentino, Burgee Press
- Thinking, Fast and Slow, by Daniel Kahneman – Farrar, Straus and Giroux
- "Positioning: The Battle for Your Mind, Al Ries and Jack Trout , McGraw-Hill
- "Creativity, Inc., Ed Catmull , Random House
- "Ethics 101: What Every Leader Needs to Know, John C. Maxwell, Center Street
- LinkedIn Learning: Teamwork & Collaboration Courses
- Harvard Business Review - Case Studies
- Statista & IBISWorld
- Coursera: Successful Interviewing Course
- TED Talks: Creativity & Ethics in Business