

DEPARTMENT OF MANAGEMENT

RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

Rathinam Techzone, Pollachi Road, Eachanari, Coimbatore – 641021



Syllabus for

MASTER OF BUSINESS ADMINISTRATION

(I, II, III & IV Semester)

2019-20 Batch on-wards

Vision and Mission statement of the Institution:

VISION

To emerge as a world renowned institution that is integrated with industry to impart knowledge, skills, research culture and values in youth who can accelerate the overall development of India.

MISSION

To impart superior quality education at affordable cost, nurture academic and research excellence, maintain eco-friendly and future-ready infrastructure, and create a team of well qualified teaching professionals who can build global competency and employability.

CORE PURPOSE

Transform the youth into National Asset.

Vision and Mission statement of the Department:

VISION

To create innovative leaders of tomorrow who are professionally nurtured on excellent management skills, with ethics and socially responsible too.

MISSION

- Nurturing creativity is our culture actionable through renowned faculty
- Providing a centre of excellence which imbibes excellent management thinking
- Creating leaders and entrepreneurs for the regional prosperity with global competency.

Program Educational Objectives (PEO)

PEO1	:	Graduates will be enriched with the domain knowledge on the management verticals viz., Finance, Operations, Human Resource, Marketing, International Business, Supply Chain Management, Agriculture Management, and Remote Infrastructure Management and so on as upgraded as and when needed.
PEO2	:	Graduates will be provided a mind space which enables to exhibit their professional leadership quality in the work and contribute towards welfare of the Society irrespective of the origination of the student.
PEO3	:	Graduates are engaged in the planned and systematic activity throughout the course which enhances their suitability to face any leadership challenges of all levels including Research and Development arena.
PEO4	:	Graduates are exposed to the International Business Environment in and outside the country which makes them a competitive edge across the globe.
PEO5	:	Graduates are nurtured with the organic entrepreneurial ability to stand firm against any circumstances arise around the corner.

Mapping of Institute Mission to PEO

Institute Mission	PEOs
Imparting superior quality of education.	PEO1, PEO4.
Affordability with state of the art infrastructure	PEO3, PEO4.
Nurturing academic & research excellence in Teaching - Learning Curve	PEO1, PEO2, PEO 3.
Building global competency.	PEO2, PEO4, PEO 5.

Mapping of Department Mission to PEO

Department Mission	PEOs
Nurturing creativity is our culture actionable through renowned faculty	PEO1, PEO2
Providing a centre of excellence which imbibes excellent management thinking	PEO2, PEO 3.
Creating leaders and entrepreneurs for the regional prosperity with global competency.	PEO3, PEO4, PEO5.

Program Outcomes (PO):

PO1	:	Students should be able to conceptualize, organize, and resolve complex business problems or issues by using the resources available under their discretion.
PO2	:	Students should be able to apply the perspective of their chosen concentrated area of study to develop fully-reasoned opinions on such contemporary issues as the need for innovation, integrity, leading and managing change, globalization, and technology management.
PO3	:	Students should be able to determine the effectiveness with which goals are defined and achieved in team environments, to assess the contributions made by themselves as well as by their peers within those environments, and to identify and resolve conflicts.
PO4	:	Students should be able to demonstrate the ability to listen and to read attentively, and to express ideas with clarity in both oral and written communications.
PO5	:	Students should be able to document their participation in, and contribution to, student organizations, business or consulting projects, internship opportunities, or other MBA sanctioned initiatives.

Correlation between the POs and the PEOs

S- Strong Correlation M – Medium Correlation B – Blank

Program Outcomes		PEO1	PEO2	PEO3	PEO4	PEO5
PO1	:	S	B	B	B	B
PO2	:	B	S	S	S	S
PO3	:	B	M	B	M	M
PO4	:	M	M	B	S	M
PO5	:	B	S	S	M	S

Components considered for Course Delivery is listed below:

1. Class room Lecture
2. Laboratory class and demo
3. Assignments
4. Mini Project
5. Project
6. Online Course
7. External Participation
8. Seminar
9. Internship

Mapping of POs with Course Delivery:

Program Outcomes	Course Delivery								
	1	2	3	4	5	6	7	8	9
PO1	H	H	H	M	M	H	L	M	L
PO2	L	H	M	H	H	M	M	M	H
PO3	L	M	M	H	M	L	H	H	H
PO4	H	L	H	M	M	L	H	H	H
PO5	L	M	M	H	H	L	M	L	H

RATHINAM COLLEGE OF ARTS AND SCIENCE (AUTONOMOUS)

Scheme of curriculum for M.B.A

Batch admitted during the academic year 2019 - 2020

Board of Studies Master of Business Administration (PG)

Sem	Part	Sub Type	Subject	Credit	Hour	Int	Ext	Total
1	1	Core Course- I	Core I - Management Science	4	4	40	60	100
1	2	Core Course - II	Core II - Managerial Economics	4	4	40	60	100
1	3	Core Course - III	Core III - Financial Analysis	4	4	40	60	100
1	4	Core Course - IV	Core IV - Business Environment	3	3	40	60	100
1	5	Core Course - V	Core V - Legal Aspects of Business	4	4	40	60	100
1	6	Core Course - VI	Core VI - Research Methodology	4	4	40	60	100
1	7	Open Elective	Managerial Communication	2	3	40	60	100
		Open Elective	Tally					
		Open Elective	Entrepreneurship Development					
2	1	Core Course- VII	Core VII - Marketing Management	4	4	40	60	100
2	2	Core Course - VIII	Core VIII - Human Resources Management	4	4	40	60	100
2	3	Core Course - IX	Core IX - Financial Management	4	4	40	60	100
2	4	Core Course - X	Core X - Operations Management	4	4	40	60	100
2	5	Core Course - XI	Core XI - AI and ML in Business Application	4	4	40	60	100
2	6	Core Course - XII	Core XII - Operations Research	4	4	40	60	100
2	7	Open Elective	Business Analytics - Skill Addition	2	3	40	60	100
		Open Elective	Statistical Package - SPSS & AMOS					
		Open Elective	Python					
3	3	Core Course - V	Core XIII - Strategic Management	3	3	40	60	100
3	3	Core Course - VI	CORE XIV - Management Information Systems	3	3	40	60	100
3	3	Elective 1*	M1/H1/FI/O1/HP1/T1	4	4	40	60	100
3	4	Elective 2*	M2/H2/F2/O2/HP2/T2	4	4	40	60	100

3	4	Elective 3*	M3/H3/F3/O3/HP3/T3	4	4	40	60	100
3	6	Elective 4**	M4/H4/F4/O4/HP4/T4	4	4	40	60	100
3	6		Summer Internship	2	2	50	-	50
4	3	Elective 5*	M5/H5/F5/O5/HP5/T5	4	4	40	60	100
4	3	Elective 6*	M6/H6/F6/O6/HP6/T6	4	4	40	60	100
4	3	Elective 7*	M7/H7/F7/O7/HP7/T7	4	4	40	60	100
4	4	Elective 8**	M8/H8/F8/O8/HP8/T8	4	4	40	60	100
4	4	Capstone Project	Project	10	10	100	100	200
			Total	103	103	1110	1540	2650

Note:

*The student may choose these papers from any one of the specialization and will continue to choose the same specialization in the next semester also.

** The student may choose these papers from any specialization and will continue the same in the next semester also.

+ : The students who choose to do their International Internship will have the equal credits for the subjects they compensate abroad viz., Electives VII, VIII and Capstone Project.

Mapping of Courses and POs:

S- Strong Correlation M – Medium Correlation B – Blank

Course Code	Course Name	Programme Outcomes				
		P01	PO2	P03	P04	P05
	Core I - Management Science	S	S	S	M	S
	Core II - Managerial Economics	S	S	S	S	S
	Core III - Financial Analysis	S	S	S	S	S
	Core IV - Business Environment	S	S	S	M	S
	Core V - Legal Aspects of Business	S	S	S	S	S
	Core VI - Research Methodology	S	S	S	S	S
	Managerial Communication	S	S	S	S	S
	Tally	S	S	M	S	S
	Entrepreneurship Development	S	S	S	S	S
	Core VII - Marketing Management	S	S	S	S	S
	Core VIII - Human Resources Management	S	S	S	M	M
	Core IX - Financial Management	S	S	S	S	S
	Core X - Operations Management	S	S	S	S	S
	Core XI - AI and ML in Business Application	S	S	S	S	S
	Core XII - Operations Research	S	M	M	S	M
	Business Analytics - Skill Addition	S	S	S	M	S
	Statistical Package - SPSS & AMOS	S	S	S	S	M
	Python	S	S	S	S	M
	Core– XIV - Strategic Management	S	S	S	S	S
	Core – XV - Management Information system	S	S	S	S	S
	Derivatives	S	S	M	S	S
	Securities Operations And Risk Management	S	S	S	S	S
	Equity Research and portfolio Management	S	S	S	S	S
	Investment Banking	S	S	S	S	S
	Total Quality Management	S	S	S	S	S
	Materials Management	S	S	S	S	S
	Supply Chain Management	S	S	M	S	S
	Project Management	S	S	S	S	S

	Services Marketing	S	S	S	S	S
	Integrated Marketing Communication	S	S	S	S	S
	Sales Management	S	S	S	M	S
	Digital and Social Media Marketing	S	S	S	S	S
	Training and Development	S	S	S	S	S
	Performance Management	S	S	S	S	S
	IR & Labour Law	S	S	S	S	S
	Strategic Human Resource Management	S	S	S	S	S
	Hospital Planning	S	S	S	S	S
	Hospital Administration	S	S	S	S	S
	Medical Terminology & Procedures	S	S	S	S	S
	Hospital Administration	S	S	S	S	S
	Laws Related to Hospital & Medical Services	S	S	S	S	S
	Front Office Operations	S	S	S	S	S
	Hotel Engineering	S	S	S	S	S
	Food - Beverage Management	S	S	S	S	S
	Management in Tourism	S	S	S	S	S
	Corporate Restructuring & Valuation	S	S	S	S	S
	Financial Market and Services	S	S	S	S	S
	International Financial Management	S	S	S	S	S
	Banking & Bank Management	S	S	S	S	S
	Service Operations Management	S	M	M	M	S
	Technology Management	S	S	S	S	S
	Lean six sigma	S	S	S	S	S
	Business Process Reengineering	S	M	S	S	S
	Consumer Behaviour	S	S	S	S	S
	Brand And Product Management	S	S	S	S	S
	Retail and Channel Management	S	S	S	S	S
	International Marketing Management	S	S	S	S	S
	Compensation And Benefits Management	S	S	S	S	S
	Human Resource Planning, Audit & Metrics	S	S	S	S	S
	Organizational Development and Management of Change	S	S	S	S	S
	Global Human Resource Management	S	S	S	S	S
	Health Care & Administration of Clinical & Non-clinical Services	S	S	S	S	S

	Computer Fundamentals & Software Related To Hospitals	M	S	S	M	S
	HOSPITAL INFORMATION SYSTEM	S	S	S	S	S
	Health Environment	S	S	S	M	S
	Food Safety and Quality	S	M	M	M	S
	Accommodation Management	S	S	M	S	S
	Facility Planning	S	S	S	M	S
	Tourism Marketing	S	S	S	S	S
	Capstone Project	S	S	S	S	S

Semester : I

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Management Science	4	4	0	0	Theory

Introduction :

Students will have a better understanding of human behavior in organization. They will know the framework for managing individual and group performance

Course Outcome:

CO1	: The purpose of this course is to expose the student to the basic concepts of management in order to aid the student in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
CO2	: Develop analytical and problem solving skills, based on understanding of management concepts and theories.
CO3	: To enhance the understanding of the dynamics of interactions between individual and the organization.
CO4	: To evaluate the reciprocal relationship between the organizational characteristics and managerial behavior.
CO5	: Develop practical insights and problem solving capabilities for effectively managing the Organisational processes

Unit - I:

12 Periods

Management- meaning, nature, principles and styles – Management and administration, difference – Management and society, social responsibility, professional ethics. Evolution of management thought, contributions of F W Taylor, Henry Fayol, Bernard, Mary Parker Follet etc., Modern school of thought. Management functions, an introduction

Unit – II:–

12 Periods

Planning – Policy, strategy, need for planning, criteria for sound policy, strategy formulation and evaluation. **Organising** – departmentation, span of management, authority and responsibility relations, delegation and decentralization of authority, formal and informal organization, forms of organization.

Unit – III:

12 Periods

Leading – leadership theories and models, leadership – qualities and nature, role of leader in an organization. **Directing** – method and process, conflict resolution, managing organizational politics, **Coordinating** – techniques, managerial hierarchy, levels of management. **Controlling** – Techniques of controlling, Feedback system and review process, quality checks and metrics in controlling,

Unit – IV:

12 Periods

Behaviour Aspects Personality – types – Factors influencing personality – Theories . Learning – The learning process – Learning theories –. Attitudes – Characteristics – Components – Formation – Measurement- Values. Perceptions – Importance – Factors influencing perception – Interpersonal perception. Motivation – Importance – Types – Effects on work behavior., Group decision making techniques – **Team building** - Interpersonal relations – Communication – Control.

Unit – V:

12 Periods

Dynamics Of Organizational Behaviour Organizational culture and climate – Factors affecting organizational climate – Importance. Job satisfaction – Determinants – Measurements. Organizational change – Importance – Stability Vs Change – Proactive Vs Reaction change – the change process – Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life. Organizational development – Characteristics – objectives –. Organizational effectiveness.

Textbook:

1. Stephen P. Robins, Organisational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.

Reference:

1. Fred Luthans, Organisational Behavior, McGraw Hill, 11th Edition, 2001.
2. Mc Shane & Von Glinov, Organisational Behaviour, 4th Edition, Tata Mc Graw Hill, 2007.
3. John R. Schermerhorn, Jr., Richard N. Osborn, Mary Uhl-Bien, James G. Hunt, “Organizational Behavior” John Wiley & Sons Inc (12th Edition), 2012.
4. UdaiPareek, “Understanding Organizational Behavior”, Tata McGraw Hill (3rd Edition), 2011.
5. Umasekaran, “Organizational Behaviour”, Tata McGraw Hill, 2008 8. McShane, Von Glinow, “Organisational Behaviour: Emerging knowledge, Global reality”, McGraw Hill (7th Edition), 2010

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	PO2	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	H	L	L	L	L	H	M
CO2	H	L	H	L	H	H	M	M	H
CO3	L	H	H	H	H	H	M	M	H
CO4	L	M	M	L	H	M	M	L	L
CO5	H	H	H	H	H	M	H	L	L

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core - 2 - MANAGERIAL ECONOMICS	4	4	0	0	Theory

Introduction :

This subject gives the student an exposure to the overall economic environment and specifically to the business and managerial environment. The student understands clearly the logistics of business through this paper

Course Outcome:

CO1	: An ability to keep the students aware of the various concepts related to demand and supply.
CO2	: An ability to familiarize the students with the cost and price analysis added with break even analysis and price forecasting
CO3	: An ability to enable the students to have depth knowledge on the characteristics and determination of market structure.
CO4	: An ability to make the students to learn more about the macro economical issues, National Income accounting.
CO5	: An ability to enrich the knowledge of the students in foreign trade, exchange rates and its business environments.

Unit I: [12 Periods]

Introduction to Managerial Economics: Definition, Nature and Scope, Relationship with other areas in Economics - The role of managerial economist- Objectives of the firm: Managerial theories of firm, Behavioural theories of firm - optimization techniques

Unit II: [12 Periods]

Basic economic principles – the concept of opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, Time perspective, discounting principle, risk and uncertainty-Theory of Demand: Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply

Unit III: [12 Periods]

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

Unit IV: [12 Periods]

Cost theory and estimation: Cost concepts, determinants of cost, cost-output relationship in the short run and long run, short run vs. long run costs, average cost curves, Overall Cost leadership.

Unit V: [12 Periods]

Market Structure and Pricing practices: Features and Types of different competitive situations - Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both the long run and short run. Pricing philosophy – Pricing methods in practice: Price discrimination, product line pricing. Pricing strategies: skimming pricing, penetration pricing, Loss Leader pricing. Pricing of multiple products. Profit Management: Nature, scope, Theories of profit, Measurement policies.

Textbook:

1.D.N. Dwivedi, Managerial Economics, 6th Edition, Vikas Publishing House Pvt. Ltd., New Delhi, 2008. (Unit I to V).

Reference :

1. Dominick Salvatore, Managerial Economics, 4th Edition, Oxford University Press, 2009
2. Samuelson & Nordhaus, Economics, 17th Edition, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 2010
3. Karl E. Case and Ray C. fair, Principles of Economics, 6th edition, Pearson, Education Asia, New Delhi, 2002.
4. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010.
5. Richard Lipsey and Alec Charystal, Economics, 12th edition, Oxford, University Press, New Delhi, 2011.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	PO2	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	H	H	M	M	H	M
CO2	H	H	H	H	H	H	L	L	M
CO3	H	H	L	H	H	H	L	M	H
CO4	H	H	H	H	H	L	M	M	L
CO5	H	H	M	H	H	L	H	M	L

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core – 3– Financial Analysis	4	4	0	0	Theory

Introduction: It is an intensive introduction to the preparation and interpretation of financial information for investors (external users) and managers (internal users) and to the use of financial instruments to support system and project creation.

Course Outcome:

CO1	:	The students should be able to understand and calculate the financial transaction of the organization.
CO2	:	To describe and assess various risks related to the development of managerial skills.
CO3	:	The student will be able to diagnose finance related information for further calculation and reporting.
CO4	:	To interpret the financial information and take decisions from it.
CO5	:	The student will be in a position to create report for the future use of the organization.

Unit I:	12 Periods
Preparation of Financial Statements: Fundamental concepts, principles and rules of accounting – Double Entry Book Keeping – Classification of accounts. Journal and ledger – Trial balance – Manufacturing Account – Trading Account – Profit and Loss Account – Balance Sheet. Analysis and interpretation of financial statements, Horizontal Analysis and Vertical Analysis of Company.	
Unit II	12 Periods
Financial Statement Analysis: Significance and limitations of Financial statements – Financial statement analysis – Common size, comparative and trend percentage analysis. Ratio Analysis – Profitability – Solvency – Leverage – Activity Ratios	
Unit III	12 Periods
Fund Flow and Cash Flow Analysis: Fund Flow statement – Statement of changes in working capital – Calculation of funds from operation – Fund Flow statement. Preparation of Cash From Operation statement – Cash Flow statement – Significance of fund flow and cash flow statements.	
Unit IV	12 Periods
Costing: Elements of costing – Preparation of cost sheet – Budgeting and Budgetary control – Types of Budgets – Preparation of purchase Budget – Flexible budgets – Cash Budget – Sales Budget – Materials Budget – Master Budget – Zero based Budgeting	
Unit V	12 Periods
Marginal costing: Cost - volume – Profit analysis – Break-Even-Analysis – Break – Even Chart – Applications. Financial Reporting: Du Pont Chart –Accounting Standards Issued by ICAI- Focus on importance of Standards to give a general view on Financial Accounting practices, International Financial Reporting Standards (IFRS).	

Textbook:

Grewal T.X. 1999. Double Entry Book-Keeping. New Delhi: Sultan Chand & Sons

Reference :

1. Sukla and Grewal, Advanced Accountancy, Sulthan Chand, New Delhi.
2. Gupta and Radhasamy, Advanced Accountancy, Sulthan Chand, New Delhi.
3. Management Accounting Text & Cases, Robert N. Anthony.
4. Management Accounting, Horngren/Suudem/ Stratton
5. Cost Accounting, Horngren
6. Management Control System, R.N.Antony.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	PO2	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	M	M	L	L	L	L	L
CO2	M	H	H	L	M	L	H	H	H
CO3	M	L	H	H	M	M	M	M	L
CO4	M	M	H	H	M	L	H	M	L
CO5	M	M	H	M	H	H	H	H	M

Semester : I

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core -4- BUSINESS ENVIRONMENT	3	3	0	0	Theory

Introduction :

The objective of the course is to provide the student with a background of various environment factors that have major repercussions on business and sharpen their mind to watch and update the changes that occur constantly in this sphere

Course Outcome:

CO1	: The students should be able to describe and discuss the various Industrial policies
CO2	: To acquaint the students to the emerging trends in business environment this will help the students to develop the ability to analyze the competitive fiscal policies to appraise the environmental pressures on business.
CO3	: To illustrate on the government Trade policies and current issues in Indian perspective for doing trade.
CO4	: To measure on the effectiveness of the country's EXIM policies and procedures relating to MNC companies
CO5	: Discuss the country's monetary analysis and recent updations.

Unit I: [12 Periods]

Industrial Policy and Regulatory Structure: Industrial Policy- Industrial Licensing Policy- Five Year Planning- Industrial Policy 1991, Small Scale Industries (SSI)- Industrial Finance- Foreign Direct Investment (FDI).

Unit II: [12 Periods]

Economic Policies: Fiscal Policy- Objectives of Fiscal Policies in India – Public Debt Management -Monetary Policy- Basic Concepts- Banking Sector Reforms. Adapting to **the Government** Policy changes in India and abroad

Unit III: [12 Periods]

India's Trade Policy: Policy changes and Issues- sector wise trade policies: recent developments GATT- WTO- agreements and implications. – Current Issues

Unit IV: [12 Periods]

EXIM policies & FEMA: India's new EXIM policy- legal framework- initiatives, FEMA – Multi-national companies and FDI

Unit V: [12 Periods]

Latest Union Budget- Pre and Post Budget Analysis - Impact and Analysis Reforms Undertaken- Role of Government

Textbook:

1. Francis Cherunilam, Business Environment, 14th Edition, Himalaya Publishing House, Mumbai, 2008.

Reference :

1. K. Aswathappa, Essentials of Business Environment, 10th Edition, Himalaya Publication Mumbai, 2009.
2. Adhikary, M.: "Economic Environment of Business", Sultan Chand & Sons, New Delhi.
3. Chopra, BK: Business Environment in India, Everest Publishing
4. Sundaram & Black: The International Business Environment; Prentice Hall
5. Chidambaram: Business Environment; Vikas Publishing

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	M	L	L	M	H	L	M
CO2	H	M	M	L	L	H	H	M	H
CO3	H	H	H	M	L	H	H	H	H
CO4	H	H	M	H	L	M	H	M	M
CO5	H	H	M	M	H	L	H	H	L

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core 5 - Legal Aspects of Business	4	4	0	0	Theory

Introduction :

This course focuses on the organization and operation of the Indian legal system, legal rules and ethical constraints that impact business, and the practical application of these rules and constraints to real-world situations. Emphasis is placed on analytical problem solving and ethical decision making.

Course Outcome:

CO1	:	To identify the basic legislations in business.
CO2	:	To illustrate the need, implementation, execution and amendments on Factories Act, Companies Act, Consumer Protection Act, GST and Cyber Laws.
CO3	:	To familiarize the students to apply the various procedures in Registration, Appeal, Crimes, Compensation, Copy right, Trademarks, Patent, Winding up, etc.,.
CO4	:	To impart knowledge on analyzing the situation while Promotion, Formation, Commencement of Business, Inspection of Factories, Filing of GST, Winding up of a Company, Penalties of Workers, etc.,
CO5	:	To appraise the students on the leading practical application oriented case studies – relevant and Updated and analyzing consumer and cyber laws in facilitating business.

Unit I: [12 Periods]

The Factories Act 1948.- Definitions- Duties of the Occupier-Manufacture-Inspecting Staff- Health, Safety, Provisions related to Hazardous Processes, Welfare and Grievance, Working Hours of Adult, Annual Leave, Special Provisions, Penalties and Procedure.

Unit II: [12 Periods]

Company Law: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance. Environment Occupation Health and Safety (EOHS).

Unit III: [12 Periods]

Consumer Protection Act: Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer Redressal Machineries and Forums- Competition Act 2002.

Unit IV: [12 Periods]

Introduction to GST: GST Vs The current indirect Tax structure – Why GST is a big deal? – Registering under GST – GST Returns: How? When to file them – Mixed Supply and composite supply – Composition levy – Aggregate Turnover – Input Tax credit – Reverse Charge – GST compliance rating – Impact of GST: Manufactures and FMCG industry

Unit V: [12 Periods]

Cyber Laws: Introduction - Cyber-crimes, IT Act 2000 and 2002, Cyber Laws, and Introduction of IPR – Copy rights, Trade marks, Patent Act – Recent Trends

Textbook:

1. K. R. Bulchandani, Business Law for Management, 15th Edition, Himalaya Publication, 2011.

Reference :

1. Francis Cherunilam, Business Environment, 14th Edition, Himalaya Publishing House, Mumbai, 2008.

2. K. Aswathappa, Essentials of Business Environment, 10th Edition, Himalaya Publication Mumbai, 2009.
3. Legal Aspects Of Business, Akhileshwar Pathak, Tata McGraw Hill Education. Edition 4

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	H	L	L	L	L	L
CO2	L	H	H	M	M	M	H	L	M
CO3	M	H	H	M	H	M	M	L	M
CO4	H	H	H	M	L	M	M	M	M
CO5	M	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core 6 – Research Methodology	4	4	0	0	Theory

Introduction :

This paper focuses on the statistical technique such as Descriptive measures, Correlation & Regression with respect to software application for making better decision in business scenario.

Course Outcome:

CO1	: To understand on the application of research methods in new areas
CO2	: To understand the procedures of various methods on data collection and sampling techniques
CO3	: Analyze the statistical application on the prescribed problem statement
CO4	: To assess the statistical tools on the specific research objectives.
CO5	: Students can develop a overall research report based on specific structure.

Unit I: [12 Periods]

Research – Importance and types of qualities of Research – Application of Research in functional areas- Components of Research Problem – Various Steps In Scientific Research – Types of Research – Hypotheses Research Purposes- Formulation of Questionnaire.

Unit II: [12 Periods]

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling Methods – Merits and Demerits – Experiments – Observation Method – Sampling Errors - Type-I Error & Type-II Error.

Unit III: [12 Periods]

Statistical Analysis – Introduction To Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi

Unit IV: [12 Periods]

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two

Unit V: [12 Periods]

Research Reports – Structure and Components of Research Report – Types of Report

Textbook:

1. Panneerselvam, R., RESEARCH METHODOLOGY, Prentice hall of India, New Delhi, 2004.
2. Kothari CR, RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, New Wiley Eastern ltd., Delhi, 2009.

Reference :

1. Statistics for Management – Richard L Levin & Daid S Rubin
2. David M.Levine, Timothy C. Krehbiel and Mark L. Berenson “Business Statistics: A First Course” , Pearson Education Asia
3. N.D. Vora: "Quantitative Techniques in Management", Tata McGraw Hill, New Delhi.
4. S.P. Gupta: Statistical Methods, Sultan Chand & Sons, New Delhi.
5. Hooda, R.P.: "Statistics For Business and Economics", Macmillan, New Delhi.
6. GC Beni, Business Statistics, Tata McGraw Hill Co, New Delhi

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Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	PO2	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	M	L	L	H	H	H	H
CO2	H	H	H	M	L	L	H	H	H
CO3	H	H	H	H	L	H	M	H	H
CO4	H	H	H	H	M	H	L	L	L
CO5	H	H	H	H	H	H	H	H	H

Semester : I

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Open Elective 1 - MANAGERIAL COMMUNICATION	3	3	0	0	Theory

Introduction

The course aims to develop all forms of communication skills of the students to enable them to conduct well in any business process without any communication barrier. To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication

CO1	: To understand on business communication strategies and its effectiveness
CO2	: To analyze the various kind and norms on the business letters.
CO3	: Assess and build various non-verbal and etiquette towards communication channel.
CO4	: To develop various modes of generating reports based on business communication.
CO5	: Creation of various business documents on events.

Unit I 12 Periods
Communication – Meaning and Significance for Management – Types of Communication – Media – Barriers to Communication – Principles of Effective Communication.

Unit II 12 Periods
Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers’ complaints, collection letters – Sales promotion letters, Application letters.

Unit III 12 Periods
Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for communication – Dyadic communication : Face to Face Communication – Telephonic Conversation. Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening

Unit IV 12 Periods
Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices.

Unit V 12 Periods

Conducting Meetings : Procedure – Preparing agenda, Minutes and Resolutions Conducting Seminars & Conferences : Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion : Drafting Speech – Negotiation Skills.

Recommended Text books

1. Business communication – PC Bhatia – Ane books Pvt Ltd., - www.anebooks.com.
2. Business communication, principles and methods and Techniques – Nirmal singh, Deep and Deep publications Pvt Ltd., - www.ddpbooks.com
3. Business communication – Sathya swaroop Debaish Bhagabandas – PHI learning private ltd.,
4. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
5. Foundations of Business communication, India Edition – Dona. J. Young Tata mcgraw – Hill

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	M	L	L	H	H	H	H
CO2	H	H	M	H	L	H	H	H	H
CO3	H	H	H	H	L	H	H	L	H
CO4	H	H	M	H	M	M	H	L	M
CO5	H	H	H	H	H	H	H	H	H

Semester : I

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Elective 7 – Tally	3		0	3	Practical

Introduction :

This paper focuses on the statistical technique such as Descriptive measures, Correlation & Regression with respect to software application for making better decision in business scenario.

Course Outcome:

CO1	: To recollect the basic concepts of accounting and transform into software ease form.
CO2	: Describe the company in the Tally format.
CO3	: To Apply the practical entries to all established companies.
CO4	: Analyzing the performance of the company in the grounds of the Tally package.
CO5	: Create a company and its relevant transactions for the implementation.

Unit I: [12 Periods]

Introduction to ERP – Tally as an ERP - Creation / Setting up of Accounts, Ledgers and Company in Tally.

Unit II: [12 Periods]

Accounting Masters in Tally- Features, Configuration, Setting up Accounts Heads, Inventory-Creating Stock Groups, Categories, Location, Inventories for Master Traders, Vouchers Entry, Advance Accounting, Advance Inventory.

Unit III: [12 Periods]

Point of Sales, Multilingual Capabilities, Technological Advantages of Tally, Application and Management Controls.

Unit IV: [12 Periods]

GST, Tax Deduction at Source-Concepts, Creating Masters, Entering Transactions, TCS Reports.

Unit V: [12 Periods]

Excise for Dealers- Concepts, Enabling, Creating, Entering Reports. Sales and Purchase Extract. Basic Concepts of Excise Duty, Processing Transactions, Payroll accounting and compliance-PF, ESI, Professional Tax and Generating Reports.

Reference Books

1. Tally.ERP 9 Series A Reference Manual.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	L	M	L	L	L	H	L	M
CO2	M	M	L	M	M	L	L	L	L
CO3	M	L	H	M	H	H	M	M	L
CO4	L	L	H	M	L	M	M	M	M
CO5	L	M	H	M	H	M	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Elective -7- ENTREPRENEURSHIP DEVELOPMENT	3	3	0	0	Theory

Introduction

The course ignites and enables the students' entrepreneurial skills. The course covers the concepts both through theory and practical ways.

Course objective

CO1	:	To enumerate the entrepreneur and his qualities
CO2	:	To understand the various government support and role for men and women entrepreneur
CO3	:	Students can apply creativity and innovative ideas for start-ups
CO4	:	To evaluate start-up venture
CO5	:	To create new Ventures

UNIT I

Entrepreneur - meaning- importance-Qualities, nature, types, traits, culture, similarities and economic and differences between Entrepreneur and Intrapreneur. Entrepreneurship development-its importance- Role of Entrepreneurship -Entrepreneurial environment.

UNIT II

Evolution of Entrepreneurs- Entrepreneurial promotion. Training and developing motivation : factors - mobility of Entrepreneurs - Entrepreneurial change - occupational mobility-factors in mobility - Role of consultancy organizations in promoting Entrepreneurs-Forms of business for Entrepreneurs.

UNIT III

Creating and starting the venture - Steps for starting a small industry - selection of types of organization - International entrepreneurship opportunities.

UNIT IV

Managing, growing and ending the new venture - Preparing for the new venture launch - early management decisions Managing early growth of the new venture- new venture expansion strategies and issues - Going public - ending the venture.

UNIT V

Entrepreneurship Development and Government: Role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available.

Women Entrepreneurs Reasons for low / no women Entrepreneurs their Role, Problems and Prospects

Reference Books

- R1. Vasanth Desai " Dynamics of Entrepreneurial Development and Management Himalaya Publishing House.
R2. N.P.Srinivasan & G.P.Gupta," Entrepreneurial Development ", Sultanchand & Sons.
R3. P.Saravanavelu "Entrepreneurship Development ", Eskapee Publications.
R4. Satish Taneja, Entrepreneur Development ", New Venture Creation.
R5. Robert D.Hisrich, Michael P.Peters, " Entrepreneurship Development, Tata McGraw Hill edition.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	M	H	H	L	H	H	H	H
CO2	H	H	H	H	L	H	H	H	H
CO3	H	H	H	H	H	H	H	L	H
CO4	H	H	L	H	H	M	H	L	M
CO5	H	L	H	H	H	H	H	H	H

Semester- 2

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core – 7 – Marketing Management	4	4	0	0	Theory

Introduction: This course provides an introduction to all aspects of marketing, including strategic marketing planning, marketing research, product planning and development, promotion planning, distribution and pricing. It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control.

Course Outcome:

CO1 :	Ability to develop marketing strategies based on product, price, place and promotion objectives.
CO2 :	Ability to create an integrated marketing communications plan which includes promotional strategies and measures of effectiveness.
CO3 :	Ability to communicate the unique marketing mixes and selling propositions for specific product offerings.
CO4 :	Ability to formulate marketing strategies that incorporate psychological and sociological factors which influence consumers.
CO5 :	Ability to collect, process, and analyze consumer data to make informed marketing decisions

Unit 1: [12 Periods]

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

Unit 2: [12 Periods]

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

Unit 3: [12 Periods]

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

Unit 4: [12 Periods]

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

Unit 5: [12 Periods]

Marketing Research & Trends in Marketing: Research Process – Concepts and applications: Product – Advertising – Promotion – Consumer Behaviour – Retail Research – Customer driven organizations - Cause related marketing - Ethics in marketing.

Text Book:

1. Philip Kotler, Marketing Management, 14th Edition, Pearson Education, New Delhi, 2013.

Reference Books:

1. Paul Baines, Chris Fill & Kelly Page, Marketing, Asian Edition 1st edition, Oxford Publishers, 2013

2. Stanton, Etzel and Walker, Fundamentals of Marketing, 13th Edition Tata McGraw Hill, New Delhi, 2006
3. RajanSaxena, "Marketing Management", McGraw Hill (5th edition), 2017.
4. V S Ramasamy& S. Namakumari, "Marketing Management: Global Perspective, Indian Context", McGraw Hill Education (India) P. Ltd. (Fifth Edition), 2013
5. Michael J. Etzel, Bruce J. Walker, William J. Stanton, "Marketing Concepts and Cases", McGraw-Hill, 2010

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	L	H	H	H	H	H	L
C02	H	H	H	M	H	L	L	H	H
C03	H	H	H	H	H	M	M	H	H
C04	H	H	H	H	H	H	H	H	H
C05	H	H	H	M	H	M	H	M	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core - 8 – Human Resource Management	4	4	0	0	Theory

Introduction :

This course provides an introduction to the various functions of human resource management, including compensation and benefits, staffing, recruitment and selection, research, labour relations, training and development, health and safety, planning, mediation and arbitration, the influence of government legislation on industry, and human rights legislation and employment equity

Course Outcome:

CO1	: An ability to provide the students with the basic knowledge of the functional area of Human Resource Management.
CO2	: An ability to enable the students to understand the process and practices of HRM in an organization to acquire, develop, maintain and retain human asset.
CO3	: An ability to get knowledge on compensation plans and job changes in the organizations.
CO4	: An ability to emphasize the essentials of HRM and ensure effective utilization and maximum development of human resources.
CO5	: An ability to train as a way of developing skills, enhancing productivity and, most importantly, increasing individual and organizational performance to achieve the desired results.

- Unit I: [12 Periods]
Perspectives In Human Resource Management: Evolution of human resource management – The importance of the human factor – Challenges – Inclusive growth and affirmative action -Role of human Resource manager – Human resource policies – Computer applications in human resource management - Human resource accounting and audit.
- Unit II: [12 Periods]
The Concept Of Best Fit Employee: Importance of Human Resource Planning – Forecasting human resource requirement – matching supply and demand - Internal and External sources. Recruitment - Selection – induction – Socialization benefits.
- Unit III: [12 Periods]
Training And Executive Development: Types of training methods –purpose- benefits- resistance Executive development programs – Common practices - Benefits – Self development – Knowledge management
- Unit IV: [12 Periods]
Sustaining Employee Interest: Compensation plan – Reward – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships. Challenges in employee retention..
- Unit V: [12 Periods]

Performance Evaluation And Control Process: Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Grievance redressal methods.

Textbook:

1. Human Resource Management – Ahswathappa.

Reference:

1. Bernadin, Human Resource Management, 8th Edition, Tata Mcgraw Hill , 2012.
2. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012:
3. Human Resource Management, VSP Rao.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	H	H	H	H	H	H
CO2	H	M	H	M	H	M	M	H	L
CO3	H	H	H	M	H	H	H	H	H
CO4	H	H	H	H	H	H	H	M	M
CO5	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core - 9 – Financial Management	4	4	0	0	Theory

Introduction :

Financial Management emphasizes the functions of financial management explaining the investment, finance, dividend and working capital function along with the practical management problems.

Course Outcome:

CO1	: An ability to understand the basis of finance and its sources with capital market operations..
CO2	: An ability to learn the investment, financing dividend decisions.
CO3	: An ability to enrich the knowledge in working capital management concepts.
CO4	: An ability to develop the role functions of financial managers in decision making
CO5	: An ability to understand the various investment avenues

Unit I: [12 Periods]

Financial Management – Introduction to Financial Management - Time value of money, risk and return analysis. Indian financial system – Introduction to Primary market, Secondary market – stocks & commodities, Money market, Foreign exchange markets

Unit II: [12 Periods]

Investment Decision: Appraisal of project; Concept, Process & Techniques of Capital Budgeting and its applications; Risk and Uncertainty in Capital Budgeting; Leverage Analysis – financial, operating and combined leverage along with implications; EBIT-EPS Analysis. Capital budgeting practices in Indian companies.

Unit III: [12 Periods]

.Financing Decision: Long-term sources of finance - equity shares, preference shares, debentures and bonds – Valuation of securities. Concept and Approaches of capital structure decision: NI, NOI, Traditional and Modigliani Miller Approach.

Unit IV: [12 Periods]

Dividend policy – Factors affecting the dividend policy - dividend policies- stable dividend, stable payout. Relevance and Irrelevance. Theory of dividend decision: Walter's Model, Factors affecting dividend decision

Unit V: [12 Periods]

Overview of Working Capital Decision: Concept, components, factors affecting working capital requirement, Working Capital Management: Management of cash, inventory and receivables; Working Capital Financing.

Textbook:

1.Pandey, I.M, Financial Management, Vikas Publication House Pvt. Ltd, New Delhi, 2011

Reference :

1. Brealey and Myers, Principles of Corporate Finance, Tata McGraw Hill, New Delhi
2. Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi
3. Financial Management and Policy, Van Horne
4. Financial Management, I.M.Pandey.
5. Financial Strategy, William E. Fruham

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	L	L	L	L	M	L	L
C02	H	M	M	L	L	M	H	M	L
C03	M	L	L	M	M	M	H	M	M
C04	L	L	H	H	M	L	M	H	H
C05	L	L	H	H	M	M	H	M	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core – 10 – Operations Management	4	4	0	0	Theory

Introduction :

The course focuses on the basic concepts, issues, and techniques for efficient and effective operations. Special emphasis is placed on process improvement and supply chain management. Topics include operations strategy, product and service design, process design and analysis, capacity planning, lean production systems, materials and inventory management,

Course Outcome:

C01	: To provide a broad introduction to the field of operations management and explain the difference between services product and goods
C02	: To do and give Product design suggestions and follow the various process and functions of the manufacturing process.
C03	: To go with Production Planning and ensuring the resource allocation in a effective manner. And Decision making for the resource allocations
C04	: To handle the Materials Management department successfully
C05	: To understand the International Quality Management system and full filling the requirements of those standards.

Unit I: [12Periods]

Introduction to Operations Management: Operations Management - Nature - Importance - historical development - transformation processes - differences between services and goods - a system perspective functions - challenges - recent trends - Operations Strategy - Strategic fit framework. Production process: Meaning, Objectives, Types and control

Unit II: [12Periods]

Design of Product Process And Work Systems: Product Design - Influencing factors – Approaches: Legal, Ethical and Environmental issues. Process Planning - Selection Strategy - Major Decisions. Work Study: Objectives, Procedure, Method Study and Motion Study. Work Measurement and Productivity - Measuring Productivity and Methods to improve productivity

Unit III: [12Periods]

Forecasting Capacity and Facility Design: Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods - Capacity Planning - Long range – Types, Developing - Overview of sales and operations planning - Overview of MRP I, MRP II and ERP - Facility Location Theories - Steps in Selection of Location Models - Facility Layout – Principles, Types, Planning tools and techniques. Introduction to Lean System.

Unit IV: [12Periods]
Materials Management: Meaning, Objectives, Planning, Budgeting and Control. Purchasing: Objectives, Functions, Policies, Vendor rating and Value Analysis. Stores Management: Nature, Layout, Classification and Coding. Inventory: Objectives, Types – P and Q system, Costs, and control - techniques. Overview of EOQ with problems.

Unit V: [12Periods]
Quality: Meaning, Objectives, Types –Quality Control – Quality Assurance Statistical Quality control – 7 QC tools. Introduction to TQM, Six Sigma, ISO 9001:2015 – QMS.

Textbook:

1. B. Mahadevan, Operations Management - Theory & Practice, 2nd Edition, Pearson Education, 2010

Reference :

1. Heizer, Production & Operation Management, 8th Edition, Pearson, 2007
2. Stevenson, Operations Management, 8th Edition, Tata McGraw Hill, 2005
3. Production and Operations Management, Buffa.
4. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	L	H	M	M	M	L	M	L	L
C02	H	H	M	M	M	H	H	M	H
C03	H	H	H	H	H	H	H	H	M
C04	H	H	H	H	H	H	H	H	H
C05	M	H	M	M	M	M	M	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core XI - AI and ML in Business Application	4	4	0	0	Theory

Introduction :

The course focuses on the basic concepts, issues, and techniques for efficient and effective operations from the latest technologies like Artificial Intelligence and Machine Learning. The Special emphasis is placed on application of the same in the business and career perspective as a whole. The course adds value to the major specialization the student takes specifically applies in all functional areas.

Course Outcome:

C01	: To provide a broad introduction to the field of Artificial Intelligence and Machine Learning as a whole
C02	: To provide a deep understanding of ML and AI and the emphasis is made statistical tools and its usage.
C03	: To make the student understand through learning by doing.
C04	: To handle the tools in the respective area of application.
C05	: To enhance the knowledge of becoming entrepreneur.

Unit 1: Introduction to Data Science and AI & ML

Data Science, AI & ML - Use Cases in Business and Scope - Scientific Method Modeling Concepts - CRISP-DM Method.

Unit 2: Foundations for ML

ML Techniques overview - Validation Techniques (Cross-Validations) - Feature Reduction/Dimensionality reduction - Principal components analysis (Eigen values, Eigen vectors, Orthogonality).

Unit 3: Foundations for AI

AI: Application areas - AI Basics (Divide and Conquer, Greedy, Branch and Bound, Gradient Descent) - NN basics (Perceptron and MLP, FFN, Back propagation)

Unit 4:

Case Study 1: Churn Analysis and Prediction (Survival Modelling) Cox-proportional models - Churn Prediction. **Case Study 2: Credit card Fraud Analysis** Imbalanced Data - Neural Network

Unit 5:

Case study 3: Sentiment Analysis or Topic Mining from New York Times

Similarity measures (Cosine Similarity, Chi-Square, N Grams) - Part-of-Speech Tagging Stemming and Chunking.

Reference Books:

1. Understanding Machine Learning: From Theory to Algorithms, *Shai Shalev-Shwartz*
2. *Machine Learning with R*, *Brett Lantz*.
3. *Applied Artificial Intelligence: A Handbook For Business Leaders*, *Mariya Yao, Adelyn Zhou, Marlene Jia*.

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	M	H	H	H	H	H	H	H
C03	H	H	H	M	H	H	H	L	H
C04	H	H	H	H	H	M	H	L	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core XII – OPERATIONS RESEARCH	4	4	0	0	Theory

Introduction :

This course offers a perspective to the business needs and trends in analytics space.

Course Outcome:

CO1	: To enable the students to acquire knowledge on operations research and its uses in decision making.
CO2	: To provide a deep understanding of operations research and the emphasis on the tools and its usage.
CO3	: To Understand variety of problems such as assignment, transportation, travelling salesman etc.
CO4	: To Understand different queuing situations and find the optimal solutions using models for different situations.
CO5	: To enhance the knowledge of becoming entrepreneur.

UNIT - I

Mathematical Models: Deterministic and Probabilistic- OR models.

Linear Programming: Formulation- Graphical solution- Simplex method - Dual of linear Programming Problem - Economic interpretation.

UNIT - II

Transportation Model: Initial Basic Feasible solutions – NWC, LCM and VAM - Optimum solution – MODI Method. Transshipment Model-Assignment Model – Hungarian algorithm – Unbalanced A.P. – Maximization – Prohibited Assignments(Simple Problems).

UNIT - III

Network Model: Networking, CPM, Critical Path - PERT Time Estimates - Critical Path.

Waiting Line Models: Structure of Model - M/M/l for Infinite Population - Simple Problems for business decisions

UNIT - IV

Inventory Models: Deterministic EOQ (with and without shortage) - EOQ Models with price breaks - Probabilistic Inventory Models - Discrete and Continuous demands.

UNIT - V

Simulation: Types of Simulation - Event type Simulation - Monte Carlo Simulation.

Decision Theory: Pay-off tables - Decision criteria - Decision tree - Simple problems.

Text Book:

N.D. Vohra, Quantitative Techniques in Management

Reference Books:

1. Hamdy A. Taha, Operation Research - An Introduction
2. Kanti Swarup, RK Gupta and Man Mohan, Operation Research

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	L	M	H	H	L	H	L	H	H
C03	M	L	M	M	H	H	H	L	H
C04	H	H	L	L	M	M	M	M	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Open Elective – I – Business Analytics Skill Addition	3	0	0	3	Practical

Introduction :

This course offers a perspective to the business needs and trends in analytics space.

Course Outcome:

C01	:	To assist the student in gaining a basic understanding of Business Analytics and its application in various functional areas.
C02	:	Acquire knowledge of Business Analytics terminologies and concepts
C03	:	Understand and gain familiarity on the application of business analytics
C04	:	Understand how to draw meaningful conclusions to business problems
C05	:	Acquire knowledge on the tools and technique to answer business questions

Unit I: [12 Periods]
Analytics v/s Analysis. Types of Analytics, Business domains within Analytics. Types of Data Variables & Summarizing Data. Central Tendency, Symmetry and Skewness. Random Variables, Probability Distribution, Central Limit Theorem Sampling and Statistical inference, Confidence Intervals. **Case Study:** Banking Sector Credit Card Department. **Practical:** Ridge and Lasso regression - Ridge Regression - Cost functions - Ridge regression equation.

Unit II: [12 Periods]
Hypothesis Testing - Analysis of Variance - Introduction to Tools and Software commonly used in Analytics - Multivariate Linear Regression Theory - Continuation of Multivariate Linear Regression Theory. **Practical:** Count and Survivor Analytics: Count Regression - Survivor Analytics - Comparing Survival Curves

Unit III: [12 Periods]
. Multivariate Linear Regression (Using Excel and R) - Logistic Regression (Using R).
Case Study: Auto Insurance Company, Banking Sector Credit Card Department.
Practical: Practical Implementation (Count and Survivor Analytics) - Getting an understanding on count regression and survivor analytics.

Unit IV: [12 Periods]
Models of time series: Moving Averages and Autoregressive Models - Model Estimation, Model Validation, Model forecasting - Identification of ARIMA Model & Estimation of Best ARIMA models - Validation of Model and Forecasting Sales. **Case Study:** Sales Forecasting of Automobile company. **Practical:** Deep Learning: Random Forest - Hyper parameters of Random Forest - Fine Tuning Random Forest calculating its cost functions

Unit V: [12 Periods]
. Explore data to find new patterns and relationships (data mining) - Predict the relationship between different variables (predictive modeling, predictive analytics). - Predict the probability of default and create customer Scorecards (Logistic Regression). - Understand a Problem in Business, Explore and Analyze the problem. - Solve business problems using analytics (in R) in different fields. **Practical:** Insight on deep machine learning through random forest and neural network.

Textbook:

1. Evans, J.R. (2013), Business Analytics: Methods, Models, and Decisions, 3rd ed. Pearson India

Reference :

1. Prasad, R.N. and Acharya, S. (2011), Fundamentals of Business Analytics, 1st ed. Wiley India
2. Davenport, T.H. and Harris, J.G. (2007) Competing on Analytics: The New Science of Winning, 1st ed. Harvard Business Review Press

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	H	H	H	H	H	H
CO2	H	M	H	H	H	H	H	H	H
CO3	H	H	H	M	H	H	H	L	H
CO4	H	H	H	H	H	M	H	L	M
CO5	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Open Elective – II – SPSS and AMOS	3	0	0	3	Practical

Introduction :

This course offers to understand business problems and convert into analytic questions

Course Outcome:

C01	: To acquaint the students with statistical and data analytic packages and programming
C02	: To analyze case studies involving business analytics in various functional areas
C03	: To prepare students for a career in business analytics
C04	: Apply Analytic techniques and present the results with visualization
C05	: Decide appropriate communication approach to convey complex concepts

Unit I: [12 Periods]

Entering and Editing Data Importing from Excel Characteristics of Variables Adding Value Labels Grouping Data Transforming Variables Selecting a Subset Producing summary statistics Frequencies Percentages Averages Measures of spread Charts Bar Charts Histograms Pie Charts Boxplots Cluster Bar Charts Scatter Diagrams Tables Presentation Two Way Tables Analysis Interpreting Output Drawing Conclusions Exporting to Word and PDF

Unit II: [12 Periods]

MULTIVARIATE ANALYSIS USING SPSS Preparing For a MV Analysis: Examining Your Data – Factor Analysis. Dependence Techniques: Multiple Regression, Partial Correlation and Part Correlation, Other Bivariate Correlations, Logistic Regression, Statistical Tests, Bootstrapping – Multiple Discriminate Analysis and Logistic Regression
I Curves

Unit III: [12 Periods]

STRUCTURAL EQUATION MODELING USING IBM SPSS AMOS Specification
Steps of SEM – Model Diagram Symbols – Specification Concepts – Path Analysis
Models – CFA Models – Structural Regression Models – Exploratory SEM. Identification
General Requirements – Unique Estimates – Rule for Recursive Structural Models –
Rules for Non

Unit IV: [12 Periods]

Measurement Models and Confirmatory Factor Analysis Naming and Reification Fallacies – Estimation of CFA Models – Detailed Example – Re-specification of Measurement Models – Special Topics and Tests – Items as Indicators and Other Methods

for Analyzing Items – Estimated Factor Scores – Equivalent CFA Models – Hierarchical CFA Models – Models for Multi-trait–Multimethod Data.

Unit V: [12 Periods]

Measurement Invariance and Multiple Sample CFA Structural Regression Models –
Analyzing SR Models – Estimation of SR Models - Detailed Example – Equivalent SR
Models – Single Indicators in Partially Latent SR Models – Cause Indicators and
Formative Measurement – Invariance Testing of SR Models – Reporting Results of SEM
Analyses

Textbook:

1. Galit Shmueli, Peter C. Bruce and Nitin R. Patel, Data Mining for Business Analytics: Concepts, Techniques, and Applications with XLMiner, 3rd Edition, Wiley, 2016, ISBN: 978-1-118-72927-4.

Reference :

1. Rex B. Kline, Principles and Practice of Structural Equation Modeling, Third Edition, Guilford Press, New York London, 2011
2. Roger D. Peng, R Programming for Data Science, Lean Publishing, 2015. 6. W. N. Venables, D. M. Smith and the R Core Team, An Introduction to R, 2015.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	H	M	H	H	H	H
C02	H	M	H	H	H	M	H	H	H
C03	H	H	H	M	H	H	H	L	H
C04	H	H	H	H	H	M	H	L	M
C05	H	H	H	M	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Open Elective III– Python	3	0	0	3	Practical

Introduction :

This course offers to understand business problems and convert into analytic questions and make the students confident in approaching the business problems applying the python concepts.

Course Outcome:

C01	:	To assist the student in gaining a basic understanding of Business Analytics and its application in various functional areas.
C02	:	Acquire knowledge of Business Analytics terminologies and concepts. Understand and gain familiarity on the application of business analytics
C03	:	To prepare students for a career in business analytics applying python..
C04	:	Apply Analytic techniques and present the results with visualization
C05	:	Decide appropriate communication approach to solve and convey complex concepts.

Unit 1: Introduction to Python:

What is Python and history of Python? - Unique features of Python - Python-2 and Python-3 differences - Install Python and Environment Setup - First Python Program - Python Identifiers, Keywords and Indentation - Comments and document interlude in Python - Command line arguments - Getting User Input - Python Data Types - What are variables? - Python Core objects and Functions - Number and Maths.

Week 1 Assignments

Unit 2: List, Ranges & Tuples in Python

Introduction - Lists in Python - More About Lists - Understanding Iterators Generators, Comprehensions and Lambda Expressions.

Introduction - Generators and Yield - Next and Ranges - Understanding and using Ranges - More About Ranges - Ordered Sets with tuples.

Unit 3: Python Dictionaries and Sets

Introduction to the section - Python Dictionaries - More on Dictionaries Sets - Python Sets Examples.

Unit 4: Input and Output in Python

Reading and writing text files - writing Text Files - Appending to Files and Challenge
- Writing Binary Files Manually - Using Pickle to Write Binary Files.

Unit 5: Python built in function

Python user defined functions - Python packages functions - Defining and calling Function - The anonymous Functions - Loops and statement in Python - Python Modules & Packages.

Reference Books.

1. 'Learning with Python' by Allen Downey, Jeff Elkner and Chris Meyers
2. A Byte of Python' by C.H. Swaroop
3. Introduction to Machine Learning with Python: A Guide for Data Scientists., by Sarah Guido and Andreas C. Muller.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	M	H	M	H	M	H	H	H	H
C02	L	L	H	H	H	M	H	H	H
C03	H	M	H	M	H	H	L	L	H
C04	M	H	L	H	L	M	M	L	M
C05	H	H	H	M	H	H	H	H	H

Subject Code	Subject Title	Semester-III			Type
		Credit	Lecture	Tutorial	
	Core -14 STRATEGIC MANAGEMENT	3	3	0	Theory

Introduction :

The subject deals with the strategic level decision making practices in the business organization. The student will be inculcated with the skill need to become a strategist

Course Outcome:

CO1	: Students are now ready to learn how the strategy is formulated and practised in the corporation
CO2	: Helps students in defining their goals is just part of strategic management.
CO3	: To determine which resources one may require from the get-go, drastically easing the whole process of attaining their goals
CO4	: To react to dynamic situations that one didn't foresee.
CO5	: To fulfilling the vision of our company's identity that one initially created when one began the strategic management process

Unit I: [12 Periods]

IStrategy And Process: Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business – Vision, Mission and Purpose – Business definition, Objectives and Goals – Case Study.

Unit II: [12 Periods]

Competitive Advantage: External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution - Globalization and Industry Structure - National Context and Competitive advantage Resources-Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies - Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage - Case study

Unit III: [12 Periods]

Strategies: The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy - Vertical Integration - Diversification and Strategic Alliances - Building and Restructuring the corporation-Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) - Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis - SWOT Analysis – GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card-case study.

Unit IV: [12 Periods]

Strategy Implementation & Evaluation: The implementation process, Resource allocation, Designing organizational structure – Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict-Techniques of strategic evaluation & control-case study.

Unit V: [12 Periods]

Other Strategic Issues: Managing Technology and Innovation-Strategic issues for Non Profit organizations. New Business Models and strategies for Internet Economy-case study

Text Book:

1. Thompson & Strickland, Crafting & Executing Strategic Management, 14th Edition, Tata McGraw-Hill, 2008.

Reference :

1. Adrain Haberberg & Alison Rieple, Management Theory & Application, 1st Edition, Oxford University Press, 2008,
2. Pankaj Ghemawat, Hitt, Ireland, Hoskisson, Strategic Management Theory & Practice, 6th Edition, Thomson, South Western Publication, 2005.
3. Collis, D. J. & Montgomery, C. A. 1998. Creating corporate advantage. Harvard Business Review, 76(3):71–83; Saatchi & Saatchi. 2001.
4. Collis, D. J. & Montgomery, C. A. 1987. Corporate strategy: Resources and the scope of the firm. New York: McGraw-Hill.
5. Hrebiniak, L. G. & Joyce, W. F. 1984. Implementing strategy. New York: MacMillan; and Oster, S. M. 1994. Modern competitive analysis. New York: Oxford University Press.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	H	L	L	L	L	H	H	H
C03	M	H	H	H	M	H	M	H	H
C04	H	H	H	H	H	H	L	L	L
C05	H	H	H	H	H	H	H	H	H

Textbook:

1. B. Mahadevan, Operations Management - Theory & Practice, 2nd Edition, Pearson Education, 2010

Reference :

1. Heizer, Production & Operation Management, 8th Edition, Pearson, 2007
2. Stevenson, Operations Management, 8th Edition, Tata McGraw Hill, 2005
3. Production and Operations Management, Buffa.
4. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management, Tata McGraw Hill, 12th Edition, 2010.
5. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 2002.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	H	L	L	L	L	H	H	H
C03	M	H	H	H	M	H	M	H	H
C04	H	H	H	H	H	H	L	L	L
C05	H	H	H	H	H	H	H	H	H

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	H	L	L	L	L	H	H	H
C03	M	H	H	H	M	H	M	H	H
C04	H	H	H	H	H	H	L	L	L
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core – 15 – Management Information System	3	3	0	0	Theory

Introduction: To introduce the students to the Management Information Systems and its application in organizations. The course would expose the students to the managerial issues relating to information systems and help them identify and evaluate various options in Management Information Systems.

Course Outcome:

CO1	:	Understand the leadership role of Management Information Systems in achieving business competitive advantage through informed decision-making.
CO2	:	Analyze and synthesize business information needs to facilitate evaluation of strategic alternatives.
CO3	:	Apply Management Information Systems knowledge and skills learned to facilitate the acquisition, development, deployment, and management of information systems.
CO4	:	To learn about the ease of use of systems, interlinking between all the departments of the firm.
CO5	:	Effectively communicate strategic alternatives to facilitate decision-making

Unit 1: [12 Periods]
Foundations of Information Systems: A framework for business users - Roles of Information systems - System concepts - Organisation as a system - Components of Information Systems - IS Activities - Types of IS.

Unit 2: [12 Periods]
IS for operations and decision making: Marketing IS, Manufacturing IS, Human Resource IS, Accounting IS and Financial IS - Transaction Processing Systems- Information Reporting System - Information for Strategic Advantage.

Unit 3: [12 Periods]
DSS and AI: DSS models and software: The decision making process - Structured, Semi Structured and Unstructured problems; What if analysis, Sensitivity analysis, Goal-seeking Analysis and Optimizing Analysis. Overview of AI, Neural Networks, Fuzzy Logic Systems, Genetic Algorithms - Expert Systems..

Unit 4: [12 Periods]
Managing Information Technology: Managing Information Resources and technologies - IS architecture and management - Centralized, Decentralized and Distributed - EDI, Supply chain management & Global Information technology Management.

Unit 5: [12 Periods]
Managing Data Resources: Introduction-The need for Data Management-History of data usage-Challenges of Data Management- Data Independence-Reduce data Redundancy-Data Consistency-Data Access- Data Administration-Managing concurrency-Managing Security-

Recovery from Crashes.

Text Book:

1. James A O'Brien, "Management Information Systems", Tata McGraw Hill, Fourth Edition, 1999.

Reference Books:

1. Kenneth C Laudon and Jane P Laudon, "Management Information System", 9th Edition, PHI, New Delhi, 2006.

2. Waman S Jawadekar , "Management Information System Text and cases", Third Editions, TataMcGraw-Hill ,2007. Delhi, 2006

3. Management Information System, Effy Oz, 6th Edition

4. Management Information Systems, Kenneth C. Laudon, Jane P. Laudon, Pearson Education, 14th Edition

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	H	H	M	H	H	H	M	M
C03	H	H	H	M	H	H	H	H	H
C04	H	H	H	H	H	H	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Derivatives	4	4	0	0	Theory

Introduction: This course aims to enable a better understanding of various derivatives products available in derivatives markets, regulations and risks associated with the products and the exchange mechanisms of clearing and settlement. It also covers knowledge competencies related to the understanding of the financial structure in India and the importance of the different rules and regulations governing the Indian securities market, especially those related to the equity derivatives segment.

Course Outcome:

C01	:	To Know the basics of the Indian derivatives market.
C02	:	To Understand the various trading strategies that can be built using futures and options on both stocks and stock indices.
C03	:	To Understand the clearing, settlement and risk management as well as the operational mechanism related to derivatives markets.
C04	:	The student will regulate environment in which the derivatives markets operate in and support the organization.
C05	:	To bring out new opportunities emerge in the derivatives market and the products and sustain the organization.

Unit I: [12 Periods]
Basics of Derivatives – Derivatives Market History & Evolution – Indian derivative market – Market Participants. Introduction to Index – Types of stock market indices – Major indices in India – applications of Indices.

Unit II: [12 Periods]
Introduction to forward and futures contracts – Payoff chart for futures contract – Futures pricing – commodity, equity and Index futures – uses of futures.

Unit III: [12 Periods]
Introductions to options – payoff charts of options – basic option pricing - Option Pricing Models (Binomial & Black-Scholes) and option Greeks – uses of options – options trading strategies – Option spreads – straddle – strangle – covered call – protective put – collar – Butterfly spreads.

Unit IV: [12 Periods]
Introduction to trading system – selection criteria for stocks for trading – selection criteria for Index for trading – adjustments for corporate actions – position limit – using daily newspaper to track futures and options.

Unit V: [12 Periods]
Introduction to clearing and settlement system – clearing members -Clearing mechanism – understanding margining and mark and market under SPAN – legal and regulatory environment - Securities contract (regulation) Act 1956- securities and exchange board of India Act 1992 – regulation in Trading – Regulation in clearing & settlement and Risk management.

Textbook:

John.C.Hull, Options, Futures and other Derivative Securities’, PHI Learning, 7th Edition, 2008

Reference :

1. Stulz, Risk Management and Derivatives, Cengage Learning, 1st Edition, 2008.

2. Varma, Derivaties and Risk Management, 1st Edition, 2008.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	L	H	H	M	L	L	L	L
C02	M	M	H	M	H	M	H	L	M
C03	H	M	M	M	H	M	M	L	M
C04	M	H	L	L	L	M	M	M	M
C05	L	L	H	L	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Securities Operations and Risk Management	4	4	0	0	Theory

Introduction : To empower knowledge and benchmarking as the requisite standard for associated persons of a registered stock-broker /trading member / clearing member in recognized stock exchanges, involved in (a) assets or funds of investor or clients (b) redressal of investor grievances, (c) internal control or risk management and (d) activities having a bearing on operational risk.

Course Outcome:

CO1	: An ability to highlights on the role of Indian Economy
CO2	: An ability to understand on the capital market operations
CO3	: Understand on the Market participants in issues of capital
CO4	: Role of Information Technology in Regulatory compliances
CO5	: Regulatory practices

Unit I: [12 Periods]
Overview to the Securities Market – Securities market – Money Market – Product traded in the Indian market – Markets participants in the securities market – Investors – issuers – intermediaries – Regulators

Unit II: [12 Periods]
Introduction to securities broking operations – Introduction to the trade life cycle – Front office operations – middle office operations – back office operations – Risk management – Compliances and regulatory Reporting

Unit III: [12 Periods]
clearing process – Introduction – Role of the clearing agency/ corporation – clearing bank and their function – clearing members/ custodians – depositories & and depository participants – clearing process

Unit IV: [12 Periods]
Settlement process – settlement cycle – settlement of internet based trading & order placed on phone – settlement of funds – settlement of securities – corporate actions adjustment – Auction of securities.

Unit V: [12 Periods]
Investor Grievance and arbitration – Introduction – investor Grievance – Arbitration – other services provided by brokers – Introduction – IPO Applications – Trading of mutual fund units – portfolio Management service – research report – Depository services – Margin Trading.

Textbook:

1.M .Y. K.han, Indian Financial System, Ninth edition (2015), McGraw Hill Education

Reference :

1. National Institute of Securities Markets (NISM), securities operations and risk management 2015 edition, Taxmann Publications Pvt. Ltd.
2. Frank J. Fabozzi, Foundations of Financial Markets and Institutions, 4 edition (2014), Pearson Education
3. Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi
Financial Strategy, William E. Fruham.
4. Financial Management and Policy, Van Horne

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	M	M	H	H	H	H	H	H	H
C02	H	H	H	M	M	H	H	H	H
C03	H	H	H	H	H	H	M	H	H
C04	H	H	H	H	H	H	M	H	H
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Equity Research And Portfolio Management	4	4	0	0	Theory

Introduction :

This course will discuss various theories and widely used techniques for combining different investments to create portfolios meeting specific goals and objectives within given risk parameters.

Course Outcome:

CO1	: To analyze the financials and look at the quantitative and qualitative aspects mainly for decisions.
CO2	: It adds significant credibility to portfolio
CO3	: It helps to predict value of certain equity under the specific circumstances
CO4	: Become a good investment analyst
CO5	: Gain knowledge of the various strategies followed by investment practitioners.

Unit I: [12 Periods]
Investment – investment Vs speculation – characteristics of investments – investment opportunities – investment process – risk and return – measures of return – sources of risk – measuring risk – risk premium

Unit II: [12 Periods]
portfolio return and risk – diversification – modern portfolio theory – efficient portfolios – portfolio selection- capital market theory – capital market line – market portfolio – CAPM and Security market line – Arbitrage pricing theory – single index model

Unit III: [12 Periods]
Fundamental Analysis – factors consider in Economic Analysis – Economic Forecasting – Techniques. Industrial Analysis: Industrial classification according to business cycle – Industry life cycle analysis – key characteristics in an industry analysis – company analysis

Unit IV: [12 Periods]
Common stock valuation – Dividend discount model – PIE model – relative valuation ratios. Efficient market theory – Forms of market efficiency – Evidence on market efficiency – implications of efficient market hypothesis

Unit V: [12 Periods]
Technical Analysis Vs Fundamental Analysis – underlying assumption of technical analysis – advantages – technical trading rules and indicators – momentum indicators – stock price and volume techniques Portfolio performance evaluation – risk adjusted measures of performance: style analysis.

Textbook:

1.Donald E.Fischer & Ronald J.Jordan, Security Analysis & Portfolio Management, PHI Learning / Pearson Education., New Delhi, 6th edition, 2008

Reference :

1. Reilly & Brown, Investment Analysis and Portfolio Management, Cengage Learning, 8th edition, 2008.
2. Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007.
3. Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi
4. Financial Strategy, William E. Fruham.
5. Financial Management and Policy, Van Horne.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	M	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	H	H
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	M	M	H	H	H
C05	H	H	H	H	H	H	H	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	INVESTMENT BANKING	4	4	0	0	Theory

Introduction :

Investment bankers are financial professionals that help governments and business organizations raise money by issuing bonds, stocks and other financial products. This course can equip students for careers in investment banking and related fields. This subject often provides classroom and practical experience, such as real-world scenarios or internships.

Course Outcome:

CO1	:	To provide students with an in depth knowledge of working of investment bankers.
CO2	:	To instill in the students the skills of managing issues of equity, debt and Govt. bonds, mergers & acquisitions, relationship and operations management, research & development
CO3	:	To enable the student to understand the strategic issues in marketing of investment banking services
CO4	:	To be familiar with valuation of firms and securities.
CO5	:	To understand investment related concepts.

Unit I: [12 Periods]

Introduction: An Overview of Indian Financial System, Investment Banking in India, Investment Banking Services , corporate finance, project finance, mergers and acquisitions, capital raising, debt, equities

Unit II: [12 Periods]

Overview of commercial Vs Investment banking - traditional banking roles, traditional separation commercial and investment banking

Unit III: [12 Periods]

Asset management - capital markets, foreign exchange, asset allocation

Unit IV: [12 Periods]

Money Market: Growth of money market in India, its structure and institutional developments, new money market instruments and framework of money markets, short-term deposit market, certificate of deposits, regulations governing money market and its instruments

Unit V: [12 Periods]

Capital Market: An introduction, meaning and significance of capital market, capital market v/s money market, market players- investors and companies, security laws/regulatory framework for governing Indian capital market, an over view of international capital market.

Text Book:

1. Gurusamy, (2010), Merchant Banking And Financial Services, 3rd edition, Tata McGraw Hill.

Reference :

1. Bodie & Mohanty, (2010), Investments, 8th edition, Tata McGraw Hill.
2. Subramanyam, (2007), Investment Banking: Concepts, Analysis & Cases, McGraw-Hill
3. *Security Analysis: 6th Edition* by Benjamin Graham & David Dodd.
4. *Common Stocks and Uncommon Profits and Other Writings* by Philip A. Fisher and Kenneth L. Fisher
5. *The Intelligent Investor* by Benjamin Graham, Jason Zweig, and Warren E. Buffet

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	H	H	H	H	H	H
CO2	H	M	M	H	H	H	M	M	H
CO3	H	H	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H	H	H
CO5	H	H	H	H	M	H	H	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Total Quality Management	4	4	0	0	Theory

Introduction :

The need for learning and understanding the principles of total quality has become increasingly obvious in recent years. TQM is a comprehensive approach requiring lengthy and extensive education and training programs within organizations. This course takes an in-depth approach in order to teach students the basic principles and tools associated with TQM

Course Outcome:

C01 :	To learn and understand the basics of TQM and can frame the vision Mission and Policy to the company as well as department wise.
C02 :	To learn quality Philosophy in the managerial perspective and apply professionally.
C03 :	To apply tools to facilitate continuous improvement
C04 :	To understand Customer requirement and convert the same into technical requirement in a effective manor
C05 :	To improvise the system by implementing International Quality management System and understanding the Six pillars of TQM

Unit I: [12 Periods]

Introduction– Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention, Dimensions of product and service quality. Cost of Quality.

Unit II: [12 Periods]

Principles and Philosophies of Quality Management – Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – Introduction, loss function, parameter and tolerance design, signal to noise ratio. Concepts of Quality circle, Japanese 5S principles and 8D methodology

Unit III: [12 Periods]

Statistical Process Control – Meaning and significance of statistical process control (SPC) – Construction of control charts for variables and attributed. Process capability – meaning, significance and measurement – Six sigma – concepts of process capability. Reliability concepts – definitions, reliability in series and parallel, product life characteristics curve, Total productive maintenance (TPM) - Terotechnology. Business Process Improvement (BPI) – principles, applications, reengineering process, benefits and limitations.

Unit IV: [12 Periods]

Tools and Techniques for Quality Management – Quality Functions Development (QFD) – Benefits, Voice of customer, information organization, House of Quality (HOQ), building a HOQ, QFD process. Failure Mode Effect Analysis (FMEA) – requirements of reliability, failure rate, FMEA stages, design, process and documentation. Seven Tools (old and new). Benchmarking and POKE YOKE.

[12 Periods]

Unit V:

Quality Systems Organizing and Implementation – Introduction to ISO 9001:2015 – Quality Management Systems – Guidelines for Performance Improvements. Quality Audits. TQM culture, Leadership – quality council, employee involvement, motivation, empowerment, recognition and reward – TQM framework, benefits, awareness and obstacles.

Textbook:

1. Besterfield, Total Quality Management, 4th edition (2015), Pearson Education India

Reference :

1. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2002.
2. Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
3. James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005
4. Mukherjee, Total Quality Management, Prentice Hall India Learning Private Limited (2006)
5. Creating Culture Change: Key to successful TQM by Philip Atkinson

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	M	H	H	M	M	H	M	H	H
C02	H	H	H	M	H	H	H	M	M
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	M	M	H	M	M
C05	H	H	H	M	M	M	H	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Materials Management	4	4	0	0	Theory

Introduction: Material management include all activities in the flow of material from the supplier to the consumer. Such activities include physical supply, operations planning and control, and physical distribution.

Course Outcome:

CO1	:	To understand the concepts and principles materials and store management.
CO2	:	To appreciate the role of store management and forecasting.
CO3	:	To analyze the management aspects of health and safety in work.
CO4	:	To undertsand how to reduce of costs by using various cost reduction techniques such as variety reduction, standardization and simplification, value analysis, inventory control, purchase research etc.
CO5	:	To co-ordinate the functions such as planning, scheduling, storage and maintenance of materials.

Unit 1: [12 Periods]

Determination of Stockholding Policy. Customer expectations – internal / external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock; Economics constraints; methods of avoiding carrying stock; General control methods e.g., ABC analysis. Control of Stock Range Coding, classification and categorization methods.

Unit 2: [12 Periods]

Variety reduction and standardization; Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range, Control of Stock Levels Forecasting techniques in relation to demand and lead times; Independent demand situations and the use of fixed order quantity and periodic review systems; Techniques for dealing with dependent demand.

Unit 3: [12 Periods]

The Kanban approach and Just in Time philosophy; Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities. Identifying types of commodities to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull system.

Unit 4: [12 Periods]

Physical Management of Stock Selection and operation of appropriate storage and materials handling equipment – general outline; Methods of stores layout to optimize the use of space and minimize picking costs; Outsourcing the activity and vendor managed inventory; Maintenance of security and prevention of theft; Storage and disposal of redundant, obsolete and scrap items. Environmental issues specific to storage.

Unit 5: [12 Periods]

Management Aspects Health and Safety at work – operational issues: Health and Safety at work – management issues interdependence and teamwork; Relationships with other functions. Relevant Techniques Use of operational research techniques of queuing theory, network analysis, simple simulation techniques and decision trees; Identifying methods to distinguish between stores efficiency and effectiveness; Benchmarking and measurement of performance. Costing Estimation and optimization.

Text Book:

1. **Duru C. Innocent**, Purchasing And Stores Management, *Ken Printing Press, Lagos.*

Reference Books:

1. Datta A K, Materials Management, Procedures, Text and Cases, Tata Mc Graw Hill
2. J R Tony Arnold, Introduction to Materials Management, Tata Mc Graw Hill
3. Gopalakrishnan, Materials Management: An Integrated Approach Paperback, Pearson Publications

4. Chitale, Materials Management a Supply Chain Perspective: Text and Cases, Himalaya Publications. 5. J.R. Tony Arnold, Stephen .N. Chapman, Lloyd .M. Clive, Introduction to Materials Management: United States Edition, Pearson Publications

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	M	H	H	M	M	M	H	H	H
CO2	H	M	M	H	H	H	H	M	M
CO3	H	H	H	H	H	H	H	H	H
CO4	H	H	H	H	M	H	M	M	M
CO5	M	M	M	H	M	M	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Supply Chain Management	4	4	0	0	Theory

Introduction :

This course gives the integrated view of procurement, operations, and logistics management. Management of the flow of products from raw material sourcing and acquisition through delivery to the final customer.

Course Outcome:

C01	: To understand the importance of Supply Chain Management and it's practical functions
C02	: To understand and handle the Global Logistics and 3 PL and 4 PL
C03	: To handle the functions of Supply Chain Management
C04	: To control the Inventory and to gain competitive advantage of SCM by handling the decision making process
C05	: Ability to build and manage a competitive supply chain using strategies, models, techniques and information technology

Unit I: [12 Periods]

Logistics Management – Definition of Logistics and concept of Logistics – Logistic activities –Functions of Logistics system – Transportation in Supply Chain – Design options for a transportation network – Trade offs in transportation design – Designing distribution network

Unit II: [12 Periods]

Global Logistics – A brief introduction to multimodal transport operations – Air, Sea, Road and Rail- Logistics for Service Sectors. 3PL – 4PL.

Unit III: [12 Periods]

Concept of Supply Chain –Value Chain for supply chain management, Integrated Supply chain, Drivers for supply chain management, Growth of supply chain, Major trends in supply chain management, Strategic decisions in supply chain, Supply Chain flows - Supply Chain and competitive performance – performance measures of Supply Chain – Strategic fit – Drivers and Obstacles

Unit IV: [12 Periods]

Managing supply, Managing demand and Managing variability – Inventory Management in Supply Chain – Uncertainties of demand, Inventory related costs, Types of inventory, Demand, Tools and techniques in inventory management, Managing supply chain inventory: Pitfalls and opportunities.

Unit V: [12 Periods]

Sourcing decisions in Supply Chain – management, Buyers perspective to supply chain management, Suppliers perspective to supply chain management, Buyer supplier relations, Supplier relations in managing faster supply chain, Pricing and revenue management in Supply Chain – Coordination in Supply Chain – IT and Supply Chain

Textbook:

1. Chopra S. &Meindl P., Supply Chain Management: Strategy, Planning, and Operation, Pearson Education, South Asia, 2005

Reference :

1. Dr.R..P Mohanty and Dr.S.G.Deshmukh Essentials of Supply Chain Management, Jaico Publishing. Object –Oriented –Programming in C++ 6e by E Balagurusamy, McGraw-Hill, 2013.

2. Ronald H Ballou and Samir K Srivastava, Business Logistics/ Supply Chain Management, Pearson Education South Asia, 2007

3.Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009.

4.Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.

5. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	PO2	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	M	H	M	M	M	H	H
CO2	H	M	H	H	H	H	H	H	H
CO3	H	M	H	L	H	M	L	H	M
CO4	H	H	H	H	H	H	M	M	L
CO5	H	H	L	H	H	H	L	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Project Management	4	4	0	0	Theory

Introduction :

Project management is an essential skill-set for many careers and in many contexts in our lives. Introduction to Project Management is an ideal starting point if you need to manage projects at work or at home, while not necessarily being a formally trained project manager. It is also suitable if you are considering undertaking a project in the near future and are seeking to learn and apply essential project management knowledge and skills.

Course Outcome:

C01	:	To understand the role of project management.
C02	:	To learn the Project Management Need Identification
C03	:	To understand the technique to manage conflict in project planning.
C04	:	To appreciate and make use of role of IT in project management
C05	:	To evaluate the Project performance

Unit I: [12 Periods]

Project Management Concepts: Attributes of a Project, Project Life Cycle, The Project management Process, Global Project Management, Benefits of Project Management, Needs Identification, Project Selection,

Unit II: [12 Periods]

Project Management Needs Identification Preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, pure project organization, and the matrix organization, mixed organizational systems

Unit III: [12 Periods]

Project Planning and Scheduling: Design of project management system; project work system; work breakdown structure, project execution plan, work packaging plan, project procedure manual; project scheduling; bar charts, line of balance (LOB) and Network Techniques (PERT / CPM)/ GERT, Resource allocation, Crashing and Resource Sharing. Risk Assessment - handling litigation – Contingency Planning. Aspect and Impact Analysis.

Unit IV: [12 Periods]

Project Monitoring and Control: Planning, Monitoring and Control; Design of monitoring system; Computerized PMIS (Project Management Information System). Coordination; Procedures, Meetings, Control; Scope/Progress control.

Unit V: [12 Periods]

Project Performance: Performance control, Schedule control, Cost control, Performance Indicators; Project Audit; Project Audit Life Cycle, Responsibilities of Evaluator/ Auditor, Responsibilities of the Project Manager

Textbook:

1. Jack R. Meredith & Samuel J. Mantel, Project Management – A Managerial Approach

Reference :

1. Prasanna Chandra- Project Planning, Analysis, Selection, Implementation and Review
2. P. Gopalakrishnan & V.E. Ramamoorthy- Text Book of Project Management

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	Program Outcomes								
	P01	PO2	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	L	L	M	H	L	M	M
CO2	H	L	H	H	H	M	H	M	H
CO3	H	M	H	M	H	H	M	M	H
CO4	H	H	M	H	M	H	L	H	L
CO5	H	H	M	M	M	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Services Marketing	4	4	0	0	Theory

Introduction: Services' marketing introduces students to state-of-the-art research and practice in services marketing. This course emphasizes discussion of the field's most current services marketing concepts, principles, and theories. Application of services marketing concepts to actual business situations is through case analysis and outside projects.

Course Outcome:

C01	: Explain the unique challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.
C02	: Describe how customer relationship marketing (CRM), including retention strategies, creates an environment that achieves excellence in customer service.
C03	: Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings.
C04	: Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers.
C05	: Integrate course concepts into individual performance to become better customer service representatives in the service environment.

Unit 1: [12 Periods]
Introduction to Services Marketing—Evolution of services marketing, Characteristics of services and the implications on marketing strategy - The Service Marketing Mix –

Unit 2: [12 Periods]
Consumer Behaviour in Services – Customer expectations of services – customer perception of services – Listening to customers through research.

Unit 3: [12 Periods]
Service recovery – Service development and design – Customer defined service standards – Physical evidence and the service scape.

Unit 4: [12 Periods]
Employees Roles in Service delivery - The Customer as Co-Producer - Self-service technologies - Components of the services cape - Complaint Handling and Service Recovery- Elements of service quality - The Gaps model of service quality - SERVQUAL scale.

Unit 5: [12 Periods]
Managing demand and capacity – Delivery services through Intermediaries and Electronic Channels – Integrated Services Marketing Communication – Pricing for services

Text Book:

1. Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler and Ajay Pandit Services Marketing: Integrating Customer Focus Across the Firm, 4th edition, Tata McGraw-Hill,

Reference Books:

1. Christopher Lovelock and Jochen Wirtz, Services Marketing: People, Technology, Strategy, 6th ed., Prentice Hall.
2. Rajendra Nargundkar Services Marketing 2nd ed, Tata McGraw Hill
3. Zeithamal V and Bitner M.J 1996, Service Marketing, The McGraw-Hill Company
4. S.M.Jha, Service Marketing, Himalaya Publishing House – Revised Edition 2000
5. Woodruffe H. 1997, Service Marketing, MacMillan India Ltd., New Delhi

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	M	H	M	H	H	H	H	H	H
C02	H	H	H	H	M	H	H	H	H
C03	H	H	H	M	H	H	H	H	H
C04	M	M	M	H	H	H	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Integrated Marketing Communication	4	4	0	0	Theory

Introduction: The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning

Course Outcome:

CO1	: Quickly understand a company and its marketing communications activities
CO2	: Present a brief verbal presentation (tutorial discussion)
CO3	: Thoroughly describe a range of media and methods available to marketers
CO4	: Develop a clearly thought out Communications Audit
CO5	: Clearly argue a point of view regarding marketing communications

Unit 1: [12 Periods]
Role of IMC in marketing process, IMC planning, Participants in IMC process – Clients, Advertising and Specialised Services agencies. Perspectives on Consumer Behaviour – Learning and Decision making process. Basics of communication – Source, Message and channel factors. Objectives and Budgeting for IMC programmes.

Unit 2: [12 Periods]
Creative process, Planning and Development of Creative strategy, Appeals and Execution styles, creative tactics, creative brief and approval; Copy writing for Print, Broadcast and Web media; Design and Production for Print, Broadcast and Web media.

Unit 3: [12 Periods]
Media Profile – Print, Radio, Television, Film and Video, Internet and Supportive Media – Audience, Types, Advantages and Limitations, Trends; Media Plan – objectives, strategies, buying and scheduling, use of computers; Evaluating the effectiveness of advertising

Unit 4: [12 Periods]
Direct Marketing and IMC – Objectives, Tools and strategies, Internet and IMC – Web participants, objectives, developing and maintaining a website; Sales Promotion – Growth, Types, objectives, integration and effectiveness.

Unit 5: [12 Periods]
Public Relations – Planning process, tools and effectiveness, Personal selling and IMC – Scope, Role, and Evaluation, Social, Ethical and Economic effects of advertising and promotion; Regulation of advertising and promotion

Text Book:

1. George E. Belch and Michael A. Belch – Advertising and Promotion – IMC perspective – Tata Mc Graw Hill 2008.

Reference Books:

1. Clow and Baack, - Integrated Advertising, Promotion and Marketing Communications, PHI/Pearson 2007.
2. Shimp – Advertising and Promotion – IMC approach – Cengage Learning, 2007

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	H	H	H	H	H	M
C02	H	H	H	M	H	H	M	M	M
C03	H	H	H	M	M	H	H	H	H
C04	H	H	M	M	M	H	H	H	M
C05	M	M	H	H	H	H	M	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Sales Management	4	4	0	0	Theory

Introduction: The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. The course will extend student's understanding of marketing's reach and potential impact in achieving its overarching goals.

Course Outcome:

CO1	: Develop a plan for organizing, staffing and training a sales force
CO2	: Know the distinction between the skills required for selling and sales management.
CO3	: Identify the key factors in establishing and maintaining high morale in the sales force.
CO4	: Organize sales territories to maximize selling effectiveness.
CO5	: Evaluate sales and sales management strategies in relation to current legal and ethical standards of practice.

Unit 1: [12 Periods]

Introduction to Sales Management: Concept, Nature, Role of Sales Management in Marketing, Sales Forecasting: Concept of Forecasting, Sales Forecasting methods, Quantitative and Qualitative methods, Sales Organization: Need for Sales Organizations, their structure, Sales Managers Functions and responsibilities, planning for major customers and sales Budget.

Unit 2: [12 Periods]

Personal Selling Process and Approaches: Personal Selling and Relationship Management - Selling to individuals & Institutions, Salesmanship, Specific Characteristics of a successful salesman, The Evolving Face of Personal Selling. Basics, Sales leads, Planning sales calls - Types of calls, – Building long term partnership by selling – Sales presentations, tools for personal selling, Sales Aids – Use of technology in sales effective selling techniques, Tele Marketing.

Unit 3: [12 Periods]

Managing the Sales Force I: Recruiting, Selection and Training of Sales force: Procedures and criteria extensively used as selection tools for recruiting and testing sales ability. Sales Force Job Analysis and Description, Areas of sales Training: Company Specific Knowledge, product knowledge Industry and Market Trend Knowledge, customers and technology – Relationship Selling Process and Customer education. Value added selling

Unit 4: [12 Periods]

Managing the Sales Force II: Motivating the Sales Team: Motivation Programs - Sales Meetings, Sales Contests, Sales Compensating, (Monetary compensation, incentive programs as motivators, Non-Monetary compensation – fine tuning of compensation package. Supervising, Evaluating Sales Force Performance and Controlling Sales activities: Sales Records and Reporting Systems, Improving Sales Productivity, Ethical and Legal Issues in Sales Management.

Unit 5: [12 Periods]

New Trends in Sales Management- Information System, Relationship Marketing, International Sales Management, Challenges, Faced by International Sales Managers. CRM. – Introduction to ERP: Sales Force.

Text Book:

2. Belch, Geroge E. and Belch, Michael A: Advertising and Sales Promotion, Tata McGraw Hill, New Delhi 2004.

Reference Books:

3. Aaker, David A et. el.: Advertising Management, Prentice Hall of India, New Delhi 1985.
4. Kenneth E Clow & Donald Baack, Integrated Advertising, Promotion and Marketing Communications, Pearson, 2012
5. Still, Cundiff, and Govoni, 'Sales Management', PHI. 2007
6. Stanton and Spiro, 'Management of a Sales Force', McGraw Hill. 2002
7. Roburt J. Calvin, 'Sales Management', Tata McGraw Hill. 2007

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	M	M	H	H	H	H
C02	H	H	L	L	H	H	H	H	L
C03	H	H	H	L	H	H	M	H	H
C04	H	H	H	H	H	H	H	H	H
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Digital and Social	4	4	0	0	Theory

Media Marketing

Introduction :

This course offers a critical evaluation of the theoretical frameworks that can be used to explain and utilise Digital and social media, and applies them to fun real-life examples and case studies from a range of industries, companies and countries

Course Outcome:

CO1	: To be able to conceptualize digital marketing as it applies across multiple digital platforms
CO2	: To be able to critically assess and evaluate how communication parameters and practices influence strategic decision making in a digital marketing environment;
CO3	: To be able to plan, implement and evaluate digital marketing strategies as a standalone strategy and integrate with more traditional marketing strategies
CO4	: To enhance Competiveness in Social Marketing by ethical values and social media in Marketing
CO5	: Applying Ethical Principles in Social Marketing through advanced marketing medias

Unit I: [12Periods]

Using the Digital Marketing Toolkit and Planning and Strategy, E-mail Marketing, Mobile Marketing, E-commerce

Unit II: [12Periods]

Setting the Scene -Planning and Strategy- Gathering Data, Website Design and Usability - Tracking and Measurement, Testing in Digital Marketing, Creative considerations, The Digital Marketing Toolkit

Unit III: [12Periods]

Email Marketing: What is Email?, Email authentication and Delivery, What is IP reputation?, Email strategy – Content & Design, Audience Engagement, Email Analytics

Unit IV: [12Periods]

Mobile Marketing: Mobile Advertising Ecosystem, Mobile Advertising Market in India, Understanding the Mobile User, Strategic Framework for use of Mobile Advertising, Advertising Options – Creative & Media, Measurement, Monitoring & Impact Evaluation

Unit V: [12Periods]

E-commerce: Introduction to E-commerce, How is E-commerce industry growing?
Various business formats of E-commerce, Advantages of E-commerce,
Disadvantages of E-commerce, Customer segmentation, Social commerce, Payment
Gateway in E-commerce

Textbook:

1. Davey Chaffey, Digital Marketing Strategy Implementation & Practice, 5th Edition, Pearson Education. 2012

Reference :

1. Rob Brown, Public Relations and the Social Web, 1st Edition, Kogan Page Publications, 2010
2. Olivier Blanchard, Social Media ROI, 1st Edition, Pearson Education, 2011
3. Rob Donovan & Nadine Henley. (2011). Principles and Practice of Social Marketing-an international perspective. Cambridge University Press.
4. Kotler, P., Roberto, N., & Lee, N. (2008). Social Marketing – Influencing Behaviors for Good. (3rd ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-4129-5647-5 (paperback).
5. French, J., Blair-Stevens, C., McVey, D., & Merritt, R. Social Marketing and Public Health. Oxford, UK: University Press 2010.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	M	M	H	H
C02	M	H	H	M	H	H	M	H	H
C03	H	M	H	H	H	H	M	M	M
C04	M	H	H	H	M	M	M	H	H
C05	H	H	M	M	M	H	H	M	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Training and Development	4	4	0	0	Theory

Introduction: This course is designed to examine and develop theoretical and applied perspectives on the role of training and development, needs assessment, design, development, delivery and evaluation of training and development in the organization. Emphasis is given in specific development of learning and performance outcomes throughout the training and development process.

Course Outcome:

C01	: Create a cost-benefit analysis of training
C02	: Explain the organizational, societal and individual costs and benefits of training and development
C03	: Develop, analyze and apply advanced training strategies and specifications for the delivery of training programs
C04	: Describe appropriate implementation, monitoring and assessment procedures of training
C05	: Demonstrate appropriate implementation, monitoring and assessment procedures of training

Unit 1:

[12 Periods]

Overview of Training & Development: Overview, The changing organizations, employee training scenario – India, Asia and Global; Strategic training; Training as a tool for employee performance enhancement; T&D from a change model perspective; Models of Training; Systematic Model, The Transitional Model, , Understanding Learning Concepts. Role, competencies of training professionals; Training investment leaders, Role of HR department in in-house training; organizational characteristics that influence training, Role of employees and managers in training; Diversity training; cross-cultural training. Training Needs Analysis: The process and approaches of TNA, Team Work for conducting Training Needs Analysis, TNA and Training Process Design.

Unit 2:

[12 Periods]

T&D Methods & Models: Traditional training methods – presentation methods, lecture, audiovisual techniques, hands-on methods, OJT, self directed learning, apprenticeship, simulations, case studies, business games, role plays, behaviour modeling, adventure learning, team training, action learning; e-learning, MOOCs (Massive Open Online Course), Coursera platforms; Employee development – issues and challenges in Training & Development. Models of organizing training – Faculty model, customer model, matrix model, corporate university model, business embedded model. Learning theories – Reinforcement theories, social learning theory; goal theories – goal setting theory, goal orientation; Need theories – expectancy theory, adult learning theory, information processing theory; Learning process – mental and physical process, the learning cycle, Kolbe’s Learning inventory, Age influence on learning, instructional emphasis for learning outcomes.

Unit 3:

[12 Periods]

Training Program designing; Understanding & developing the objectives of training,

facilitation of training with focus on trainee (motivation of trainee, reinforcement, goal setting), training with focus on training design (learning environment, pre-training communication); Designing effective training programs – selecting and preparing the training site, training room, seating arrangements, choosing trainers, designing document, course or lesson plan; Applications of transfer of training theory – Theory of identical elements, stimulus generalization approach, cognitive theory of transfer – Factors influencing transfer, climate for transfer, manager support, peer support, opportunity to perform, technological support; Organizational environments that encourage transfer – The Learning Organization, knowledge and knowledge management – keys for effective knowledge management.

Unit 4: [12 Periods]

Training Evaluation Formative evaluation, summative evaluation, evaluation process, outcomes used in the evaluation of training program; Reaction outcome; Learning or cognitive outcomes; behaviour and skill based outcomes; affective outcomes; results, ROI; Models and approach - Kirkpatrick's model, Jack J Philips Training evaluation model, COMA Model, CIPP Model, IPO Model, TVS approach; evaluating the outcomes; relevance, reliability, discrimination, practicality; evaluation practices; Myers-Briggs Type indicators; evaluation designs – types, calculating ROI, Determining costs, benefits, cost-benefit analysis; measuring human capital and training activity.

Unit 5: [12 Periods]

Modern technology utilization for Training: Computer-based teaching and learning, web-based training, e-learning and learning portals; Advantages of online learning, effectiveness of online learning; blended learning, simulation, virtual reality, virtual worlds, advantages and disadvantages of virtual learning; mobile technology and training, use of tablet computer, Smartphone in learning; Intelligent tutoring systems; expert systems, group wave, electronic performance support systems; technology for training administration – interactive voice technology, imaging; Learning management systems (LMS).

Text Book:

1. Raymond A Noe and Amitabh Dep Kodwani, Employee Training and Development, 5th edition ((2012)) McGraw Hill Education(India) Private Limited.

Reference Books:

1. B. Janakiram, Training And Development, Indian Text edition, Dreamtech Press
2. Bucklet, R., and Caple, J. The theory and practice of Training (5th ed.). Kogan Page India Private Limited.
3. Steve Truelove, Training and Development, Theory and Practice, Jaico Publishing House, New Delhi, 1st Edition, 2009.
4. Bhatia S.K, Forwarded by Dr. AbadAhmad, Training and Development, Concepts & Practices, Emerging Developments, Challenges & Strategies in HRD, New Delhi, 1st Edition, 2005.
5. Nike Blanchard P, James W Thaker, Anand Ram V, Effective training- Systems, Strategies, and Practices, Pearson Education, New Delhi, 4th Edition, 2012.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	H	M	H	H	L
C03	H	H	H	M	H	H	H	H	M
C04	H	H	H	H	H	H	M	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Performance Management	4	4	0	0	Theory

Introduction: Performance Management is a comprehensive course specially designed to meet the requirements of students specializing in HR. This course focuses on managerial decision-making and application of concepts through examples, caselets and case studies.

Course Outcome:

C01	: The rating distribution – this will help the management to reward good performers and recognize their efforts, whereas it serves as a warning to poor performers to improve their performance.
C02	: This can help to detail out the compensation of the employees.
C03	: An employee’s competency gaps can be identified and areas of improvement in the performance can be suggested.
C04	: To Identify high potential employees in organization
C05	: The necessary training requirements of employees can be an outcome of the performance appraisals.

Unit 1: [12 Periods]

Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal.

Unit 2: [12 Periods]

Planning for Manager’s performance and Development: Setting objectives – Organizational and individual performance plans - Components of Managing performance and development plan - setting mutual expectations and performance criteria. **Monitoring and Mentoring:** Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy.

Unit 3: [12 Periods]

Stock taking performance - process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback - 360- Degree Feedback- stocktaking potential - Tools for stocktaking potential.

Unit 4: [12 Periods]

Appraising for Recognition & Reward: Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions.

Unit 5: [12 Periods]

High Performing Teams: Building and leading High performing teams - team oriented organizations - developing and leading high performing teams. Appraisal.

Text Book:

1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.

Reference Books:

1. Michael Armstrong & Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.
2. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	M	H	M	H	H	L
C03	H	H	H	M	H	H	H	H	H
C04	H	M	H	H	M	H	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type																																			
	Industrial Relations & Labour Law	4	4	0	0	Theory																																			
<p>Introduction : The course aims to throw light on all the dimensions of industrial relations and labour laws. It is organised into two parts: first part focusing on the history and theory relating to the industrial relations and the second part providing detailed on specific provisions of labour laws being enforced in India.</p>																																									
<p>Course Outcome:</p> <table border="1"> <tbody> <tr> <td>C01</td> <td>:</td> <td colspan="5">To explore contemporary knowledge and gain a conceptual understanding of industrial relations.</td> </tr> <tr> <td>C02</td> <td>:</td> <td colspan="5">To distinguish the procedure concerning worker participation and participation instruments of trade union representation</td> </tr> <tr> <td>C03</td> <td>:</td> <td colspan="5">To distinguish employee rights and obligations according to the scope of employment laws</td> </tr> <tr> <td>C04</td> <td>:</td> <td colspan="5">To analyze the field of labor relations in an interdisciplinary manner</td> </tr> <tr> <td>C05</td> <td>:</td> <td colspan="5">To synthesize proposals for legislative initiatives</td> </tr> </tbody> </table>							C01	:	To explore contemporary knowledge and gain a conceptual understanding of industrial relations.					C02	:	To distinguish the procedure concerning worker participation and participation instruments of trade union representation					C03	:	To distinguish employee rights and obligations according to the scope of employment laws					C04	:	To analyze the field of labor relations in an interdisciplinary manner					C05	:	To synthesize proposals for legislative initiatives				
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<p>Unit I: [12Periods] Industrial Relations Perspectives: Conceptual framework and approaches to industrial relations; Influence of the emerging socio-economic scenario on industrial relations; Roles of Employer / management, trade union and government in industrial relations; IR at the shop floor, Standing Orders, salient features of Industrial Employment (Standing Orders) Act, 1946.</p> <p>Unit II: [12Periods] Trade Union and the Employee: Structure, characteristics and functions of trade unions; Trade Union Security; Theories and problems of trade unions; Recognition of trade unions as collective bargaining agents; Essentials of Trade Unions Act, 1926; Principles of Employee Disciplining and Grievance Handling.</p> <p>Unit III: [12Periods] Industrial Unrests- causes and cures of industrial disputes; Bipartite and Tripartite machineries; Collective Bargaining, Conciliation, Voluntary Arbitration and Adjudication; Collective Agreements and settlements; Authorities for settlement of industrial disputes and relevant provisions under Industrial Disputes Act, 1947; Awards and Writ of Certiorari; Productivity Bargaining and Gains Sharing.</p> <p>Unit IV: [12Periods] Method of Direct Action: Purpose and relevance to other peaceful methods; Strikes, Lock out, concept and elements, types and forms of strike, legal, illegal and unjustifiable strikes and lock outs; protections to workmen and prohibitions on the right to strike and lock out.</p> <p>Unit V: [12Periods]</p>																																									

<p>Employee Empowerment: Industrial Democracy, Workers. Participation in Management; Industrial Peace and International Labour Organization; IR Policy, Additional Recommendations of II National Commission on Labour; IR and Technological Change.</p>	
<p>Textbook: 1. Mamoria C.B. & S. Mamoria ,Dynamics of Industrial Relations in India, Himalaya publications.</p>	
<p>Reference : 1 S.C. Srivastava, Industrial Relations and Labour Laws, Sixth edition (2012), Vikas Publishing House 2. Piyali Ghosh, Shefali Nandan, Industrial Relations and Labour Laws, First edition (2015), McGraw Hill Education. 3. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007. 4. C.S.Venkata Ratnam, Globalisation and Labour Management Relations, Response Books, 2007 5. P.R.N Sinha, Indu Bala Sinha, Seema Priyadarshini Shekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2004</p>	

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	M	M	H	H	H	M
CO2	H	H	M	H	M	M	H	H	H
CO3	M	H	H	M	H	H	M	H	H
CO4	H	H	M	M	H	H	M	H	M
CO5	H	M	M	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Strategic Human Resource Management	4	4	0	0	Theory

Introduction : Strategic Human Resource Management helping students understand the changing environment and its implications for managing human resources to achieve the competitive advantage and corporate excellence

Course Outcome:

C01	: This course provides the students the inputs on how to link the HRM functions to the corporate strategies
C02	: It helps to understand HR as a strategic resource
C03	: Explain the purpose of strategic planning in an organisation
C04	: Demonstrate the ability to explain the importance of people in the achievement of strategic change
C05	: Understand the key areas of human behaviour in sustained organisational performance

Unit 1: [12 Periods]
Introduction: The changing economic, business, technological, socio-cultural and political environment and its implications for managing organizations and human resources; Business and organizational restructuring and its implications for human resource management; Corporate strategy and human resource management; The HRM and approaches to HRM; HRM in personnel management; work organization and systems; social organization of the work place and its strategic importance; Human resource policies; Integrating Human Resource Strategies with corporate strategies; Human Resource Management as an approach to organization design and the role of HRM in organization management,

Unit 2: [12 Periods]
Human Resource Management in other countries; Human Resource Planning and its linkage to corporate planning; HR planning process, techniques/methods; HR planning in an ongoing organization; integrating HR plans with other plans and management functions; Future directions of HR planning; Developing HR information system

Unit 3: [12 Periods]
Managing Human Resources inflow. Resourcing plans; Recruitment and selection strategies; alternative to recruitment; selection methods and techniques; role of consultants and assessment centers in recruitment and selection and retention policies. Developing Human Resources. Concept of HRD; HRD as a strategic approach to employee performance: HRD and TQM; HRD experience in different industries; corporate training and development strategies.

Unit 4: [12 Periods]
Performance management: Concept, Philosophy, process: performance management appraisal: team performance management and evaluation. Compensation and Rewards management. Reward strategies and philosophy; HRM approach to rewards management

Unit 5: [12 Periods]
Strategic management of employee relations. HRM approach to employee relations: HRM values and employee relations; change management; creating employee commitment through the HRM approach; HRM and culture management; Employee's involvement and participation in decision-making and management of organization; negotiating employee relations: HRM and trade unions: HRM changes in management control systems: HRM accounting

Books recommended:

1. Randall schuler and Susan E Jackson, Strategic Human resource management, Blackwell publishing, second edition

Reference Books:

1. Mark sanders, Mike Milliomore, Strategic Human resource management, Pearson education, 2007 edition.
2. Michael Armstrong, Strategic Human Resource Management, Kogan Page, 5th edition

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	M	H	H	H	H	M
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	M	H	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutoria l	Practical	Type
	Elective - Hospital Planning	4	4	0	0	Theory

Introduction :

This course aims to help determine importance of clinical services, resources requirement, organizing, managing and delivery of the services. This shall include identification of needs, standards, staffing and workload, requirements of equipment and other materials, organization, and management of various clinical services: outpatient services, impatient services, emergency services, operation theatres, ICU, super-specialty services includes their evaluation.

Course Outcome:

CO1	:	To understand the role of administrator in patient care planning and management
CO2	:	To develop the skills of planning and location, design and layout of clinical services from staff / customer point of view.
CO3	:	To develop the skills to optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.)
CO4	:	To understand the need and importance of equipment and physical facilities
CO5	:	To understand as well as develop the skills of developing Policy and Procedures for Clinical Services

Unit I: [12 Periods]

Types of Hospital Organisation & Statutory Requirements for Planning. Steps in Hospital Planning: Need Assessment - Appointment of Planning Teams/Consultants - Appointment of Architect - Size of the Hospital - Design of the Hospital - Selection of the Contractor.

Unit II: [12 Periods]

Preparation of Architect's Brief - Selection of the Size, Preparation of the Master plan - Preparation of Schedule of Accommodation.

Unit III: [12 Periods]

Layout, Grouping, Zoning & Phasing of Activities - Circulation & Movements of Patients, Staff, Visitors. Planning for Out Patient Department/Accident/Emergency - Indoor accommodation, Ward design, Bed wise planning, special requirements of certain departments such as ICU, OT, Pediatric, Maternity ward.

Unit IV: [12 Periods]

Planning for Water supply, Electricity, Drainage& Sewage disposal - Planning for Equipments & Purchase.

Unit V: [12 Periods]

Textbook:

1. Hospital Planning & Administration – WHO Monograph Series 54 –By R. Llewelyn, Davis & H.M.C. Macaulay – Indian Edition – JaypeeBrothers, New Delhi.

Reference :

1. Hospital & Nursing Homes : Planning, Organisation, & Management –By Syed Amin Tabish –

Jaypee Brothers, New Delhi.

2. Principles of Hospital Administration & Planning – By B.M. Sakharkar– Jaypee Brothers.
3. Hospital Administration – By C.M. Francis & Marioc Desouza –Jaypee Brothers, New Delhi.
4. Hospital Administration & Planning – By A.G. Chandorkar – Paras Medical Publisher.
5. Hospitals Planning, Design & Management – By Kunders & Gopinath.
6. Healthcare System & Management – By S.L. Goel – Deep & Deep Publisher.

Mapping of Course Outcomes with Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	M	H	M	L	L	H	M
C02	H	H	L	L	M	H	M	M	H
C03	M	H	L	M	H	H	M	M	H
C04	L	L	M	M	L	M	M	L	L
C05	L	L	H	M	L	M	H	L	L

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core - I - Medical Terminology & Procedures	4	4	0	0	Theory

Introduction :

This course covers the anatomy and physiology of human body, medical terms and terminologies in use in hospitals. This course shall cover illness, causes of disease, need and importance of infection control in hospitals.

Course Outcome:

CO1	: Understand different body systems and their functioning.
CO2	: Familiarize with the common terms used in the clinical practice.
CO3	: Understand illness, causes, classification and description of diseases.
CO4	: Understand the causes, mode of spread, control and prevention of common infections in the hospitals and community
CO5	: The student will be able to plan program which creates awareness at a global level.

Unit I: [12 Periods]

Fundamentals of Medical Terminology : Word Roots - Prefix - Suffix - Abbreviations & Symbols.
Introduction to Anatomy & Physiology

Unit II: [12 Periods]

Organs & Systems: 1. Gastro Intestinal . Respiratory , Circulatory - Renal , Reproductive , Nervous,
Common Diseases & Procedures: Gastro Intestinal – Cholecystitis – Cholelithiasis – Appendicitis -
Intestinal Obstruction – Hernia – Peritonitis - Gastroscopy : Endoscopy , Laparotomy, Laparoscopy.

Unit III: [12 Periods]

Common Diseases & Procedures: Respiratory – Tuberculosis - Bronchial Asthma - Respiratory Failure -
Pulmonary Embolism - Pneumonia Bronchoscopy, Pulmonary Function Test, Cardio-Pulmonary
Resuscitation.

Circulatory: Hypertension - Coronary Artery Disease – Arrhythmias - Cardiac Arrest - Shock. Deep Vein
Thrombosis (DVT), ECG, 2D Echo Cardiogram, Coronary Angiography, Cardiac Catheterisation, Stress
Test, Pacemaker.

Unit IV: [12 Periods]

Renal: Nephrotic Syndrome - Urinary Tract Infection - Renal Failure - Renal / Bladder Stones Intravenous
Pyelography, Cystoscopy, Urinalysis Haemodialysis, Peritoneal Dialysis. . Reproductive: Female – Breast
Cancer/Self Examination - Menstrual Disorders, Dysmenorrhoea, Premenstrual Syndrome (PMS),
Menorrhagia Ovarian Cyst, Fibroids, Malignancy, Infertility Mammography, Ultra Sound, Laparoscopy,
IVF, Tubectomy, D & C. Male - Prostate Enlargement, Hydrocele, Impotence, Transurethral Resection of
Prostate (TURP)

Unit V:

[12 Periods]

Nervous: Stroke (Cerebro Vascular Accident) - Brain Tumor - Brain Injuries - Spinal Cord Injuries Lumbar Puncture, Myelography, CT Scan, MRI, EEG, EMG
Oncology: Investigations

Textbook:

1. Principles of Anatomy & Physiology – By Gerard J. Tortora.

Reference :

1. Anatomy & Physiology in Health & Illness – By Anne Waugh – Churchill Livingstone.
2. Anatomy & Physiology for Nurses – By Evelyn Pearce – Indian Edition – Jaypee Brothers, New Delhi.
3. Dorland’s Pocket Medical Dictionary. Taber’s Cyclopedic Medical Dictionary – Fadavis Philadelphin.
4. Manical Manual of Anatomy – By Sampath Madhyastha – CBS Publication.
5. William F. Ganong, Review of Medical Physiology (McGraw Hill, Boston) ISBN 007-144040-2

Mapping of Course Outcomes with Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	M	H	H	L	M	L
C02	H	H	H	H	H	H	M	L	M
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	L	H	L	M	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Hospital Administration	4	4	0	0	Theory

Introduction :

This course aims to make understand the principles and practice of management. It shall review basic theories of management and management process. It shall include basic concepts of health, healthcare, health services, healthcare organizations, hospitals, history and types. It shall cover levels and role of healthcare managers, need and importance of hospital administrator and structuring of healthcare besides the emerging concepts / current issues in healthcare.

Course Outcome:

CO1	: The students would be able to understand the theories of management and the management process and accept professional management practice in healthcare.
CO2	: It enables the student to understand the principles and practice of management and its application in hospitals.
CO3	: The course gives an integrated approach in management and help to manage service organizations by accepting the inbuilt challenges.
CO4	: Manage hospitals by understanding the complexity, levels and role of hospital administrator.
CO5	: Understand the current issues that have an implication in hospital administration Practice.

Unit I: [12 Periods]
Routine Admission/Discharge Procedures/Discharge Summary. - Hospital Utilisation Statistics: Average Length of Stay (ALS) - Bed Occupancy Rate - Turn Over Interval - Daily Reports / Returns: Hospital Census - Matron's Report - Medical Officer's Report - Casualty Report, Medico-Legal Cases - Report from ICU / ICCU - Security Report - Maintenance Department Report -OT List.

Unit II: [12 Periods]
Patient's Complaints. - Medical Certificates. - Hospital Committees: Role, Composition, Frequency of Meetings, Minutes of the Meetings, Follow up Actions. - Patient Satisfaction Survey: Interviews, Questionnaires, Observations, Group Discussions, Patient Opinion Polls, Report Writing. Counselling – Patient and Dependents.

Unit III: [12 Periods]
Duty Roster of various categories of Staff. - Availability of Materials: Critical Items, Stock Level, Procurement Methods. - Administration of Patient Related Schemes: Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI. - Front Office: Duties & Responsibilities. - Duties & Responsibilities of the Hospital Administrator/CEO: In Profit Making Hospitals - In Non-Profit Making Hospitals.

Unit IV: [12 Periods]
Disaster Management/Disaster Plan. - Marketing of Hospital: Telephone Courtesy, Guest Lectures, Organisation of Camps, Seminars, Workshops, Continuous Medical Education, Public Participation. -

Hospital Security: Staff, Patients, New born babies, Female staff/Patients, Stores.

Unit V: [12 Periods]
Application of Hospital Information System (HIS) & Management Information System (MIS) - Negotiation Skills: Purchase of Stores / Equipment, Union Matters, Collective Bargaining. - Hospital Waste Management. - Methods of Infection Control. Fire Fighting. - Dealing with Crisis Situation: Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners. - Standard Operating Procedures (SOPs).

Textbook:

1. Sana's Guidelines for Hospital Infection Control – By Mohd. S. Khan –Jaypee Brothers, New Delhi.

Reference :

1. Hospital Waste Management & it's Monitoring – By Madhuri Sharma– Jaypee Brothers, New Delhi.
2. Medical Stores Management – By Shakti Gupta & Sunil Kant – Jaypee Brothers, New Delhi.
3. Medical Records, Organisation & Management – By G.P. Mogli –Jaypee Brothers, New Delhi.
- Emergency Medical Services & Disaster Management – By D.K. Dave & Shakti Gupta – Jaypee Brothers, New Delhi.
4. Hospital Waste Management – By A.G. Chandorkar – Paras Medical Publisher.
5. Hospital Infection Control – By S.A. Tabish – Academa, New Delhi.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	M	H	H		L	
C02	H	H	H	H	H	H	H	M	H
C03	H	H	H	H	H	H	H	M	H
C04	H	H	H	H	H	H	H	H	H
C05	M	H	H	H	H	H	H	H	

Subject Code Subject Title Credit Lecture Tutorial Practical Type

Core - I - Laws Related to Hospital & Medical Services	4	4	0	0	Theory
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Introduction :

This course examines legal obligations and responsibility of administration of healthcare organisations such as elements of corporation, agency, administrative and common law affecting healthcare institutions and respective legal obligations of the board of trustees, administration and medical staff.

Course Outcome:

CO1	: Understand the legal implications of forming an organization
CO2	: Apply the relevance of labour laws in hospital context
CO3	: Understand the doctors patient relationship in medical care
CO4	: Understand the legal aspects of day to day administration of the hospital
CO5	: Understand and apply the law at a global level which appreciates the growth in the Hospital.

Unit I: [12 Periods]

Introduction & Legal Procedures: Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons. - Medico Legal Aspects of Emergency Services. - Inquest: Police Inquest, Magistrate's Inquest. - Criminal Courts in India & their Powers.

Unit II: [12 Periods]

General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act. - Introduction to Indian Constitution: Preamble, Fundamental Rights. - Rights & Responsibilities of Medical Person. - Hippocratic Oath, Declaration of Geneva. - List of Offences & Professional Misconduct of Doctors, as per Medical Council of India.

Unit III: [12 Periods]

Organisational & Procedural Laws: Indian Contract Act - Nursing Home-Registration Act - Birth-Death Registration Act. - Labour Laws Applicable to a Hospital: Indian Trade Union Act 1926/Industrial Dispute Act 1947. - The Bombay Shops & Establishment Act. - The Workmen's Compensations Act. - The Industrial Employment (Standing Orders) Act 1946. - Payment of Wages Act. - Employee Provident Fund Act. - Maternity Benefit Act.

Unit IV: [12 Periods]

Medical Establishment, Professional Negligence, Errors & Commission, Insurance Policy: General Claims Procedure. - Laws Related to Medical Procedures: Medical Termination of Pregnancy Act 1971(MTP Act) - Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act) - Transplantation of human organs Act 1994. - Consumer Protection Act 1986. - Medical Negligence & Compensation.

Unit V: [12 Periods]

Medical Ethics/Doctor Patient Relationship. - Preventive Steps for Doctors/Hospitals to Avoid Litigation: Consent Form - Life Support - Dying Declaration - Death Certificate - High Risk - Post Mortem. - Illustrative Cases of Medical Negligence in India: Surgery - OBST/GYNAEC - Medicine - Pediatrics - Other Disciplines/Anaesthesia. - Legal Requirements of Licences/Certificates for a Hospital.

Textbook:

Parikh's Text Book of Medical Jurisprudence & Toxicology – By Dr. C.K. Parikh – CBS Publications

Reference :

1. Medical Negligence & Compensation – By Jagdish Singh – Bharat Law, Jaipur.
2. Medical Negligence & Legal Remedies – By Anoop K. Kaushal – Universal.
3. Medical Termination of Pregnancy Act. Preconception & Prenatal Diagnostic Techniques (Prohibition of sex selection) Act 1994.
4. Organ Transplant Act.
5. The Consumer Protection Act 1986.
6. Indian Trade Union Act 1926.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	M	H	H	H	H	M	M
C02	H	H	H	M	H	H	H	M	M
C03	H	M	M	H	H	H	M	M	M
C04	H	M	M	M	H	H	H	H	H
C05	H	H	H	H	H	M	M	H	H

Subject Code	Subject Title	Credit	Lecture	Tutoria 1	Practica 1	Type
	Front Office Operations	4	4	0	0	Theory

Introduction :

This course cover the introduction of Tourism, Hospitality. It also covers the various types of rooms and star categorization of Hotel and Tariff and reservations activities and the activities to be performed during the customer stay in the Hotel

Course Outcome:

CO1	: To understand about the Tourism, Hospitality and Hotel Industry
CO2	: To learn to prepare and maintain the front office lobby and Hotel entrance and Bell desk
CO3	: To have knowledge to fix the Tariff for various Types of rooms and effectively handling the various types of customers
CO4	: To have the exposure to handle the reservations discounts and selling the rooms.
CO5	: To handle the customer during their stay by providing the required facilities along with office co ordination

Unit I: [12 Periods]

Introduction to Tourism, Hospitality and Hotel Industry – Tourism and its importance, Hospitality and its origin, Hotels and their evolution and growth, Brief introduction to hotel core areas with special reference to Front Office; **Classification of Hotels** – Size, Star, Location and Clientele, Ownership basis, Independent Hotels, Management Contracted Hotel, Chains, Franchise / Affiliated, supplementary accommodation, Time shares and condominium

Unit II: [12 Periods]

Types of Rooms: Single, double, Twin, Suits; **Time Share and vacation Ownership-** what is Time share? Referral Chains and Condominiums, How is it different from hotel business? Classification of Time shares, Types of accommodation and their size. **Front Office Organisation** – Function areas, Front office hierarchy, Duties and responsibilities, Personality traits; **Hotel Entrance Lobby AND Front Office** – Layout, Front Office Equipment (non automated, Semi Automated and automated); **Bell Desk** – Functions, Procedures and Records.

Unit III: [12 Periods]

TARIFF STRUCTURE - Basis of charging, Plans, competition, customer’s profile, standards of service & amenities, Hubbart formula, Different types of tariffs, Rack Rate, Discounted Rates for Corporate, Airlines, Groups & Travel Agents, Dynamic Pricing. **FRONT OFFICE AND GUEST HANDLING** - Introduction to guest cycle, Pre arrival, Arrival, During guest stay, Departure After departure.

Unit IV: [12 Periods]

RESERVATIONS - Importance of reservation, Modes of reservation, Channels and sources (FITs, Travel Agents, Airlines, GITs), Types of reservations (Tentative, confirmed, guaranteed etc.) , Systems (non automatic, semi automatic fully automatic), Cancellation, Amendments, Overbooking; **ROOM SELLING TECHNIQUES** - Up selling, Discounts; **ARRIVALS** Preparing for guest arrivals at Reservation and Front Office, Receiving of guests, Pre-registration, Registration (non automatic, semi automatic and automatic), Relevant records for FITs, Groups, Air crews & VIPs

Unit V: [12 Periods]

DURING THE STAY ACTIVITIES - Information services, Message and Mail Handling, Key Handling, Room selling technique, Hospitality desk, Complaints handling, Guest handling Guest history, **FRONT OFFICE CO-ORDINATION** - With other departments of hotel.

Textbook:

1. Principles of Hotel Front Office Operations (Sue Baker, P. Bradley, J. Huyton)

Reference :

1. Managing Front Office Operations(Michael Kasavana, Charles Steadmon
2. Check in Checkout(Jerome Vallen)
3. Hotel front Office Training Manual. (Sudhir Andrews)
4. Hotel Front Office (Bruce Braham)
5. Front Office Procedures and Management(Peter Abbott)

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	H	H	H	H	H	H
C02	H	H	H	M	M	H	H	M	H
C03	H	H	H	H	H	H	H	M	M
C04	H	H	H	M	M	M	H	H	M
C05	H	H	H	H	H	H	H	M	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Hotel Engineering	4	4	0	0	Theory

Introduction :

This course covers the various engineering requirements of Hotel Industry and it teaches about the Maintenance, Gas for cooking and heating, electricity and captive power facilities cabling for power requirements, Water

requirements and Plumbing arrangements, Refrigeration and Air conditioning, Fire prevention and Safety and Security needs including handling the contact labors for the above arrangements

Course Outcome:

CO1	: To learn the requirements for Maintenance of Hotel and Fuel requirements
CO2	: To understand and handle Gas and electricity requirement
CO3	: To learn and manage the Water and refrigeration and air conditioning
CO4	: To understand and handle the requirements for fire fighting, waste management and Labour contracts for the above
CO5	: To acquire the knowledge about the safety and security requirements and Audio visual requirements

Unit I: [12Periods]

Maintenance - Preventive and breakdown maintenance, comparisons, Roll & Importance of maintenance department in the hotel industry, with emphasis on its relation with other departments of the hotel, Organization chart of maintenance department, duties and responsibilities of maintenance department; **Fuels used in catering industry** - Types of fuel used in catering industry; calorific value; comparative study of different fuels, Calculation of amount of fuel required and cost

Unit II: [12Periods]

Gas: Heat terms and units; method of transfer, LPG and its properties; principles of Bunsen and burner, precautions to be taken while handling gas; low and high-pressure, burners, corresponding heat output., . Gas bank, location, different types of manifolds; **Electricity** - Fundamentals of electricity, insulators, conductors, current, potential difference resistance, power, energy concepts; definitions, their units and relationships, AC and DC; single phase and three phase and its importance on equipment specifications . Electric circuits, open circuits and close circuits, symbols of circuit elements, series and parallel connections, short circuit, fuses, MCB, earthlings, reason for placing switches on live wire side. Electric wires and types of wiring, Calculation of electric energy consumption of equipment, safety, precaution to be observed while using electric appliances. Types of lighting, different lighting devices, incandescent lamps, fluorescent lamps, other gas discharged lamps, illumination, and units of illumination External lighting Safety in handling electrical equipment

Unit III: [12Periods]

Water systems - Water distribution system in a hotel, Cold water systems in India, Hardness of water, water softening, base exchange method, (Demonstration), Cold water cistern swimming pools, Hot water supply system in hotels, Flushing system, water taps, traps and closets **Refrigeration & Air-conditioning** - Basic principles, latent heat, boiling point and its dependence on pressure, vapour compressor system of refrigeration and refrigerants Vapour absorption system, care and maintenance of refrigerators, defrosting, types of refrigerant units, their care and maintenance. (Demonstration) Conditions for comfort, relative humidity, humidification, de- humidifying, dew point control, unit of air conditioning Window type air conditioner, central air conditioning,

preventive maintenance Vertical transportation, elevators, escalators.

Unit IV: [12Periods]

Fire prevention and fire fighting system - Classes of fire, methods of extinguishing fires (Demonstration) Fire extinguishes, portable and stationery, Fire detectors and alarm, Automatic fire detectors cum extinguishing devices Structural protection, Legal requirements **Waste disposal and pollution control** - Solid and liquid waste, sullage and sewage, disposal of solid waste , Sewage treatment, Pollution related to hotel industry, Water pollution, sewage pollution Air pollution, noise pollution, thermal pollution,. Legal Requirements **Contract Maintenance** - Necessity of contract maintenance, advantages and disadvantages of contract maintenance Essential requirements of a contract, types of contract, their comparative advantages and disadvantages. . Procedure for inviting and processing tenders, negotiating and finalizing

Unit V: [12Periods]

Safety: Accident prevention, Slips and falls Other safety topics **Security Equipment replacement policy** - Circumstances under which equipment are replaced, Replacement policy of items which gradually deteriorates, Replacement when the average annual cost is minimum, Replacement when the present cost is minimum, Economic replacement cycle for suddenly failing equipment, **Audio visual equipments** - Various audio visual equipment used in hotel Care and cleaning of overhead projector, slide projector, LCD and power point presentation units, Maintenance of computers: Care and cleaning of PC, CPU, Modem, UPS, Printer, Laptops Sensors – Various sensors used in different locations of a hotel – type, uses and cost effectiveness

Textbook:

1. Management of maintenance & Engineering Systems in Hospitality Industries – by Frank D. Borsenik, John Willey & Sons

Reference :

1. Industrial Organisation and Management by O.P. Khanna
2. Refrigeration & Air Conditioning by Domkondwar
- 3 Hotel Maintenance by Arora

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	M	M	H	H	H	H
C02	H	H	H	M	M	M	H	M	M
C03	H	H	H	M	M	M	H	M	M
C04	H	H	H	M	M	M	H	M	M
C05	H	H	H	M	M	M	M	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Food - Beverage Management	4	4	0	0	Theory

Introduction :

The importance of the main requirement of any Hotel Industry is Food and Beverage Management. In this course we covered the Cost dynamics m, sales concepts and Inventory control. Apart from this it also covers the control of Sales, Budgets for Food and Beverage, and obtaining the break even and preparation of Menu for the Food and Beverage with in the given budget.

Course Outcome:

Unit I: [12Periods]
COST DYNAMICS – Elements of Cost, Classification of cost; **SALES CONCEPTS** – Various Sales Concepts, Uses of Sales concept, **INVENTORY CONTROL** – Importance, Objectives, Method, Levels and Technique, Perpetual Inventory, Monthly Inventory, Pricing of Commodities, comparison of Physical and Perpetual Inventory

Unit II: [12Periods]
BEVERAGE CONTROL – Purchasing, Receiving, Storing, Issuing, Production Control, standard Recipe, Standard Portion Size, Bar Frauds, Books Maintained, Beverage Control, **SALES CONTROL** – Procedure of Cash Control, Machine System, ECR, NCR, Preset Machines, POS, Reports, Thefts, Cash Handling

Unit III: [12Periods]
BUDGETORY CONTROL – Define Budget Define Budgetary Control, Objectives, Frame Work, Key Factors, Types of Budget, and Budgetary control. **VARIANCE ANALYSIS** – Standard Cost, Standard Costing, Cost variance, Material Variance, Labour Variance and Over Head Variance, Fixed Over Head variance and, Sales Variance and Profit variance

Unit IV: [12Periods]
BREAK EVEN ANALYSIS – Break Even Chart, PV Ratio, Contribution, Marginal cost, Graphs; **MENU MERCHANDISING** – Menu control, Menu Structure, Planning, Pricing menus, Types of Menus, Menu as Marketing Tool, Layout and Constraints and Menu Planning

Unit V: [12Periods]
MENU ENGINEERING – Definition and Objectives, Methods and Advantages; **MIS** – Reports, Calculation of Actual Costs, Daily Food Cost and Monthly Food Cost, Statistical Revenue Reports, Cumulative and NOPN Cumulative

Textbook:

1) Food and Beverage Management – Bernard Davis, Andrew Lockwood and Sally Stone

Reference :

- 1.) Food and Beverage Service – Dennis Lillicrap and John Cousins
- 2.) Facility Planning and Design – Edward Kagarian
- 3.) Bar and Beverage Book – Costas Katsigris, Mary Proter & Thomas
- 5.) Theory of Catering – kinton and Cesarani

C01	:	To understand the cost dynamics, Sales Concepts along with Inventory Control
C02	:	To handle the Beverages and Sales in Bar
C03	:	To control the Budget by handling the indefinites with variance analysis
C04	:	To work out the Break even analysis and Menu control
C05	:	To understand the menu engineering and MIS system

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	L	H	M
C02	H	H	M	H	H	H	H	L	H
C03	H	H	H	H	H	H	H	H	H
C04	H	H	M	H	H	H	L	H	L
C05	H	H	H	H	H	M	L	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Management in Tourism	4	4	0	0	Theory

Introduction :

This subject aims to provide a solid introduction to the key concepts and terminology, stakeholders and relationship, innovation, current trends and management issues. It also focuses on the dynamic nature of the main operational sectors with an emphasis on potential career opportunities.

Course Outcome:

C01	: Apply critical thinking and develop basic analytical, problem-solving and decision- making skills
C02	: Gain supervisory skills and competencies necessary to meet the needs of the ever demanding Tourism Industry.
C03	: Deliver quality service in a workplace environment.
C04	: Operate a computerized reservation system
C05	: Choose a career path from a range of alternative options within the tourism enterprises and or progress to higher level programs.

Unit 1: [12 Periods]

Understanding Entrepreneurship and Management Management: Concept and Functions, Entrepreneurship: Concept and Functions, Corporate Forms in Tourism, Management Issues in Tourism Understanding Organizational Theory - Understanding Organizations, Planning and Decision Making, Organizing, Monitoring and Controlling

Unit 2: [12 Periods]

Organizational Behaviour Issues Small Group Behaviour, Inter Personal Behaviour, Inter Group Behaviour Supervisory Behaviour Management Functions Human Resource Management, Financial Management, Operations Management, Marketing Management, Information Technology and Management

Unit 3: [12 Periods]

Managing Financial Operations Understanding P & L Statements, Understanding Balance Sheet, Profitability Analysis, Project Formulation and Appraisal Managerial Practices in Tourism – 1 Tour Operators, Travel Agencies, Hotels, Public Relations

Unit 4: [12 Periods]

Managerial Practices in Tourism – 2 Food Services, Tourist Transport, Airlines, Airports

Unit 5: [12 Periods]

Convention Promotion and Management

Convention Industry, Planning Conventions, Management and Implementation of Conventions

Text Book:

1. The Routledge Handbook of Tourism and the Environment Edited by Andrew Holden,

Reference Books:

1. Essentials of Tourism - Chris Cooper
2. Essentials of Management – Koontz & O’donnel ;
3. Management Process – Davar R.
4. Tourism Planning, Policies, Processes and Relationships - C. Michael Hall
5. The Business of Tourism - Chris Holloway, Claire Humphreys

Mapping of Course Outcomes with Program Outcomes:

	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	M	H	H	M	M	H	H
C02	H	M	H	H	H	H	H	H	H
C03	H	H	H	M	H	H	H	H	M
C04	H	M	M	M	H	H	H	H	M
C05	H	H	H	M	M	H	M	H	H

Electives Subject: IV Semester

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Corporate Restructuring & Valuation	4	4	0	0	Theory

Introduction :

The purpose of this course is to provide an in-depth understanding of all aspects and intricacies of law and practical issues affecting and arising out of Corporate Restructuring, Valuation as well as Insolvency

Course Outcome:

C01	: Regulatory framework for corporate Restructuring
C02	: Process involved in mergers and acquisitions and the available takeover
C03	: Compliance of Companies Act
C04	: Analysis of Critical Success factor in integration
C05	: Corporate control Mechanism and its Defenses

Unit I: [12 Periods]
Nature & objective, Forms of Corporate restructuring, Types and Theories of Mergers, Reasons for merger, Demerger, Take over and Acquisitions, Business Alliances, Divestitures.

Unit II: [12 Periods]
Legal and Procedural Aspects, Tax Implication. Cross border acquisitions and International acquisitions.

Unit III: [12 Periods]
Corporate Demerger and Reverse Merger: Concept of Demerger; Modes of Demerger – by Agreement, under Scheme of Arrangement Demerger and Voluntary Winding Up; Legal and Procedural Aspects; Tax Aspects and Reliefs; Reverse Mergers – Procedural Aspects and Tax Implications

Unit IV: [12 Periods]
Takeover: Meaning and Concept; Types of Takeovers; Legal Aspects – SEBI Takeover Regulations; Disclosure and Open Offer Requirements; Bail Out Takeovers and Takeover of Sick Units; Takeover Defenses; Cross Border Takeovers

Unit V: [12 Periods]
. Meaning, Objective & Scope of Valuation; Principles of Valuation; Preliminary Work relating to Valuation; Valuation Standards and Valuation Analysis; Valuation of Intangibles.

Textbook:

1. CS Anup Jain, Corporate- Restructuring Valuation and Insolvency, S. Chand & Company Pvt. Ltd (2015)

Reference :

1. Ramanujan, S. (2000). Mergers: The New Dimensions for Corporate Restructuring. Tata
2. McGraw Hill.Chandrashekar Krishna Murthy & Vishwanath. S.R: Merger Acquisitions & Corporate Restructuring Sage Publication

3. Sathesh kumar, Corporate governance, Oxford University, Press, 2010
4. Rajesh Kumar B., Mergers and Acquisitions, Tata McGraw Hill Education Pvt. Ltd., New Delhi, 2012.
5. Enrique R. Arzac, Valuation for Mergers, Buyouts and Restructuring, Second Edition, Wiley India, 2010.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	H	H	H	M	H	H	H	H
C03	H	M	H	H	H	H	H	H	H
C04	H	H	H	H	H	H	H	H	H
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Financial Market and Services	4	4	0	0	Theory

Introduction :

The Course aims at providing the students, basic knowledge about the Finance concepts, markets and various services provided in those markets. The syllabus is structured in a way which provides adequate information about the roles of intermediaries and its regulating bodies. The course also provides information about the prevailing financial system in India.

Course Outcome:

CO1	: To impart the knowledge of the objectives and functions of the Financial Services and Financial Markets.
CO2	: To develop good understanding of various components, participants and services of the Capital
CO3	: To develop good understanding of various components, participants and services of the Money Market
CO4	: To develop a clarity about the Monetary Regulatory Authorities & their importance in cultivating financial discipline.
CO5	: To understand on the theoretical framework on regulatory, legal and tax aspects

Unit I: [12 Periods]

Concept, nature and scope of financial services; Regulatory framework for financial services, Management of risk in financial services. Credit rating agencies in India – CRISIL, CARE, ICRA – Process of Credit Rating and Methodology by Indian credit rating agencies – services rendered by credit rating agencies – Solicited rating and unsolicited rating.

Unit II: [12 Periods]

Core Services- Account opening- Types of Accounts – Types of Application Forms- Dematerialisation Process- Trading and Settlement –Off-Market Trade – Market Settlement-Demit Shares. Stock exchange operations-trading and settlement mechanism; Mutual Funds; Merchant banking services- managing issue of shares and bonds – Credit rating of equities, Bonds and Mutual funds.

Unit III: [12 Periods]

Leasing-theoretical framework, regulatory environment, accounting and tax aspect; Debt securitization; Housing finance-system and schemes, tax and funding of HFCs; Credit rating – methodology and process; Symbols and credit rating agencies in India.

Unit IV: [12 Periods]

Venture Capital; Factoring and Forfeiting; Bill discounting; Hire-purchase finance and Consumer Credit

Unit V: [12 Periods]

. Market Settlement-Demit Shares. Special Services-Pledge and Hypothecation-Procedure for pledge/Hypothecation-procedure of confirmation of creation of Pledge/Hypothecations by Pledgee-Closure of a Pledge/Hypothecation by Pledger - Invocation of Pledge by Pledgee. Stock lending and borrowing – Corporate actions

Textbook:

1.Fabozzi - Foundations of Financial Markets and Institutions (Pearson Education, 3rd Ed.

Reference :

- L.M. Bhole & Jitendra Mahakud, Financial Institutions & Markets, 5th Edition, Tata McGraw Hill, 2009.
- Srivastava, R.M & Nigam Divya - Management of Financial Institutions, Himalaya, 2003
- Prasanna Chandra, Financial Management - Theory & Practice, Tata McGraw Hill, New Delhi
- Financial Strategy, William E. Fruham
- Bodi, Kane, Markus, Mohanty, Investments, 6th edition, Tata McGraw Hill, 2007

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	M	H	H	H	H
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	H	M	H	H	H
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	International Financial Management	4	4	0	0	Theory

Introduction: International Finance is an important part of financial economics. It mainly discusses the issues related with monetary interactions of at least two or more countries. International finance is concerned with subjects such as exchange rates of currencies, monetary systems of the world, foreign direct investment (FDI), and other important issues associated with international financial management.

Course Outcome:

CO1	:	To ensure adequate returns to the shareholders which will depend upon the earning capacity, market price of the share, expectations of the shareholders.
CO2	:	To ensure optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.
CO3	:	To ensure safety on investment, i.e, funds should be invested in safe ventures so that adequate rate of return can be achieved.
CO4	:	To plan a sound capital structure-There should be sound and fair composition of capital so that a balance is maintained between debt and equity capital
CO5	:	To ensure regular and adequate supply of funds to the concern

Unit 1: [12 Periods]

International business and its modes – Nature and scope of International Financial management - International Monetary System - Exchange Rate Mechanism - The Gold Standard – The Bretton woods system - the present system of floating rates - Fixed Exchange Rate systems; Floating Exchange Rate Systems - convertibility of currency. Balance of payments - Structure of BOP: Current Account; Capital Account.

Unit 2: [12 Periods]

IMF- its functions- special schemes of lending - conditionality of IMF loans - IMF's role in providing international liquidity SDR's - International financial markets and instruments. International Sources of Finance for the Firm - Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Securitised Financing (Euronote), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations

Unit 3: [12 Periods]

Theories of exchange rates - Purchasing Power Parity theory; Interest rate Parity Theory; Arbitrage in forward market: Covered Interest Arbitrage; International Fisher Effect – Factors influencing exchange rates. Numerical problems in covered interest arbitrage to be covered.

Unit 4: [12 Periods]

Foreign exchange markets - Structure of Foreign Exchange Market- Features of foreign exchange market; market participants - spot market - forward market - foreign exchange rates - exchange rate quotations - Direct quotes and indirect quotes - spot and forward transactions - spot rate and forward rate - forward premium and forward discount – forward rate quotations: outright forward quote and swap quote - factors affecting forward rates - Cross rates - Arbitrage in spot market: two currency arbitrage; Triangular arbitrage – TT rates and Bill rates.

Unit 5:

[12 Periods]

Foreign currency derivatives - currency forwards, currency futures, currency options and swaps - Foreign exchange risk and exposure - operating exposure, transaction exposure and translation exposure - Management of foreign exchange exposure with hedging - Internal hedging: leading and lagging, exposure netting, currency risk sharing, hedging through sourcing and hedging by choosing the currency of invoice – external hedging: hedging with forward and futures; money market hedging.

Text Book:

1. Vyuptakesh Sharan: International Financial Management, 4th edition , PHI Learning Private Limited, New Delhi.

Reference Books:

1..Thummuluri Siddaiah: International financial Management, second edition (2015) Pearson Education India, Delhi

2. Maurice D. Levi, International Finance, 5th Edition (2009), Routledge publication

3. Eugene F. Brigham and Michael C. Ehrhardt. Financial Management: Theory & Practice , 14th Edition

4. Charles E. Menifield , The Basics of Public Budgeting and Financial Management: A Handbook for Academics and Practitioners

5. The Economist and John Tennent, The Economist Guide to Financial Management (2nd Ed): Principles and practice (Economist Books)

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	M	H	H	H	H	H	H
C03	H	H	H	M	H	H	H	H	H
C04	H	H	H	H	H	H	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Banking & Bank Management	4	4	0	0	Theory

Introduction :

This course studies key concepts and issues in bank management. As a motivation, it highlights current challenges) and the ensuing tightening in bank regulation. A general framework for bank valuation then provides the background against which value-based bank management is discussed.

Course Outcome:

CO1	: the latest developments in the Banking Sector this module is designed to understand the total learning of Banking world
CO2	: the functions, the classifications, the objectives, their role, the primary and secondary responsibilities
CO3	: the conceptual and regulatory framework
CO4	: the legal, periodical, operational compliance areas and also covers the latest trends in the Banking Industry
CO5	: Grasp how banks raise their sources and how they deploy it and manage the associated risks

Unit I: [12 Periods]
Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control-Banking Regulation ACT –Recent trends in Indian Banking Sector.

Unit II: [12 Periods]
Functions of Commercial Banks- Agency Services –General utility services-Credit Creation-Banker–Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment-Right of Lien &Set off– Garnishee Order-Law of Limitation.

Unit III: [12 Periods]
Banking Technology; Electronic Banking-Core Banking –Distribution Channels- Remittance Facilities &Clearing System-Online Banking Electronic Fund Transfer System- RTGS, SWIFT.

Unit IV: [12 Periods]
Evaluating Banking Performance – ROE Model- CAMEL Rating - GAAP Probability Analysis - Balance Score Card-Asset Liability Management, NPA- BASEL Norms.

Unit V: [12 Periods]
International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)- London Inter-Bank Offered Rate (LIBOR) -Bank Accounts- NOSTRO,VOSTRO,LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers

Textbook:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012.

Reference :

1. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi.
2. Muraleedharan D, Modern Banking-Theory and Practice', PHI Learning Pvt. Ltd.
3. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2012
4. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2012.
5. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	M	H	H	H	H	H
CO2	M	H	H	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H	H	H
CO4	H	H	H	H	H	M	H	H	H
CO5	H	H	M	H	H	H	H	H	H

Service Operations Management	4	4	0	0	Theory
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Introduction :

This subject provides a comprehensive and balanced introduction to service operations management. Building on the basic principles of operations management, the students can examine the operations decisions that managers face in controlling their resources and delivering services to their customers.

Course Outcome:

C01	:	To help understand how service operations and its enhancing importance in the market.
C02	:	To understand the design and operate a service business
C03	:	To understand the scope of service business and getting confident for startups preparations.
C04	:	using the concepts, tools and techniques of service operations management.
C05	:	To make use of IT for Service operations and performance can be improved by studying services operations management

Unit I: [12 Periods]

Introduction – Services – Importance, role in economy, service sector – growth; Nature of services – Service classification, Service Package, distinctive characteristics, open-systems view; Service Strategy – Strategic Service Vision, Competitive Environment, Generic Strategies, Winning Customers; Role of Information Technology; Stages in Service Firm competitiveness; Internet Strategies – Environmental Strategies.

Unit II: [12 Periods]

Service Design – New Service Development – Design elements – Service Blue-printing – process structure – generic approaches – Value to customer; Retail design strategies – store size – Network configuration; Managing Service Experience – experience economy, key dimensions; Vehicle Routing and Scheduling.

Unit III: [12 Periods]

Service Quality – Service scopes – Behavior – environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout; Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem.

Unit IV: [12 Periods]

Managing Capacity and Demand – Managing Demand – Strategies, Managing Capacity – basic strategies, supply management tactics, operations planning and control; Yield management; Inventory Management in Services – Retail Discounting Model, Newsvendor Model; Managing Waiting Lines – Queuing Systems, Psychology of waiting; Managing for growth – expansion strategies, franchising, globalization

Unit V: [12 Periods]

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

Textbook:

1. James A. Fitzsimmons, Service Management – Operations, Strategy, IT-Tata McGraw-Hill – 5th Edition 2006.

Reference :

1. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton, Successful Service Operations Management-South-Western, Cengage Learning, 2nd Edition.
2. Johnston, Service Operations Management: Improving Service Delivery, 2e, 2007, Pearson Publications
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2006
5. J.Nevan Wright and Peter Race, The management of service operations, Thomson, 2nd Edition, 2004

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	M	M	H	H	M	H	H
C02	H	M	H	H	H	H	H	M	H
C03	H	M	H	H	M	H	H	H	H
C04	H	H	M	H	M	M	H	M	H
C05	H	M	H	M	H	H	M	M	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Technology Management	4	4	0	0	Theory

Introduction: This program blends principles of management, business strategy, design and engineering to prepare graduates to recognize promising technological innovations and oversee development processes. Candidates learn about theories of business and leadership, with an emphasis on managing technical workers and new product development.

Course Outcome:

CO1	: Identifying and evaluating the impact of relevant changing technology and managing those changes.
CO2	: Designing programs to identify develop and implement innovative technological based solutions.
CO3	: Managing the effective planning and execution of those technology based initiatives and the integration of their results into the mainstream of an enterprises' strategy, processes and operations.
CO4	: The application of technology to create wealth.
CO5	: Leadership, the creation and sustenance of high-performance global teams and enabling innovation.

Unit 1: [12 Periods]
Introduction - Technology origin and evolution – Tailoring technology to fit specific industry requirements – Organization redesign – Organizational re-engineering – Financial considerations for technology Planning.

Unit 2: [12 Periods]
Technology Cycle - Technology cycle and understanding technologies change - Responding to technological changes - Adoption of technology - Overcoming resistance - different approaches.

Unit 3: [12 Periods]
Technology Forecasting - Technology Forecasting – Need – Methodologies: - Trend Analysis, Analogy, Delphi, Soft System Methodology, Mathematical Models, Simulation, System dynamic, S-curve, Role of Technology Information Forecasting and Assessment Council (TIFAC).

Unit 4: [12 Periods]
Technology Assessment - Dissemination of technology information and strategic planning - Technology choice and evaluation methods – Analysis of alternative technologies - Implementing technology programmes.

Unit 5: [12 Periods]
Technological Competitiveness In Countries - Factory and office automation - Business Process Reengineering - Quality Management –Use of Transferred Technology - Collaborative innovation environment - Collaborative knowledge-intensive industry environment – Business and government relations – Technological competitiveness in some of the developing and developed countries.

Text Book:

1. Robert Szakonyl, Handbook of Technology Management, Viva Books Private Limited, 2008.

Reference Books:

- Gerard H. Gaynor, Handbook of Technology Management, McGraw Hill, 1996.
- Betz, Frederic, Strategic Technology Management, New Delhi, McGraw Hill, 1996.
- Tarek M. Khalil, Management of Technology, McGraw Hill, 2003.
- Vijay Kumar Khurana, Management of Technology and Innovation, Ane books India, Chennai, 2007.
- Richard C. Dorf, The Technology Management Handbook, CRC Press, 1998

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	M	H	H	H	H	H
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	H	H	M	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Lean six sigma	4	4	0	0	Theory

Introduction :

This course provides a working knowledge of the varied aspects of Six Sigma, Lean and Process Control initiatives, while preparing Green Belts for advanced studies in more specialized topics within the subject area. Green Belts will increase their knowledge and use of improvement tools.

Course Outcome:

CO1	: To gain insights about the importance of lean manufacturing and six sigma practices and how the other international standards like TQM and Lean Manufacturing complements each other
CO2	: To understand and execute the various methods of implementing the Six Sigma during the Design level for the new products and for during the production for the existing products
CO3	: To learn and use the Different Tools that are available to ensure the Lean six sigma implementation during the stages of Problem definition, measurement, analysis and Improvement
CO4	: To learn and use the Different Tools that are available to ensure the Lean six sigma implementation during the stages of Control and Implementation. Also can able to convert the VOC in to Technical input for Production
CO5	: To analyse and examine the worthiness of implementing the Six sigma with proper cost justifications

Unit I: [12 Periods]

Lean & six sigma background and fundamentals: Introduction to Lean Management and its significances- Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma – lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes –six sigma capability – six sigma need assessments - implications of quality levels, Cost of Poor Quality (COPQ), Cost of Doing Nothing.

Unit II: [12 Periods]

Six Sigma Methodologies: Design For Six Sigma (DFSS),Design For Six Sigma, Method - Risk Priority Number (RPN)- DMIAC system - Leadership – Change Acceleration Process (CAP)- Developing communication plan – Stakeholder.

Unit III: [12 Periods]

Tools and techniques I: Tools for definition – SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – **Tools for measurement** – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts, Process Capability Measurement. **Tools for analysis** – Process Mapping, Regression analysis, 5 Whys, 8D Methodologies interrelationship diagram, overall equipment effectiveness – **Tools for improvement** – Affinity diagram, Normal group technique, SMED, mistake proofing, Value stream Mapping.

Unit IV: [12 Periods]

Tools and techniques II: Tools for control –Gantt chart, Activity network diagram, Radar chart, PDCA cycle, Milestone tracker diagram. **Tools for implementation** – supplier input process output customer (SIPOC) – customer quality index - House of Quality – implementation – leadership training, close communication system, project selection – project management and team – champion training.

Unit V: [12 Periods]

Six Sigma Challenges & Evaluation: – challenges – program failure, CPQ vs Six Sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics. **Evaluation:** Evaluation strategy – the economies of six sigma quality, Return on Six Sigma (ROSS) and poor project estimates.

Textbook:

1. Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003

Reference :

1. Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000
2. Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, Author House, 2004
3. Forrest W. Breyfogle, III, James M. Cupello, Becki Meadows, Managing Six Sigma:A Practical Guide to Understanding, Assessing, and Implementing the Strategy That Yields Bottom-Line Success, John Wiley & Sons, 2000
- 4.. James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003
5. Besterfield, Total Quality Management, 4th edition (2015), Pearson Education India

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	M	M	M	M
C02	H	H	H	H	H	H	H	M	M
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	H	H	H	H	H	H
C05	H	H	H	M	M	M	M	M	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Business Process Reengineering	4	4	0	0	Theory

Introduction :

The objective of this course is to make the students understand the role of Business Process Reengineering technique in an organisation and to gain insight on BPR tools and techniques. Students who successfully complete this course are able to get insight on Business Process Reengineering tools and techniques to focus on customer, innovation and quality management to speed up the processes and improve productivity of an organisation.

Course Outcome:

C01	: To understand the importance of BPR and its advantages and disadvantages and its principles and concept understandings.
C02	: To understand the BPR and other scientific Quality Management tools and how they are complementing each other and making use of the real time application
C03	: To ensure the success of BPR implementation by understanding the reality factors
C04	: To understand the benefits of BPR through IT and support and encourage the team for redesigning the various process of each functions
C05	: To prepare and maintain the readiness for Change Management

Unit I: [12 Periods]
Business Process Reengineering- Need for reengineering, Benefits of BPR, Guiding Principles, BPR and Performance Improvement, Pitfalls in BPR and Myths of BPR, Business Process Redesigning

Unit II: [12 Periods]
BPR and Other techniques: Total Quality Management, Kaizen, Just – in- Time, Six Sigma, Quality Function Deployment, ISO Standards and Certifications, Enterprise Resource Planning.

Unit III: [12 Periods]
BPR Implementation Methodology: BPR Strategies, BPR Success and Failures, Factors Relating to BPR Success, Change Management, Culture, Leadership, Organisation Structure, and Factors related to Business Process Failure – Communication and Organisational Resistance.

Unit IV: [12 Periods]
: BPR, TQM & IT: Information Technology and Value Chain, IT Value and Business Alignment, IT Infrastructure, IT Networking Infrastructure, Key Elements of BPR, Establishing a Responsible Team, Redesigning the Business Process, BPR Methodologies – Implementation Phases.

Unit V: [12 Periods]
Process Change Management: Nature, Process of Change, Management of Change in BPR, Planning for Reengineering, Analyse AS-IS Process

Textbook:

1. Radhakrishnan, R and Balasubramanian, S, Business Process Reengineering: Text & Cases, PHI Learning Private Limited, 2008

Reference :

1. Dey, B. R. Business Process Reengineering and Change Management, Dreamtech Press, 2004.
2. Henry J. Johansson, Patrick McHugh, A. John Pendlebury, and William A. Wheeler, Business Process Reengineering: Break Point Strategies for Market Dominance, Wiley Wiley, 2007
3. Reengineering the Corporation , Michael Hammer and James Champy
4. Reengineering Revolution by David Knights and Hugh Will mott
5. Business Process Reengineering Sanjay Mohapatra

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	M	M	H	H	M	M
C02	H	H	H	H	H	H	H	H	H
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	M	M	M	M	M	M
C05	H	H	H	M	M	M	M	H	H

Subject Title	Credit	Lecture	Tutorial	Practical	Type
Consumer Behaviour	4	4	0	0	Theory

Introduction: Consumer Behaviour is the study of Individuals or Organisations and the activities undertaken by them to select, procure and use products or services to satisfy their needs and wants. In this unit, we will be studying the basics of consumer behaviour from a management perspective, along with an overview of the concepts of consumer orientation and the competitive advantages of such a practice.

Course Outcome:

CO1	: Identify the major influences in consumer behaviour
CO2	: Establish the relevance of consumer behaviour theories and concepts to marketing decisions
CO3	: Recognise social and ethical implications of marketing actions on consumer behaviour
CO4	: Use most appropriate techniques to apply market solutions
CO5	: Implement appropriate combinations of theories and concepts

Unit 1: [12 Periods]
Introduction to Consumer Behaviour – Marketing Concept and the discipline of Consumer Behaviour – Customer Value, Satisfaction and Retention – Consumer Research Process – Market Segmentation and Positioning.

Unit 2: [12 Periods]
Psychological Influences on Consumer Behaviour: Consumer needs, Goals and Motivation – Personality and Consumer Behaviour – Consumer Perception.

Unit 3: [12 Periods]
Consumer Learning, Memory and Involvement – Consumer Attitude - Formation Attitude Change Strategies – Communication and Consumer Behaviour.

Unit 4: [12 Periods]
Sociological Influences on Consumer Behaviour: Influence of Culture and Subculture – Social Class Influences – Reference Group and Family Influences – Household Decision Making – Communication within Groups and Opinion Leadership.

Unit 5: [12 Periods]
Consumer Decision Making Process: Situational Variables - Problem Recognition – Information Search – Evaluation of Alternatives – Outlet Selection and Purchase – Post-Purchase Action. Innovations and the Diffusion Process – Organisational Buyer Behaviour.

Text Book:

1. Leon G. Shiffman, Leslie Lazer Kanuk, Consumer Behaviour, 9th ed., PHI,

Reference Books:

1. Louden and Bitta, Consumer Behaviour – Concepts and Applications, McGraw Hill Inc,
2. Margaret Craig – Lee, Sally Joy, Beverly Browne, Consumer Behaviour, John Wiley and Sons,
3. **Ingel, Roger & Blackwell, Consumer Behaviour, Thomson/ South western, 10th edition, 2006.**
4. **Kurder, Consumer Behaviour, PHI/Pearson, 2002.**
5. **Hawkins and Motherbaugh, Consumer Behavior: Building Marketing Strategy” 12th Edition.**

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	H	M
C03	H	H	H	H	H	H	H	H	H
C04	H	H	H	M	H	M	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Brand And Product Management	4	4	0	0	Theory

Introduction: This course is aimed at anyone with ambitions of a career in marketing and/or professionals who are looking to use brand and product management to enhance the products in their own business or in the company that they work for.

Course Outcome:

CO 1	: Compare and contrast the elements of a managing a product and managing a brand.
CO 2	: Critique the different measures of brand equity, including brand salience.
CO 3	: Debate communication strategies by justifying the measures of valuation formation that are based on consumer perception.
CO 4	: Appraise the rationale behind new product development and new services development processes, including innovation, research, and testing.
CO 5	: Assess and develop differing brand and product portfolio management strategies.

Unit 1: [12 Periods]
Introduction to Product & Brand Management, Emergence as a separate area of study, Product, Product Levels, Product Hierarchy, Classification of Product.

Unit 2: [12 Periods]
Product Mix -A strategic choice. Product Mix decisions, Product Line decision -strategic decision involving adding or pruning product lines.

Unit 3: [12 Periods]
Concept of STP & strategies, Product Positioning, Developing Positioning Strategy, Elements of Positioning, Positioning Methods, Communicating the Positioning Strategy.

Unit 4: [12 Periods]
Product Research -Importance, tools and analysis, Product Development & Testing, Product Launch Decisions.

Unit 5: [12 Periods]
Branding, Need for Branding, Brand & related concepts: Brand Equity, Brand Life Cycle, Brand Positioning & Repositioning, Branding decisions, Family vs. individual Branding, Multiple branding, brand extension, Branding in specific sectors like Industrial, retail, service, e-branding.

Text Book:

1. A.K. Chitale & Ravi Gupta, Product Policy & Brand Management, 1st Edition, PHI Learning, 2012.

Reference Books:

1. Kirti Dutta, Brand Management Principles & Practices, 1st Edition, Oxford Publication, 2012
2. Kevin Lane Keller, C, Strategic Brand Management, 2nd Edition, Prentice Hall of India, 2007
3. Jean-Noël Kapferer, "The New Strategic Brand Management: Advanced Insights and Strategic Thinking", 5e, Kogan Page, 2012.
4. Harsh V. Verma, "Brand Management Text and Cases", Pillappa, 2012.
5. Subroto Sengupta, "Brand Positioning: Strategies for Competitive Advantage", 2e, McGraw Hill Education, 2005.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	H	M
C03	H	H	H		H	H	H	H	M
C04	H	H	H	H	H	H	H	M	H
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Retail and Channel Management	4	4`	0	0	Theory

Introduction: This course is designed to provide an intensive introduction to retail marketing management. Emphasis will be placed on the application of the theoretical concepts to practical marketing situations.

Course Outcome:

CO1	: To enable students to understand the importance of retailing and distribution in the emerging market scenario.
CO2	: To equips students with the tools & techniques of retailing
CO3	: To understand the various marketing channels and supply chains
CO4	: To effectively make Retail management decisions
CO5	: To understand the Merchandise Management

Unit 1: [12 Periods]
Marketing Channels & Supply Chains: Emergence, role and types of marketing channels, channel members and their characteristics, choosing various channel options, factors affecting the choice. Supply chain management (SCM) - advantages gained, physical flow of merchandise, and logistics of e-retailing.

Unit 2: [12 Periods]
Retailing: Nature and Importance of retailing, wheel of retailer, Types of retailing-ownership based, store based, non-store based, web based. Retail management decisions, Recent Trends in retailing.

Unit 3: [12 Periods]
Strategic Planning in Retailing: Situation analysis, objectives, identification of consumers and positioning, overall strategy, specific activities and control. Identifying & understanding consumer – Consumer demographics & life styles, consumer needs & desires, consumer shopping attitude, consumer decision process, retailers' action.

Unit 4: [12 Periods]
Location, Operation & Merchandise Management: Trading Area Analysis, site selection, store formation size and space allocation, store security and credit management. Merchandise plans- forecasts, innovativeness, assortment decisions, brand decisions, timing and allocation, merchandise pricing.

Unit 5: [12 Periods]
Retail Promotion: Building retail store image, atmosphere, layout planning, Retail promotional mix strategy, Retail store sales promotional schemes.

Text Book:

1. Berman , Barry and Joel Evans, , Retail Management, 11 edition (2011), Pearson Education publication.

Reference Books:

1. Meenal Dhotre, Dhotre, Channel Management & Retail Marketing, First Edition edition (2012), Himalaya Publishing.
2. Chetan Bajaj, Rajnish Tuli, Nidhi Varma Srivastava, Retail Management, 2 edition (2010), Oxford university press.
3. Suja Nair, Retail Management, 3rd Edition, Himalaya Publishing House.
4. Gibson. G.Vedamani, Retailing Management -Functional Principles and Practices, 3rd Edition, Jaico Publishing House.
5. David Gilbert, Retail Marketing Management, 2nd Edition, Pearson Education.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	H	M
C03	H	H	H	H	M	H	H	H	H
C04	H	H	H	H	H	H	H	H	H
C05	H	H	M	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	International Marketing Management	4	4	0	0	Theory

Introduction: International Marketing provides students with an introduction to basic marketing concepts as they apply in an international context. More fundamentally, it discusses some of the most important topics facing both international marketing practitioners and academics. These include type and timing of market entry; international branding concepts; as well as international product, pricing, distribution and promotion policies. A particular emphasis is placed on the role of marketing in shaping international business strategy.

Course Outcome:

C01	: To Appraise and evaluate some of the major analytical frameworks that form the basis of international/global marketing management.
C02	: To Demonstrate an understanding of the complexity of operating in the global marketplace
C03	: To facilitates and encourage social and cultural exchange among different countries of the world.
C04	: To provide better life and welfare to people from different countries of the world. In addition, to provide assistance to countries facing natural calamities and other emergencies situations
C05	: To provide assistance to developing countries in their economic and industrial growth and thereby to remove gap between the developed and developing countries.

Unit 1: [12 Periods]
Introduction and Concept of International marketing: Process of International Marketing, International Dimensions of Marketing, Domestic vs. International Marketing - Characteristics of MNCs. Coordinating marketing activities- barriers in International Marketing and benefits of International Marketing.

Unit 2: [12 Periods]
International Marketing strategy – Tools and Types; Ways to improve strategy ; global strategy- components and global marketing mix - technology markets, competition and government actions. International Marketing Decision.

Unit 3: [12 Periods]
Product Strategies: Branding and Packaging decisions-branding decisions, branding levels and alternatives, Brand Consolidation, origin and selection, characteristics and protection. Distribution Strategies: Channels and Distribution- types of intermediaries: direct and indirect channels, channel development, adoption and decisions.

Unit 4: [12 Periods]
Pricing in International Marketing: Factors, price competition and objectives. Export pricing: Export price in relation to domestic price, Export Price Escalation and Exchange

rate quotations. Foreign Market Pricing: Foreign market variables, pressures for uniform pricing in international market, product redesign and pricing implications.

Unit 5:

[12 Periods]

International Marketing of Service: Features, Measures and importance-Comparative and competitive advantage in the services. Coordinating International Marketing: Planning for global Marketing, Organizing for global marketing and controlling international marketing.

Text Book:

1. Sak Onkvisit and John J. Shan, “International Marketing”, 3rd Ed., Prentice Hall, U.S.A, 1997.

Reference Books:

1. Vern Terpstra and Ravi Sarathy, “International Marketing”, 8th Ed., South Western College.
2. Philip R. Cateora, Mary C. Gilly, John L. Graham , (2014), International Marketing, Fifteenth edition, McGraw Hill Education.
3. **Michael R. Czinkota, Illka A. Ronkainen, International Marketing by Hardcover, South-Western College.**
4. **Warren J. Keegan, Mark Green Global Marketing (3rd Edition) by, Paperback: 666 pages, Publisher: Prentice Hall.**
5. **Johny K. Johansson/ Irwin , Global Marketing: Foreign Entry, Local Marketing, and Global Management, McGraw-Hill.**

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	M	H
C03	H	H	M	H	H	H	H	H	H
C04	M	H	H	H	H	H	H	H	H
C05	H	H	H	H	H	H	H	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Compensation And Benefits Management	4	4	0	0	Theory

Introduction: This helps in planning, developing oversee the programs to determine how much an organization pays its employees and how employees are paid.

Course Outcome:

CO1	: To learn basic compensation concepts and the context of compensation practice
CO2	: To illustrate different ways to strengthen the pay-for-performance link
CO3	: To learn the concepts of Payment and employee benefits issues for contingent workers.
CO4	: To understand the Legally required employee benefits.
CO5	: To learn some of the implications for strategic compensation and possible employer approaches to managing legally required benefits

Unit 1: [12 Periods]

Conceptual and Theoretical understanding of Economic theory related to reward management; Competitive Imperatives; Productivity, Quality, Service, Speed, Learning, Planning for Improved Competitiveness; Diagnosis and Benchmarking- Determination of Inter and Intra-industry Compensation differentials; Internal and external Equity in compensation system.

Unit 2: [12 Periods]

Understanding tools used in Designing, Improving and Implementing Compensation packages; Compensation designs for Specific Type of Human Resources like Compensation of Chief Executives, Senior managers, R & D Staff.

Unit 3: [12 Periods]

Understanding different components of compensation packages like fringe benefits, incentives and Retirement Plans; Compensation Practices of Multinational Corporations and Strategic Compensation Systems.

Unit 4: [12 Periods]

Statutory Provisions governing Different Components of Reward systems.

Unit 5: [12 Periods]

Working of different Institutions Related to Reward System Like Wage Boards, pay Commissions etc.

Text Book:

1. Bernardin, John H: Human Resource Management, Tata McGraw Hill, New Delhi 2004.

Reference Books:

1. Arthur M, Career Theory Handbook, Prentice Hall Inc, Englewood Cliff, 1991.
2. Belkaoui, A.R. and Belkaoui ,JM, Human Resource Valuation: A Guide to Strategies and Techniques, Quarum Books, Greenwood, 1995

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	M	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	M	H
C03	M	H	H	H	H	H	H	H	H
C04	H	H	H	H	H	H	H	H	M
C05	H	H	H	H	H	H	M	H	H

subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Human Resource Planning, Audit & Metrics	4	4	0	0	Theory

Introduction: HR Planning, Audit & metrics assess the alignment of HR management activities with organizational objectives, manage the organization's human capital risks, identify and manage material risk, ensure compliance, assist in due diligences and assess and test internal controls

C01	: The objective of this paper is to develop a conceptual as well as a practical understanding of Human Resource Planning, audit and Development in organizations
C02	: To provide the students, the inputs on how to link HRM functions to the corporate strategies to understand HR as a strategic resource.
C03	: Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
C04	: Describe the meanings of terminology and tools used in managing employees effectively
C05	: Explain, evaluate the main theories and practices of Organization.

Unit 1: [12 Periods]
Human Resource Planning: Meaning- Objectives and Importance. Process of Human Resource Planning. Problems in HR Planning. Job Analysis. Scope, Objectives- Job description and Job specification-. Nature and Importance.

Unit 2: [12 Periods]
Manpower demand and supply forecasting -Models and Techniques of manpower demand and supply forecasting-- Behavioral Factors in HRD - Importance. Retention- Policies - Redeployment and Exit Strategies- Importance and Objectives.

Unit 3: [12 Periods]
Human Resource Acquisition: Meaning and importance-Meaning of Recruitment. Various sources and Methods of Recruitment-Advantage and Disadvantages. Definition of Selection - Selection Process. Interview and its types. Placement, Induction, Socialization, Nature and Importance.

Unit 4: [12 Periods]
Human Resource Auditing: Meaning, Importance and Objectives of HR Audit. Process of HR Audit. Need for HR Audit. Methods of HR Audit.

Unit 5: [12 Periods]
Human Resource Information System –Importance, Scope, Objectives, Limitations - HRIS Applications of HRIS - Human Resource Accounting. Process of HRA, Objectives, Scope. Need and Importance. **HR Metrics** – meaning – definition - Human Resource Metrics and Workforce Analytics - HR Metrics and Their Impact on Business.

Text Book:

1. Bhattacharya D.K, Human resource planning, Excel books, second edition

Reference Books:

1. Gupta P.K, Human resource management, Dreamtech press, 4th edition
2. James walker, Human resource planning, Mcgraw hill, First edition
3. Aquinas P , Human resource management, Vikas publications, New delhi,3rd edition

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	H	M
C03	H	H	H	H	M	H	H	H	H
C04	H	H	H	H	H	H	H	M	H
C05	H	H	H	H	H	H	M	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Organizational Development and Management of Change	4	4	0	0	Theory

Introduction: This course provides basic knowledge on organizational development and management of change and prepare the students as organizational change. Case studies involving the learning from the course and to understand the applicability of OD interventions are required to be discussed

Course Outcome:

C01	: Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
C02	: Exploring some of the ethical issues associated with change and organizational development.
C03	: Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
C04	: Developing a basic understanding and fundamental knowledge of the models and theories of change management.
C05	: Developing a basic understanding of how organizations behave and react to change, why change efforts can fail, overcoming organizational resistance, and making change possible

Unit 1: [12 Periods]
Organizational Change - Nature of Organizational Change, Forces, Types, Frameworks, , Process, Fear of Change - Forces Reshaping Organization – Life Cycles in Organization.

Unit 2: [12 Periods]
Perspectives on Organizational Change Models, Integration, Need for change, Environmental pressures, organizational pressures- Organizational Culture and Change, Change management process, Implications of Change in Individuals, developing a Global Organizational Culture.

Unit 3: [12 Periods]
Change Management - diagnosis for change, Modelling organizations, Component analysis, Role of Managers in Change management, resistance to change, managing resistance.

Unit 4: [12 Periods]
OD intervention Types; Human Process, Techno structural, Human Resource Management, Strategic Change, Team intervention, Manipulations - large scale changes and high performance system - Role of Leaders in the Phases of Organizational Change. Prevalent Stress Management -Managerial implications.

Unit 5: [12 Periods]
Implementing Change strategies for communicating, Implementation Process, Approaches, Managing Skills, Evaluation, Formulating and Facilitating Change, Organizational change in future.

Text Book:

1. Anderson, D., Organization Development: The Process of Leading Organizational Change, Sage Publication 2009.

Reference Books:

1. Cummings, T., Theory of Organization Development and Change, 9thEdition, South-Western, 2011.
2. French, W., Bell, C. and Vohra, Organization Development: Behavioral Science Interventions for Organization Improvement, 6thEdition, Pearson Higher Education, 2006
3. Ramanarayan, S. and Rao, T.V., Organization Development: Accelerating Learning and Transformation, 2ndEdition, Sage India, 2011

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	M	H	H	H	H	H	M	H	M
C03	H	H	H	H	H	H	H	M	M
C04	H	H	H	M	H	H	H	H	M
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Global Human Resource Management	4	4	0	0	Theory

Introduction: The aim of this course is to provide students with a robust understanding of the international HR practices and issues. In addition, the course targets building awareness and appreciation of the international business context and how HR can contribute as a strategic partner to enhance multinational's performance and competitive advantage.

Course Outcome:

CO1	: An ability to explain the importance of human resources and their effective management in organizations
CO2	: Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
CO3	: Describe the meanings of terminology and tools used in managing employees effectively
CO4	: Record governmental regulations affecting employees and employers
CO5	: Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training

Unit 1: [12 Periods]
International organization - approaches to the study of comparative employment policy -convergence theory, Marxist theory, the cultural approach –the institutionalism perspective/functions-Globalization and HRM.

Unit 2: [12 Periods]
International HRM models -Poles adaptation of the Harvard model- the Brewster and Bournois model of International HRM -controversy International HRM- Problems of global research - evidence of international HRM-Internationalization of business - types of global business-Impact of inter country differences on HRM.

Unit 3: [12 Periods]
International staffing -Policies and practices -Techniques and sources of global recruitment, selection process-global labour market differences-global compensation -Managerial transfers-Global Management Development- techniques- management qualifications and characteristics, motivation and retention of talent, 360 degree feedback- international adjustments- repatriation.

Unit 4: [12 Periods]
Comparative Labour Relations- International Pressures on National Practices- Multinational Ownership and collective bargaining- women in global business- quality circles- participative management- An overview of HRM in USA, UK, Japan, West Germany and Russia- Innovative management techniques and their influences

Unit 5: [12 Periods]
HRM in Global Organizations - Ethics in International business- Western and Eastern Management thoughts in the Indian context.

Text Book:

1. K. Aswathappa , Dash (2007), International Human Resource Management: Text and Cases, Tata McGraw Hill Education.

Reference Books:

1. VSP Rao (2010) Human Resource Management—Text and Cases, Excel Books.
2. Kishore, (2007), Global Human Resource Management, Wisdom Publications
3. H.JohnBernardin&JoyeeE.A.Russel, Human Resource Management - An experiential

approach, 4th Edition, McGraw-Hill International Edition., 2007

4. K. Prasad, Strategic Human Resource Management Text& Cases, Macmillan Publishers India Ltd., 2008
5. Gary Dessler, “Human Resource Management”, 15th edition, Pearson 2017

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	H	H
C02	H	M	H	H	H	H	H	H	M
C03	H	H	H	M	H	H	H	H	H
C04	M	H	H	H	H	H	H	H	M
C05	H	H	H	H	H	H	H	M	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core - I - Health Care & Administration of Clinical & Non-clinical Services	4	4	0	0	Theory

Introduction :

This course aims to make understand the services in healthcare institutions. It shall help to understand the principles, practices, tools and techniques of healthcare marketing and public relations. It shall discuss on Health administration in India, Role of the country in disease prevention. It shall also review basics of marketing, marketing process.

Course Outcome:

CO1	: The students should be able to describe the importance of health care.
CO2	: To discuss and apply the process involved in administering clinical and non-clinical services.
CO3	: The student will contribute to the hospital on all mandatory legal requirements to run a hospital.
CO4	: The students will be able to market the best of the hospital.
CO5	: The student will help the public both in prevention of disease and support them further.

Unit I: [12 Periods]
Health Administration in India. - Health Care Delivery System. - National Health Policy. - National Health Programmes: Tuberculosis's control Programme, Dots - Programme for control of Blindness - Family welfare programme - AIDS control programme, role & functions of National AIDS Control Organisation (NACO).

Unit II: [12 Periods]
Epidemiological Triad, Levels of Disease Prevention. - Research Methodology. - Radiology Services. - Pathology & Clinical Laboratory.

Unit III: [12 Periods]
Central Sterile Supply Department. - Laundry & Linen Services. - House Keeping Services: Disposal of Biomedical Waste. - Kitchen Canteen Services.

Unit IV: [12 Periods]
Medical Records Department. - Engineering Services. - Maintenance of Building, Campus & Utilities: Biomedical services - Fire safety. Quality Management in Health Care: Quality control - ISO, ISO standards - Hospital Accreditation - 1. Role of Quality Council of India (QCI); 2. National Accreditation Board of Hospitals (NABH).

Unit V: [12 Periods]
Marketing. - Billing, Claiming, Insurance Companies/Employers. - Public Relations.

Textbook:

1. Park's Text Book of Preventive & Social Medicine –By K. Park - Banarasidas Bhanot, Jabalpur.

Reference :

1. Essential of Hospital Support Services & Physical Infrastructure – By Madhuri Sharma – Jaypee Brothers, New Delhi.
2. Hospital Services Management – By S.K. Parthsarthy – K.J. Hospital, Madras.
3. Medical Records Organisation & Management – By G.P. Mogli – Jaypee Brothers, New Delhi.
4. Management Information System – By Waman s. Javdekar – McGraw Hill.

Hotel, Hostel & House Keeping – Joan C. Branson, Margaret & Lennox – Book Power.

5. Total Quality Management – By V.V. Gopal – ICFAI University Press.

6. Marketing – Rogera Kerin & Steven W. Hartcey – McGraw Hill.

7. Methods of Bio-statistics – By Rao.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	M	H	H	H	H	H	M	H	M
C02	H	H	M	H	H	H	H	H	M
C03	H	H	H	H	H	H	M	M	M
C04	H	H	H	M	M	H	M	H	H
C05	H	H	H	H	H	H	H	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Computer Fundamentals & Software Related To Hospitals	4	4	0	0	Theory
Introduction :						
There is rapid growth and developments in health informatics. Developed countries like Canada are in the process of developing national policy bio-informatics / telematics to bring revolution in health care. This course deals with the need, importance and application of computers / IT in health care. It also covers the software and hardware availability and how to select appropriate software / hardware for healthcare.						
Course Outcome:						
C01	:	Identify and appreciate areas of Computer and IT Applications in Hospital Programs.				
C02	:	Perform System Study from analysis phase to implementation phase of software d				
C03	:	Get an overview of the software for hospitals and practice basic skills of using co Care.				
C04	:	Select appropriate software and hardware for Health Care.				
C05	:	To develop and update to the global standards.				
<p>Unit I: [12 Periods] Computer basics: Definition of a Computer, Block Diagram of elements of digital computer-their functions, Computer Hardware & Software, Computer generations, Types of computers, Memory, CPU, I-O devices, Secondary storages, Magnetic Tape, Disk, CD-ROM. Other recent developments-Scanners, Digitizer, Plotters, Printers, Hardware and Software. Micro, Mini, Main-frame and super computers, Discussion on recent IT trends. Representation of Data: Decinal, Binary, Octal, Hexadecimal number systems, BCD, EBCDIC, ASCII Conversions. Simple Additions, Subtractions, Multiplications, Divisions, Data and Information. Software Concepts: Introduction to Programming, Flowcharts and Algorithms. Types of Softwares System software's, Application software's, Firmware software's , Computer Languages like machine, Assembly, and Higher Level Languages, Stored program Concept.</p> <p>Unit II: [12 Periods] Operating System-Introduction: Definition oa an Operating System, Functions of an OS, Types of an OS, Process management-FCFS, Round Robbin, Priority based. Memory managementsegmentation, paging, virtual memory. I-O management-concept of I-O port. File management-FAT, file handling functions. Software and hardware interrupts. File Management: Concept of file. File organization and accessing techniques-Indexed, Line, Rules for Naming of the files, sequential, Hashed. File handling functions, Types of computer files. Broad view of Operating Systems: MS-DOS, UNIX, MS-WINDOWS, Difference between two OS (Single & multi-user os) Operating system applications.</p> <p>[12 Periods]</p> <p>Unit III: Office Automation Software (MS-Office 2000/MS-Office 2003: Word processing Software MS-Word. Spreadsheet Software MS-Excel. Database Management Software MS-Access. Presentation Software MS-Powerpoint and other applications. - Introduction to Virus and Vaccines, Various types of Viruses & Vaccines and their applications, DTP, multimedia concepts and Computer applications.</p>						

<p>Unit IV: [12 Periods] Basic Concept of Networking and Data Communications: Introduction to Networking & types of Networking. Basic communication concepts. Topologies, Protocols, Ethernet, TCP/IP etc. Introduction to Internet Technology: Explanation of Internet and its applications like E-mailing, Chatting Browsing Data Uploading/ Downloading etc.</p> <p>Unit V: [12 Periods] Introduction to the software's related to the Hospital Management: Hospital Management System, Payroll system, Accounting System, Inventory Control System & other computer applications in Hospitals. .</p>	
<p>Textbook: Computers: by Trainor & Krasnewich (McGraw Hill).</p>	
<p>Reference :</p> <ol style="list-style-type: none"> 1.Fundamentals of Computing: by Tucker, Cupper, 2. Operating System: by Millan Milenkoric. 3. Know your PC: by Peter Norton. 4. Computer Network and Distributed Processing: by James martin. 5. Toni Hebda & et al, Handbook of Informatics for Nurses and Health Care Professional (Prentice Hall, New Jersey) 	

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	H	H	H	M	H	H	H	H	H
CO2	H	H	H	H	H	H	H	H	H
CO3	M	H	H	H	H	H	H	H	H
CO4	H	M	H	M	H	H	H	H	M
CO5	H	H	H	M	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Core - I - HOSPITAL INFORMATION SYSTEM	4	4	0	0	Theory

Introduction :

Learning modern computer technology and MIS would help the Health Care Administrators to take effective decisions as well as enhance their managerial skills. The Course will accommodate the recent developments as well as the fundamentals of IT applications in Health Care.

Course Outcome:

CO1	: To make the student to understand MIS as a managerial decision making tool and to know the sources and compiling of MIS.
CO2	: To be able to understand the importance of effective Health Information system.
CO3	: To Digital maintenance of Medical Records.
CO4	: To study the need of management and information together forming a system integration of different aspects of MIS and preparation of information system manual.
CO5	: The student would be able to apply at global standards.

Unit I: [12 Periods]

The Information Explosion: Information is important – Impact on society – Impact on teaching and learning – Impact on Government – Impact on Healthcare – The future of healthcare technology – The future healthcare record – Preparing for the future – Summary. The world of Informatics

Unit II: [12 Periods]

The right information: The process of decision making – Literature databases – Searching the literature – Example of unit-based literature – Standards of information seeking – Future consideration – Summary. The Electronic health record: Functions of the health record – Changing functions of the patients record – Advantages of the paper record – Disadvantages of the paper record – Optically scanned records – The electronic health record – Automating the paper record – Advantages of the EHR – Disadvantages of the EHR – Bedside or point-of-care systems – Human factors and the EHR – Roadblocks and challenges to EHR implementation – The future – Summary.

Unit III: [12 Periods]

Securing the Information: Privacy and confidentiality and Law – Who owns the data? – Security – Computer crime – Role of healthcare professionals– Summary. Information Systems cycle: The information systems cycle – Analysis – Design phase – Development – Implementation – Why some projects fails? – Summary.

Unit IV: [12 Periods]

Electronic Communications: A bit of history – Hardware and software for connecting – Methods of accessing information – World Wide Web (WEB) – Communication Technologies – Summary.

Unit V: [12 Periods]

Telehealth: Terms related to Telehealth – Historical perspective on telehealth – Types of Technology – Clinical initiatives – Administrative initiatives – Advantages and Barriers of telehealth – Future trends – Summary-The future of Informatics: Globalization of Information Technology – Electronic communication – Knowledge management – Genomics – Advances in public health – Speech recognition – Wireless computing – Security – Telehealth – Informatics Education – Barriers to Information Technology implementation – Summary

Textbook:

Approved in the BOS Meeting held on 04-04-2019

1. . Informatics for Healthcare professional - Kathleen M,

Reference :

1. Management Information system - James O'Brien, Tate McGraw Hill
 2. Introduction to Computer - Peter Norton, Tate McGraw Hill.
- Gordon B.Davis and M.H. Olson, *Management Information Systems* – Conceptual foundations, structure and development, McGraw Hill Publishing, 1984.
4. Erid Muford. Effective Systems design and requirements analysis, McGraw Hill 1995.
 5. Mahadeo Jaiswal & Monika Mital, Management Information System, Oxford University Press, 2005.

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	M	H	H	H	H	H	H	H	H
CO2	H	H	H	H	H	H	M	H	M
CO3	H	H	H	H	H	H	M	H	M
CO4	H	H	H	H	H	H	H	H	H
CO5	H	H	M	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Health Environment	4	4	0	0	Theory

Introduction :

This course aims to understand demography, concepts and principles of public health, and epidemiological principles. It shall include assessment of health needs, plan health programmes and factors that influences health. It shall cover national health programmes and international health.

Course Outcome:

C01	: To enable the participants to understand the demography, community health and epidemiology as foundations of healthcare planning.
C02	: The students would be able to Interpret population structure, the factors influencing population growth and the impact of population explosion on health
C03	: Understand the influences of social, cultural and environmental factors on health and disease. Create awareness of the origin and evolution in the field of community / public health
C04	: Use concepts and principles associated with public health Apply epidemiological principles; Apply basic principles and methods for the assessment of health needs of a community and plan health programmes.
C05	: Understand the role of national health programmes and international agencies

Unit I: [12 Periods]

1 Demographic Cycle; 2 World Population Trend; 3 Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and Life Expectancy

Unit II: [12 Periods]

Family Planning: 1 Fertility and Fertility Related Statistics; 2 Family Planning; 3 Population Policy; 4 National Demographic Goals.

Unit III: [12 Periods]

Epidemiology: 1 Concept of Disease; 2 Epidemiological Triad; 3 Concepts of Control and Prevention; 4 Principles of Epidemiology: Components, Measurements, Prevalence and Incidence; 5 Epidemiologic Methods: Descriptive, Analytical and Experimental Studies; 6 Uses of Epidemiology.

Unit IV: [12 Periods]

Community Health: 1 Community Diagnosis and Treatment; 2 Communicable and Non-communicable Diseases.

Unit V: [12 Periods]

National and International Health: 1 National Health Programmes in India; 2 International Health: WHO and Other United Nations Agencies.

Textbook:

1. K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers,

Reference :

1. B.K. Mahajan and M.C. Gupta, Text Book of Prevention and Social Medicine (Jaypee Medical Publishers P. Ltd., New Delhi)
2. VHAI, State of India's Health – 1992 (VHAI, New Delhi)
3. S. Srinivasan (ed.), Management Process in Health Care (Voluntary Health Association of India, New Delhi)
4. J.E. Park and K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur)
5. Elaine La Monica, Management in Health Care (Macmillan Press Ltd, London)

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	M	H	H	H	H	H	H	M	M
CO2	H	H	H	H	H	H	H	H	M
CO3	H	H	H	H	H	H	M	M	H
CO4	H	H	H	H	H	H	H	H	H
CO5	H	M	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Food Safety and Quality	4	4	0	0	Theory

Introduction :

The understanding of food safety, Preservations, Hygiene is studied. The contaminants and adulterants are to be known to food preparations and quality of the preparation needs to be ensured and that can be learned.

Course Outcome:

CO1	:	To understand the food safety and risk related to food safety
CO2	:	To gain knowledge about the preservation of food and avoid the spoilage
CO3	:	To study the details about the Micro Organism and its applications
CO4	:	To gain knowledge and apply the same to identify the food contaminant and adulterants
CO5	:	To ensure the food quality and how implement the International Quality system

Unit I: [12 Periods]

Basic Introduction to Food Safety, Food hazards and Risks, Contaminants and Food Hygiene; **micro organism in food** – General characteristics of Micro Organisms based on their occurrence and structure, Factors affecting their growth in food (intrinsic and extrinsic) common Food Borne Micro Organism : Bacteria (Spores/capsules), Fungi, Viruses, Parasites

Unit II: [12 Periods]

Food Spoilage And Food Preservation – Types and Causes of Spoilage, Sources of Contamination, spoilage of different products (Milk and Milk products, cereals, and cereal products, meat, eggs, fruit and vegetables, canned products), Basic principles of food preservation, Methods of preservation (High temperature, Low temperature, Drying, Preservatives and Irradiation)

Unit III: [12 Periods]

Beneficial Role Of Micro – ORGANISMS – Fermentation in Foods (Dairy foods, Vegetable, India Foods, Bakery Products and Alcoholic beverages), Miscellaneous 9 Vinegar and Antibiotics); Food Borne Diseases – Types (Infections and Intoxications), Common Diseases Caused by Food Borne Pathogens, Preventive Measures; Food Additives – Introduction, Types 9 Preservations, Anti – Oxidants, Sweeteners, Food Colours, Stabilizers and Emulsifiers;

Unit IV: [12 Periods]

FOOD CONTAMINANTS AND ADULTERANTS – Introduction to food Standards, Types of Food Contaminants (Pesticide residues, bacterial Toxins, Mycotoxins, Seafood Toxins, Metallic contaminants, Residues from Packaging Material), Common adulterants in food, Method of their detection (Basic Principle), Food Laws And Regulations – National – PFA Essential Commodities Act (FPO, MPO etc.), International – Codex Alimentarius, ISO, Regulatory Agencies – WTO, Consumer Protection Act

Unit V: [12 Periods]

QUALITY ASSURANCE – Introduction to concept of TQM, GMP and RISK Assesment, Relevance of Microbiological and standards for food Safety; hygiene and Sanitation In Food Sector – General Principles of Food Hygiene, GHP for commodities, equipment, work area and personnel, Cleaning and disinfection (methods, and agents commodity used in the hospitality industry), Safety aspects of processing water (uses and standards), Waste water and Waste disposal, Recent Concerns – Emerging pathogens, Food Labelling, Newer

trends in food Packaging and technology, BSE (Bovine Serum Encephalopathy)

Textbook:

1) Food Safety Hand Book by RONALD H. SCHMIDT and GARY E. RODRICK, A JOHN WILEY & SONS PUBLICATION

Reference :

1. Guide to Food Safety and Quality During Transportation by *John M. Ryan*
2. Food Quality Assurance Principles and Practices by Inteaz Alli, CRC Press, Washington

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	M	M	H	H
C02	H	M	H	H	H	H	H	H	M
C03	H	H	H	H	H	H	H	M	H
C04	H	H	H	H	H	H	H	H	M
C05	H	H	H	H	M	M	H	M	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Accommodation Management	4	4	0	0	Theory

Introduction :

This course deals with the Accommodation Planning, House Keeping of Hotel, and budgeting for the capital investment, and to use the contract services for house keeping. It also covers the physical safety of the customer and the interior decorations.

Course Outcome:

CO1	:	To get the knowledge of House keeping and planning for organizing the same
CO2	:	To prepare the Budget for Accommodation including Capital investment and its house keeping.
CO3	:	To have knowledge for hiring the Contract services for the House Keeping and accommodation planning.
CO4	:	To learn and ensure the safety of customer during the accommodation
CO5	:	To gain the knowledge about the Interior decorations and extend the support for the same.

Unit I: [12 Periods]

PLANING AND ORGANISING THE HOUSE KEEPING DEPARTMENT – Area Inventory List, Frequency Schedules, Performance and Productivity standards, Time and Motion Study in House Keeping Operations, Standard Operating Manuals – Job Procedures, Job Allocation and Work schedules, Calculating Staff strength and Planning Duty Rosters, team work and leadership in Housekeeping, Training in HKD, devising training programmes for HK staff, Inventory level for non recycled items

Unit II: [12 Periods]

Budget and budgetary controls - The budget process, Planning capital budget, Planning operation budget, Operating budget – controlling expenses – income statement, Purchasing systems – methods of buying, Stock records – issuing and control, **HOUSEKEEPING IN INSTITUTIONS & FACILITIES OTHER THAN HOTELS**

Unit III: [12 Periods]

CONTRACT SERVICES - Types of contract services, Guidelines for hiring contract services, Advantages & disadvantages of contract services; **ENERGY AND WATER CONSERVATION IN HOUSEKEEPING, FIRST AID**

Unit IV: [12 Periods]

SAFETY AND SECURITY - Safety awareness and accident prevention, Fire safety and fire fighting, Crime prevention and dealing with emergency situation; layout of guest rooms - Sizes of rooms, sizes of furniture, furniture arrangement, Principles of design, Refurbishing and redecoration.

Unit V: [12 Periods]

INTERIOR DECORATION - Elements of design, Colour and its role in décor –types of colour schemes, Windows and window treatment, Lighting and lighting fixtures, Floor finishes, Carpets, Furniture and fittings, Accessories

Textbook:

1. Professional Management of H.K. operations- Matt. A. Casado (Wiley)

Reference :

1. Professionals Housekeeper - Georgina Tucker, Schneider, Mary Scoviak
2. Front Office Management & Operations – Linsley Deveaur, Marcel Escoffer
3. Check in – Check out – Gary Vallen, Jereme, Vallen
4. Managing Front Office Operations – Micheal Kasavana, Richard M Brooks

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
CO1	M	H	H	H	H	M	M	H	H
CO2	H	H	H	H	H	H	M	M	H
CO3	H	H	H	H	H	H	H	M	H
CO4	H	H	H	H	H	H	H	H	H
CO5	M	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Facility Planning	4	4	0	0	Theory

Introduction :

Facility planning cover the Entire Hotel Design, and Project execution and focuses for Kitchen and Kitchen layout and its facility requirement in each of the Hotel activities are covered including handling Physically challenged customer and parking areas.

Course Outcome:

CO1	: To understand the concepts of Hotel Design and classification of Star ranking
CO2	: To learn the basic facilities to be maintain in the firm and executing the same effectively
CO3	: To gain knowledge about the KITCHEN requirements and arranging the the same facilities for food preparation
CO4	: To prepare the Kitchen layout and fix the facility requirements
CO5	: To learn how to handle the physically challenged and to get idea about project management

Unit I: [12 Periods]

HOTEL DESIGN - Attractive Appearance, Efficient Plan, Good location, Suitable material, Good workmanship, Sound financing, Competent Management; **STAR CLASSIFICATION OF HOTEL** - Criteria for star classification of hotel, (Five, four, three, two, one & heritage

Unit II: [12 Periods]

FACILITIES PLANNING - The systematic layout planning pattern (SLP), **Planning consideration**, A) Flow process & Flow diagram, B) Procedure for determining space considering the guiding factors for guest room/ public facilities, support facilities & services, hotel administration, internal roads/budget hotel/5 star hotel, Architectural consideration – A). Difference between carpet area plinth area and super built area their relationships, reading of blue print (plumbing, electrical, AC, ventilation, FSI, FAR, public Areas), B). Approximate cost of construction estimation, C.) Approximate operating areas in budget type/5 star type hotel approximate other operating areas per guest room, D). Approximate requirement and Estimation of water/electrical load gas, ventilation.

Unit III: [12 Periods]

KITCHEN – A). Equipment requirement for commercial kitchen, Heating - gas/electrical, Cooling (for various catering establishment), B. Developing Specification for various Kitchen equipments, C. Planning of various support services, (pot wash, wet grinding, chef room, larder, store & other staff facilities); **Kitchen Lay Out & Design** - Principles of kitchen layout and design, Areas of the various kitchens with recommended dimension, Factors that affect kitchen design, Flow of work, Space allocation, Kitchen equipment, manufacturers and selection, Layout of commercial kitchen (types, drawing a layout of a Commercial kitchen) , Budgeting for kitchen equipment

Unit IV: [12 Periods]

KITCHEN STEWARDING LAYOUT AND DESIGN - Importance of kitchen stewarding, Kitchen stewarding department layout and design, Equipment found in kitchen stewarding department; **Stores – Layout And Design** - Stores layout and planning (dry, cold and bar), Various equipment of the stores, Work flow in stores **ENERGY CONSERVATION** - Necessity for energy conservation, Methods of conserving energy in different area of operation of a hotel, Developing and implementing energy conservation program for a hotel, **CAR PARKING** - Calculation of car park area for different types of hotels.

Unit V:

[12 Periods]

PLANNING FOR PHYSICALLY CHALLENGED - PROJECT MANAGEMENT - Introduction to Network analysis, Basic rules and procedure for network analysis, C.P.M. and PERT, Comparison of CPM and PERT, Classroom exercises, Network crashing determining crash cost, normal cost

Textbook:

1. Facility Planning and Design – Edward Kagarian

Reference :

- 1.) Food and Beverage Service – Dennis Lillicrap and John Cousins
- 2.) Food and Beverage Management – Bernard Davis, Andrew Lockwood and Sally Stone
- 3.) Prasanna Chandra- Project Planning, Analysis, Selection, Implementation and Review

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	M	M	H	M
C02	H	H	H	H	H	M	H	M	H
C03	H	M	H	H	H	H	M	M	H
C04	H	H	H	H	H	H	H	M	H
C05	H	H	H	H	H	H	M	H	M

Subject Code	Subject Title	Credit	Lecture	Tutorial	Practical	Type
	Tourism Marketing	4	4	0	0	Theory

Introduction: Tourism marketing is the **business discipline of attracting visitors to a specific location**. Hotels, cities, states, consumer attractions, convention centers and other sites and locations associated with consumer and business travel all apply basic marketing strategies to specific techniques designed to increase visits.

Course Outcome:

CO1	To promote responsible and community-based tourism so that locals can enjoy increased socio-economic benefits and improved environment.
CO2	To develop tourism with dignity, respect and nurture local cultures so that they enrich the tourism experience and build pride and confidence among local communities.
CO3	: To minimize negative social, economical and environmental impacts of mass tourism and promote tourism which is sustainable.
CO4	: To foster the development of community-based tourism products by providing marketing, training, financial and mentoring support.
CO5	: To promote and ensure the respect and dignity of people in tourism, marketing and promotion oftourism.

Unit 1: [12 Periods]
Understanding Entrepreneurship and Management - 1 Introduction to Tourism Marketing – Approaches, Relevance and Role, Market Segmentation, 3 Tourism Markets: International and Domestic. **Market Analysis:** Marketing Research, Competitive Analysis and Strategies, Forecasting for Tourism and its Products, 7 Role of Technology in Tourism Marketing

Unit 2: [12 Periods]
Developmental Role of Marketing: Role of Public Organizations, Role of Local Bodies, Role of NGOs, Socially Responsible Marketing, Social Marketing. Marketing Mix: Product Designing, Pricing Strategies, Promotion Strategies, Distribution Strategies, The Fifth P: People, Process and Physical Evidence

Unit 3: [12 Periods]
Marketing Mix: Specific Situations - 8 Familiarization Tours, 19 Seasonal Marketing, 20 Tourism Fairs and Travel Markets Destination Marketing: Regions, Cities, Leisure Spots, Events, Activities, Individuals, Shopping, Education and Culture, Unit; Marketing Local Foods

Unit 4: [12 Periods]
Accommodation Marketing: Star Category Hotels, Alternate' Accommodation, Supplementary Accommodations, Linkages in the Trade

Unit 5: [12 Periods]

Transport and Travel Services Marketing: Air lines Marketing, Tourist Transport Marketing, Travel Agency Marketing, Tour Operators Marketing.

Text Book

1. Marketing for Hospitality & Tourism - Philip Kotler, Bowen and Makens Prentice – Hall Inc.

Reference Books:

1. Services Marketing - M.K. Ram Pal & S.L. Gupta - Galgotia Publishing Concept, Application & Cases Co. – New Delhi
2. Services Marketing Kenneth Clow, David Kurtz Biz Tantra – New Delhi Operation management and strategies
3. Tourism Marketing, Devashish Dasgupta, Pearson Publication.
4. Tourism Marketing: A Strategic Approach, Nilanjan Ray, Dilip Kumar Das, Raj Kum, Apple Academic Press.
5. Tourism Marketing: A Strategic Approach, Nilanjan Ray, Dilip Kumar Das, Raj Kumar, CRC Press

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	H	H	H	H	H	H	M	H
C02	H	H	H	H	M	H	H	H	H
C03	H	H	H	H	H	H	H	H	H
C04	H	M	H	H	H	H	H	H	H
C05	H	H	H	H	H	H	H	H	H

Subject Code	Subject Title	Lecture	Tutorial	Practical	Credit	Type
	Capstone Project	1	2	7	10	Theory

Introduction: The objective of the Capstone Project is to widen the knowledge base or deepen understanding of the latest trends and developments in the chosen field of management, gain experience in application of concepts, tools and techniques and develop an overall managerial perspective. The Capstone Project encourages and drives the students towards autonomous learning and exposes them to crucial managerial behavioural practice such as regularity, ability to meet deadlines, sense of responsibility, initiative and leadership, diligence and adaptability. It helps to cultivate the regular habit of documentation, effective presentation and articulation. The is primarily designed to encourage students to take up multi-disciplinary projects wherein they use their learning in the preceding terms and come up with a cogent analysis of the business phenomenon in some of the less explored areas of management.

Course Outcome

C01	: To allow the students to show the application of the skills of data collection, critical analysis and concept synthesis necessary
C02	: To arrive at some conclusions and / or recommendations being plausible and defensible.
C03	: To provide a forum in which the students may demonstrate the skills of structuring and present a balanced, informed, complete, clear and concise written argument.
C04	: To learn and ensure the a new strategy is formed.
C05	: To implement the new ideas which has emerged through research.

1. The students shall do a Capstone project during their final semester of MBA under a faculty guide, preferably in their area of specialization.
2. This project work is to be done individually by the students.
3. Students are required to indentify a company for their capstone project, in consultation with and approval of their faculty guides. The choice of the company should be intimated to the project coordinator before commencement of the Internship. Simultaneously, students should also have identified a guide within the company (industry guide) under whose supervision and guidance they would carry out their project.
4. Students are required to have identified an issue or problem or an opportunity in the company. Students would work on this during the entire period of their six weeks during 4th semester. Such a work would involve a detailed study, collection of data and information from many resources, sharing and discussing their work with other students and the faculty guide, and preparing and submitting a report.
5. The student shall prepare minimum three copies of the report: Two copies to be submitted in the college and one copy for the student. More copies may be prepared If the organization or the guide or both ask for one copy each.

6. The student shall prepare and submit a project report, printed and bound with a minimum of 80 A4 pages of text, to the Head of the Department before the last working day of the final semester.
7. Projects received late shall be forwarded to the Controller of Examinations along with a request for late submission supported by necessary fee for late submission as fixed by the college.
8. However such submission shall not be accepted after the end semester Examinations of the fourth semester MBA.
9. Project work shall have the following stages
 - Project proposal presentation
 - Field work and data analysis
 - Report writing
 - Draft project report presentation
 - Final project report submission

10. Structure of the report

- Title page
- Certificate of the Head of the Dept. /Institution
- Certificate from faculty guide
- Certificate, in original, from the organization (for having done the project work)
- Declaration
- Acknowledgements
- Contents
- Chapter I: Introduction (Organization profile, Research problem, objectives of the study, Research methodology etc.)
- Chapter II: Review of literature / Theoretical profile
- Chapters III and IV: Data Analysis and Interpretation (Can be 3 or more chapters)
- Chapter V: Summary, Findings, Recommendations & Conclusion.
- Appendices (Questionnaire, specimen copies of forms, other exhibits etc.)
- Bibliography (books, journal articles, websites and other sources of data used for the project work).

11. Evaluation of capstone Project Reports

- The capstone project done during the fourth semester shall be evaluated in two stages; the first being an evaluation of presentation of project by the student at the respective department.
- Each student is required to make a presentation of the project. The presentation shall detail the problem studied, objectives, scope and significance, research methodology adopted, data analysis, findings and recommendations.
- Internal assessment by the faculty guide out of 100 marks (5 credits) credit for the project.
- In the second stage of evaluation, the Board of Examiners appointed by the controller of Examination for the evaluation of IV Semester MBA Examinations shall evaluate these project reports and award a maximum of 100 marks (5 credits) credit based on the content, style, research methodology, originality of the problem and solutions

Mapping of Course Outcomes with Program Outcomes:

Course Outcomes	P01	P02	P03	P04	P05	P06	P07	P08	P09
C01	H	M	H	H	H	H	H	H	H
C02	H	H	H	H	H	H	H	H	H
C03	H	H	H	H	H	H	M	H	H
C04	H	H	H	H	H	H	H	H	H
C05	H	H	H	H	H	H	H	M	H