

**SURESH GYAN VIHAR UNIVERSITY, JAIPUR
(CDOE, SGVU)**

Program Project Report (PPR)

MASTER OF BUSINESS ADMINISTRATION (General)

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Program Project Report

1. Program Mission and Objectives

Suresh Gyan Vihar University, Jaipur, established in 2008, is a leading private University of Rajasthan. SGVU, Jaipur is accredited with Grade A⁺ by National Assessment and Accreditation Council (NAAC), offers courses like Engineering, Management, hotel Management, Pharmacy, Arts, Humanities, Law, Agriculture, etc. in conventional mode. SGVU is renowned for its innovative academic practices, brilliance in technical education and consultancy to high profile industries.

The program's mission is to impart, train and transform a student completely for high caliber competence through latest concepts and technology and equip the students as per the demands of the industry.

The program aims to achieve the following objectives

- i. To provide an opportunity to get a MBA (Master of Business Administration) degree to those who find it difficult or even impossible to pursue regular MBA course at a university either due to their job commitments or certain other circumstances.
- ii. To help the learners, study at their own pace, from their own chosen place.
- iii. To provide adequate basic understanding about business and commerce among the students.
- iv. To develop skills in matters related to commerce and management.
- v. To create an additional avenue of self-employment and also to benefit various financial/commercial/business institutions by providing them with suitable qualified persons.
- vi. To develop Information Technology skills in the students, which now a days is essential in business and commerce.

2. Relevance of the Program with Suresh Gyan Vihar University, Jaipur Mission and Goals

Suresh Gyan Vihar University (SVGU) was established with a vision to become a University with commitment to excellence in education, research and innovation aimed towards human advancement.

The proposed program is highly relevant to the SVGU's mission i.e.

- Facilitate holistic education through knowledge sharing, skilling, research and

entrepreneurial development.

- Integrate academic and industrial collaborations towards nation's development.
- Mentor students' physical, mental, emotional, secular and spiritual attributes to become a valued human resource as it aims to provide quality education to those aspiring candidates who are deprived of higher education due to the limited number of intakes in the conventional mode of education in the Universities.

Moreover, to keep the quality intact the curriculum and syllabus has been designed at par with the conventional mode keeping in mind the specific needs and acceptability of the learners' ODL mode and in keeping with the aims and objectives of the University also ensuring the industry and future skills relevance.

Nature of Prospective Target Group of Learners

The curriculum of MBA is designed in such a way that it helps the students to become not only more employable but also encourage them to become entrepreneurs. Primarily the target group of learners will be:

- Those deprived of admission in the regular mode due to limited intake capacity.
- Those employed in various organizations who desire to pursue higher education as a passion or as a means for movement up the promotional ladder.
- Drop outs primarily due to social, financial and economic compulsions as well as demographic reasons.
- Population of any age and those living in remote areas where higher education institutes are not easily accessible.

3. Appropriateness of program to be conducted in ODL mode to acquire specific skills and competence

The degree would be of most value to students for employment as a professional in industry, business house, finance or the civil service, but it is also valued by employers for other occupations where a demonstrated ability for logical and quantitative reasoning is desired (e.g. accountancy, banking or general managerial post) .

4. Instructional Design

Curriculum Design

The curriculum is designed by experts in the field of management and have taken into account to include relevant topics that are contemporary and create environmental awareness. It is approved by the BoS (Board of Studies), the CIQA (Centre for Internal Quality Assurance), and the AC (Academic Council) of university.

Programme Outcomes and Programme Specific Outcomes

A. MBA Program Outcome:

The MBA program is a student centric program with an objective of developing a career in diverse sectors of the industry domestically and globally. The MBA program not only facilitates learning in theory and practice of different functional areas of management but also equips the students with an integrated approach to various functions of management. The curriculum is designed in a way that Institutes, Faculty and Students will shift their focus from traditional methodology which excessive focuses on industry towards a broad-based learning, encompassing the end to end processes involved in developing entrepreneurial skills looking at needs and demands of broader sections of the society.

Some of the highlights of the curriculum are –

- a) New Skills & Competencies desired due to dynamic business environment: The contents and structure of syllabus revolves around the Knowledge, Skills and Attitude (KSA) dimensions, which calls for dynamic job requirements of today b) Concerns expressed by the industry: The industry has expressed concerns about the need
- b) for improvement in the communication skills, inter-personal skills, domain knowledge basics, business environment awareness, technology proficiency, and attitude of the MBA graduates. The curriculum imbibes methods necessary to address these concerns of the industry.
- c) Application Orientation: The course focuses on methodology that will apply management theories, principles and concepts in routine requirement of the industry. This can be achieved through group activity, field work, experiential learning, etc.
- d) Entrepreneurial aspirations and preparedness for the same: The curriculum will allow

students to a confidence level where they can become masters of their own and wish to start up their new ventures and create further growth opportunities.

At the end of the curriculum students should able to start their own venture and control all the managerial functions. Apart from this student should be able to handle the managerial responsibilities in the corporate world.

B. MBA Program Specific Outcomes are:

1. To imbibe the students with requisite domain knowledge, skills & right attitude necessary to provide effective leadership in a global environment.
2. To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy & Society.
3. To inculcate proactive thinking to ensure effective performance in the dynamic socio-economic and business ecosystem.
4. To harness entrepreneurial approach and skillsets aligned with the national priorities.

Program Structure and Detailed Syllabus					
Semester 1					
Course Code	Course Category	Title	Internal	External	Credits
DBM-501	Core Course	Modern Business Organization and Management	30	70	6
DBM-502	Core Course	Global Business Environment and Economics	30	70	6
DBM-503	Core Course	Accounting and Financial Management	30	70	6
DBM-504	Core Course	HR & OB	30	70	6
DBM -505	Core Course	Business & Corporate Law	30	70	6
		Total Credits			30

SEMESTER 2					
DBM -506	Core Course	Business Research Methodology	30	70	6
DBM -507	Core Course	Modern Marketing Management	30	70	6
DBM -508	Core Course	Production, Operations and SCM	30	70	6
DBM -509	Core Course	Business Communication Skills	30	70	6
DBM -510	Core Course	Information Technology for Business	30	70	6
		Total Credits			30
SEMESTER 3					
COMPULSORY SUBJECTS					
DBM 701	Core Course	Business Policies & Strategic Management	30	70	6
DBM 703	Core Course	Entrepreneurship & Innovation Management	30	70	6
ELECTIVE SPECIALISATION					
BA-713	Elective (Marketing Management)	Fundamentals of Advertising	30	70	6
MC-785		Consumer Behavior	30	70	6
BL-725		Team Building and Leadership	30	70	6
FP-749	Elective (Finance)	Essentials of Business Finance	30	70	6

FM-827	Management)	Financial Planning & Analysis	30	70	6
BL-725		Team Building and Leadership	30	70	6
OP - 793	Elective (operation and Production Management)	Inventory & Purchase Management	30	70	6
OP - 795		World Class Manufacturing	30	70	6
OP - 797		Operations Planning & Control	30	70	6
HR – 831	Elective (Human Resource Management)	Human Resource Management	30	70	6
HR – 833		Human Resource Development & Industrial Relations	30	70	6
BL– 725		Team Building and Leadership	30	70	6
BI – 717	Elective (Information technology)	Management Information Systems and Business Intelligence	30	70	6
IT -839		Database Management System	30	70	6
IT – 841		System Analysis and Design	30	70	6
HM-763	Elective (Healthcare Management)	Hospital Planning and Management	30	70	6
HM-765		Hospital services quality Management	30	70	6
HM-767		Personal Care Management	30	70	6

		Total Credits			30
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SEMESTER 4					
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COMPULSORY SUBJECTS					
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DBM-834	Core Course	Business Ethics & Corporate Governance	30	70	6
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DBM-800	Practical	Project	30	70	6
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ELECTIVE SPECIALISATION					
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BA – 711	Elective (Marketing Management)	Strategic Marketing Management	30	70	6
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FT– 759	Elective (Marketing Management)	International Marketing Strategy	30	70	6
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FT– 755	Elective (Marketing Management)	Fundamentals of Global Business Management	30	70	6
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FP-751	Elective (Finance Management)	Analysis of Financial Statements	30	70	6
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FP-753	Elective (Finance Management)	Cost Accounting & Control	30	70	6
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FT-761	Elective (Finance Management)	International Finance	30	70	6
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OP - 792	Elective (operation and Production Management)	Global Logistics and Supply Chain Management	30	70	6
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OP-794	Elective (operation and Production Management)	Supply Chain Management	30	70	6
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EP-743	Elective (operation and Production Management)	Project Management	30	70	6
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SM – 815	Elective (Human Resource Management)	Strategic HRM	30	70	6
HR – 838		Training & Development	30	70	6
HR – 840		Leadership and Global Business Management	30	70	6
IT-844	Elective (Information Technology)	Networking Concepts	30	70	6
IT-842		Enterprise Resource Planning	30	70	6
EC -740		E-Commerce	30	70	6
HM – 762	Elective (Healthcare Management)	Strategic Hospital Management	30	70	6
HM – 764		Occupational Stress Management	30	70	6
HM – 766		Industrial Health and Safety Management	30	70	6
		Total Credits			30
		Total Credits for Degree			120

SYLLABUS

MBA (Semester – 1) Detailed syllabus of MBA Program

Semester 1

Modern Business Organization and Management

Course code: DBM-501

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the basic concepts, significance, and interrelationships within business and industry, including key organizational principles and types.

CO2: Learn the different forms of business organization and grasp the fundamental concepts and roles of management, including leadership qualities.

CO3: Trace the historical development of management theories, from scientific and administrative management to modern approaches and future trends.

CO4: Understand the nature, characteristics, and process of planning and decision making, including modern methods and limitations.

CO5: Learn the principles and processes of delegation and decentralization, and understand the key qualities and functions of an entrepreneur.

Unit - 1

Concepts of Business, Industry and Interrelationship, Significance of Business Characteristics & features of business, Nature and Scope -Setting up a business, Concept of Organization - Nature and Characteristics, Principles of Organization, Types of Organization, Organization Chart

Unit - 2

Forms of Business Organization Sole Trading Concern, Partnership Firm, Joint Hindu Business, Joint Stock Company, Concept and definition of Management - Functional Areas of Management, Introduction to management, Characteristics of Management, Management Roles - Definition of Leadership and qualities of a successful leader – Leader versus Manager

Unit - 3

Introduction- Evolution of Management Thought, Scientific Management of F.W. Taylor, Administrative Management by Henry Fayol, Modern Management Approaches, Future of Leadership and Management

Unit - 4

Concept of Planning - Nature and Characteristics of Planning, Types of Planning, Limitations of Planning, Steps in Planning Process, Decision Making Process, Process of Decision making, Modern method of planning and decision-making

Unit - 5

Definition of Delegation of Authority, Process of Delegation, Principles of Delegation, Barriers to Effective Delegation, Measures to Make Delegation effective, Decentralization - Meaning and nature, Advantages of Decentralization- Delegation versus Decentralization, Introduction - Meaning of Entrepreneur, Qualities of Entrepreneur, Types of Entrepreneur, Functions of Entrepreneur, Entrepreneurship

Readings:

- Y.K.Bhushan - Business organization and management - Sultan Chand
- R.K.Sharma and Shashi k Gupta : Industrial Organisation and Management - Kalyani Publications
- Sherlekar - Business Organisation and Management - Himalaya Publishers
- C.B.Gupta - Industrial Organisation and Management - Sultan Chand
- Harold Koontz Heinz Weihrich and A. Ramachandra Aryasri : Principles of management,McgrawHill
- CB.Gupta - Management Theory and practice, - Sultan Chand
- L.M. Prasad - Principles & Practice of Management, Sultan Chand
- Stephens Robbbins - Management,Pearson Education

Global Business Environment and Economics

Semester 1

Course code: DBM-502

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Define the roles of managers in firms and how the internal and external decisions are to be made by managers

CO2: Analyze the demand and utility function across industries.

CO3: Apply the tools of economic theory to explain optimal production and cost decision by the firm.

CO4: Design the competitive strategies according to the nature of products & the structure of the markets.

CO5: Analyze real -world business problem with a systematic theoretical framework and design the important terms/approaches/ practices related to national income.

Unit 1

Introduction - Definition of Managerial Economics - Nature of Managerial Economics - Business Problem - Objectives of Business Economics - Scope of Business Economics - Process of Business Decision Making - Importance of Business Economics - Definition of Demand - Types of Demand - Laws of Demand - Demand Schedule - Demand Curve - Exceptions to Laws of Demand - Elasticity of Demand - Types of Elasticity of Demand -

Unit 2

Introduction – Theory of Production - Production Functions - Factors of Production - Law of Variable Proportions, Meaning and Definition of Cost - Types of Costs - Determinants of Cost - Meaning of Revenue - Concept of Revenue - Relation between AR and MR Curves - Importance of Revenue Costs

Unit 3

Introduction to Concept of Supply - Definition of supply - Factors affecting Supply - Law of Supply - Supply Curve - Market Structure and the Supply Curve

Introduction - Definition of Market - Characteristics of market - Market structure - Forms of Market Structure

Unit 4

Introduction and Definition of Business Cycle - Features of Business Cycles - Phases of Business Cycles - Causes of business cycle - Role of the Business Cycle in Economics - Economic advantages of a boom-bust cycle, Introduction and Definition of Inflation - Types of Inflation - Causes of inflation Effects of inflation Advantages of inflation - Disadvantages of inflation Introduction and definition of deflation, Causes of deflation, Effects of deflation Ways to fix deflation - Advantages of Deflation - Disadvantages of Deflation - Things You Should and ShouldNot Do During Deflation

Unit 5

Introduction - Creation of Credit - Monetary Policy - Fiscal Policy Introduction to foreign trade - Need for Foreign Trade - Objectives of Foreign Trade - Nature of Foreign Trade - Advantages and Disadvantages of Foreign Trade – Globalization

Readings :

- Abell, D.F., 1993. Managing with Dual Strategies: Mastering the Present, Pre-empting then Future. The Free Press: New York.
- Abraham, R., 1997. The relationship of vertical and horizontal individualism and collectivism to intrapreneurship and organizational commitment. Leadership & Organization Development Journal: Bingley.
- Adenfelt, M. and Lagerström, K., 2008. The Development and Sharing of Knowledge Centres of Excellence and Transnational Teams: A Conceptual Framework. Management International Review: Wiesbaden.
- Aldrich, H.E., 2008. Organizations and Environments. Stanford University Press:

Accounting and Financial Management

Semester 1

Course code: DBM-503

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the fundamental concepts and principals of financial accounting and apply

in business activities.

CO2: Analyze and compare the financial statements of an organization and interpret the contents.

CO3: Gain a clear understanding of various cost concepts, classifications, and behaviors, including fixed, variable, and mixed costs.

CO4: Develop skills in preparing budgets and using standard costing techniques to control costs and analyze variances between actual and budgeted performance.

CO5: Learn to evaluate investment opportunities using techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period to make informed capital budgeting decisions.

Unit - 1

Introduction and process of accounting - Definition and meaning of Accounting , Importance and scope of Accounting , Methods of Accounting, Glossary of important Accounting Terms, Branches of Accounting , Accounting Concepts , Accounting Conventions ,Capital and Revenue Receipts and Payments , Forms of Business Organisations , Groups Interested In Accounting Information , The Profession Of Accounting .

Process of Accounting Introduction - Types of Accounts , Golden Rules of Accounting , Journalizing , Ledger Posting , Subsidiary books , Trial Balance , Exercises on Accounting .

Unit - 2

Closing Adjustment Entries -Introduction , Depreciation Accounting ,Methods of Depreciation , Exercises on Depreciation Accounting , Adjustment entries, Exercises on Adjustment entries , Rectification of Errors , Exercises on Rectification of errors , Bank Reconciliation Statement , Causes for difference in balances , Exercises on Bank Reconciliation Statement .

Preparation of financial statements - Introduction, Profitability Statement, Balance Sheet , Profit and Loss Appropriation Account , Guidelines for Preparation of financial statements , Preparation of financial statements , Exercises on financial statements .

Unit - 3

Cost Accounting - Introduction , Types of cost , Cost Centre , Material Cost , Labour Cost , Overhead Expenses , Preparation of Cost Sheet .

Cost, Volume and Profit Relationship - Introduction , Formulas for various cost calculations, Cost, Volume and Profit Relationship , Economy of Scale , Marginal Costing , Break Even Analysis , Formulas for Break Even Analysis , Exercises on Break Even Analysis .

Unit - 4

Introduction to Financial Management - Introduction , Meaning and Importance of Financial Management , Duties and Responsibilities of Finance Officer , Theories of Capitalisation , Sources of finance , Share Capital , Debt Capital .

Capital Structure, Cost of Capital & Leverages - Introduction , Capital Structure , Theories of

Capital Structure , Cost of Capital , Cost of Equity , Cost of Preference Shares , Cost of Debt , Weighted Average Cost of Capital , Concept of Leverages , Exercises on Leverages .

Unit - 5

Working Capital Assessment- Introduction, Meaning and Importance of Working Capital , Factors affecting Working Capital Requirement , Working Capital Cycle. , Tandon Committee Recommendations , Nayak Committee Recommendations , Assessment of Working Capital Requirement , Working Capital Ratios , Exercises on Working Capital Requirement .

Working Capital Management - Introduction , Meaning and Importance of Working Capital Management , Cash Management , Exercises on Cash Management , Receivables Management , Exercises on Receivables Management , Material Management , Exercises on Material Management .

Profit and Dividend Management - Introduction, Meaning and Importance of Profit Management, Profitability Ratios, Dividend Policy, Types of Dividend, Dividend Theories.

Readings :

- The Essence of Financial Accounting Chadwick, L. PHI, 2nd Edition
- Financial & Managerial Accounting Jan Williams, Sue Haka, Mark Bettner, Joseph Carcillo.
- Financial and Management Accounting: An Introduction, Bierman, H. MacMillian, New York
- Schaum's Financial Accounting, Jae K Shim and Joel G Siegel, Mc Graw Hill Publications, Price Rs. 250 (Approx.)
- Full coverage of all accounting concepts, 490 solved problems, complete self-testing

Human Resource & Organizational Behavior

Semester 1

Course code: DBM-504

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand different types of organizational structure and learn to deal with change and stress.

CO2: To understand the human behavior as an individual.

CO3: Understand the development of OB and its importance in manage people at the workplace.

CO4: Define the basic concept, functions and processes of human resource management

CO5: Understand the role of recruitment and selection in relation to the organization business and HRM objective

Unit 1

Introduction, Meaning of Human Resources -Meaning & Definition of Human Resource Management Importance of Human Resource Management, Objectives of Human Resource Management - Functions of Human Resource Management , Role of a Human Resource Manager, Qualifications and qualities of Human Resource Manager, Duties and Responsibilities of Human Resource Manager , Evolution & Development of Human Resource Management, Recent Developments in Human Resource Management

Unit 2

Meaning and Objectives of Human Resources Planning - Importance of Human Resource Planning - Benefits of Human Resource Planning - Process of Human Resource Planning - Problems in Human Resources Planning - Recruitment - Selection - Selection Methods - Job Description - Job Specification -Tests used for selection of candidates - Placement

Introduction, Induction Programmed, Objectives of Induction, Training, Importance and benefits of Training, Training Need Identification, Methods of Training, Advantages of Training , Training Evaluation , Recent Trends in Training.

Unit 3

Introduction, Meaning, Need and Objectives of Performance Appraisal, Methods of Performance Appraisal, Uses of Performance Appraisal, Limitations and Challenges of Performance Management, Compensation , Definitions and Concepts, Objectives of Compensation Management -Principles and Techniques of Wage Fixation, Meaning/Definitions of Job Evaluation, Job Evaluation Methods/ Techniques, Problems of Job Evaluation , Merit Rating , Wage Incentives , Bonus.

Unit 4

Introduction and Definitions of Organizational Behavior, Significance of Organizational

Behavior, Evolution of OB Attitudes, Personality and Values, Perception, Motivation
,Foundation of Group Behavior

Unit 5

Group vs. Teams - Team Building, Managing Teams, Leader VS Manager, Leadership styles, Leadership skills, Definitions and Approaches to Organizational Culture, Organizational Change, Implementing Organizational Change.

Readings:

- Organizational Behavior, Luthans, FredMGH
- Organizational Behavior Mcshane, S. L/ Glinow, M. A. V. TMH
- Organizational Behavior Robbins, S. P/ Judge, T. A/ Sanghi, S.Pearson
- Organizational Behavior: Human Behavior At WorkNewstrom, J. W.TMH
- Organizational Behaviour Chandan, J. S. Vikas
- Organizational Behaviour Ghanekar, Anjali by Everest
- Organizational Behaviour & Principles & Practice Of Management by Pardeshi, P.

Business & Corporate Law

Semester 1

Course code: DBM-505

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

CO2: Student will be Differentiate between an Agreement and Contract and explain Obligations and Rights & Duties of parties involved in Contract.

CO3: Identify the fundamental legal principles behind contractual agreements.

CO4: Provide insights into company proceeding under companies act 2013 and their inferences thereof.

CO5: Acquire problem solving techniques and to be able to present coherent, concise legal Argument.

Unit 1

Introduction, Essentials of Valid Contract, Offer (or Proposal) and Acceptance, Role of communication in a contract, Consideration, Competence to Contract, Free Consent, Unlawful consideration or object, Types of Contracts, discharge of a contract, Performance of a Contract, breach of Contracts, Special types of Contracts, Contract of Indemnity , Contract of Guarantee, Contract of Bailment, Contract of Pledge, Contract of Agency.

Unit 2

Introduction, Contract of Sale - Contract of Sale Vs Agreement to Sell, Goods, Price - Transfer of Ownership, Rights of an Unpaid Seller, Conditions and Warranties, Doctrine of "Caveat Emptor" Sale by Auction,

Introduction of Negotiable Instrument, Negotiation, Promissory note, Bill of exchange, Cheque, Classification of Instruments, Parties to a Negotiable Instrument, Crossing, Endorsement, Paying Banker, Collecting Banker, Bouncing of a Cheque

Unit 3

Introduction, Important Definitions, Meaning and features of a company Classification of companies, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Share capital, Shareholder democracy, Management and administration, Meetings, Board of Directors, Independent directors, Financial Report, Audit, Dividend, Compromises, arrangements and amalgamations, Revival and rehabilitation of sick companies, Corporate social responsibility, Acceptance of deposits, Winding Up of a company.

Unit 4

Introduction, Rights of a consumer, Important Definitions, Consumer Protection Councils, Consumer Disputes, Redressal Agencies, Penalties,

Introduction, Important Definitions, Electronic Commerce, Digital Signatures, The licensing process, Civil Wrongs under IT Act, Cyber Crimes, Overview of other relevant provisions

Unit 5

Introduction, The Trade Marks Act, 1999, Infringement of trademarks, Passing off of the Intellectual Property, Copyright Act, 1957, Term of copyright, Registration of Copyrights, Infringement of Copyrights,

Introduction, Important Definitions, What are not inventions, Application for Patent, Exclusive Marketing rights, Grant and sealing of patent, Patent office, Working of patented inventions, Infringement of a patent, Penalties, Patent agents.

Readings :

- Business Law: Text and Cases by Kenneth W. Clarkson, Roger LeRoy Miller, Frank B. Cross
- International Business Law and Its Environment by Richard Schaffer, Filiberto Agusti, Lucien J. Dhooge
- Business Law Basics: A Legal Handbook for Online Entrepreneurs and Startup Businesses

**MBA (Semester – 2)
Business Research Methodology**

Course code: DBM-506

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Get an overview of research scope and approach.

CO2: Formulate the research problem and understand the major research design.

CO3: Determine data collection sources and learn the descriptive statistic.

CO4: Acquire with various data analysis tools and techniques.

CO5: Understand the good research report writing.

UNIT - 1

Business Research Methods-: Introduction - Importance of Research, Process of Research, Characteristics of Research , Qualities of Good Researcher , Characteristics of Researcher , Types of Research , Variables - Hypothesis , Parameters of Good Hypothesis

Defining Research Problem -: Introduction , Types of research problem , Sources of problems for investigation, Features of good research statement, Asking analytical questions about the research problem , Precaution in formulating research problem , The question hierarchy: how ambiguous questions become actionable research , Literature Review , Research Proposal , Format of Research Proposal .

UNIT - 2

Generalization in Research -: Introduction, Validity and Reliability in Quantitative Studies , Validity , Reliability , Difference between Validity And Reliability.

Research Plan -: Introduction , Need for Research Design , Major Types of Research Designs , Features of Good Research Design , Nine Essential Research Design Parameters

UNIT - 3

Data Collection -: Sources of Data, Primary Data , Sources of Primary Data , Advantages and Disadvantages of Primary Data , Secondary Data , The problems of Secondary Sources , Sources of Secondary Data , Advantages and Disadvantages of Secondary Data .

Sampling Techniques -: Introduction , Reason for Sampling Instead of Census , Sampling Process , Type of Sampling , Sampling Size Determination , Sampling Error

UNIT – 4

Qualitative Research-: Introduction , Qualitative Research, Techniques for Qualitative Research , Quantitative Research , Techniques for Quantitative Research , Difference between Quantitative and Qualitative Research Approach

Quantitative Research -: Definition of Quantitative Methods , Testing of Hypothesis , Type I and Type II Error , Techniques for Quantitative Data Analysis , Mean , Standard Deviation , Testing for Significant Differences between Two Means Using the t-Test - (Independent Groups) , Testing for Significant Differences between Two Means Using the t-test - (Dependent groups) , Testing for Differences between Means Using One-Way Analysis of Variance - (ANOVA) , Correlation Coefficient .

UNIT - 5

Report Writing -: Introduction, Guideline for different parts of a thesis or a dissertation.

Use Of Computer Software In Data Analysis -: Introduction , Frequency distributions , Data Analysis , Analyzing Frequencies: Chisquare , Comparing two groups using T-tests , Paired T-tests , Non-parametric - Two independent groups: Mann-Whitney U , Paired groups: Wilcoxon Signed Rank Test Nonparametric: Spearman's rho , Comparing Multiple Groups – Parametric One-Way Analysis of Variance (ANOVA) .

Readings

- Ackoff, Russell L., The Design of Social Research, Chicago: University of Chicago Press, 1961.
- Ackoff, Russell L., Scientific Method, New York: John Wiley & Sons, 1962.
- Allen, T. Harrell, New Methods in Social Science Research, New York: Praeger

Publishers, 978.

- Anderson, H.H., and Anderson, G.L., An Introduction to Projective Techniques and Other Devices for
- Understanding the Dynamics of Human Behaviour, New York: Prentice Hall, 1951.
- Anderson, T.W., An Introduction to Multivariate Analysis, New York: John Wiley & Sons, 1958.

Modern Marketing Management

Semester 2

Course code: DBM-507

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Identify the scope and significance of Marketing in Domain Industry

CO2: Examine marketing concepts and phenomenon to current business events In the Industry.

CO3: practice marketing communication skills relevant to the corporate world..

CO4: coordinate the various marketing environment variables and interpret them for designing marketing strategy for business firms

CO5: Illustrate market research skills for designing innovative marketing strategies for business firms

UNIT – 1

Introduction to Marketing:- Introduction , Nature, Scope and Importance , Definition of Marketing , Evolution of Marketing , Core Marketing Concepts , Marketing as a Function , Marketing Management , Marketing Orientations or Concepts , Customer Relationship Management , The marketing process , Developing the marketing mix , The role of marketing mix , Value creation and value delivery , Marketing Interface with other Functional Areas , Ethics in Marketing .

Understanding the Marketing Environment , Scanning the Environment , Meaning and Concepts , Micro Environment , Macro Environment , Environmental Analysis , Responding to the Environment .

UNIT – 2

Market Segmentation, Targeting and Positioning , What is Market Segmentation? Need for segmentation , Benefits of Market Segmentation , The target market selection process , Criteria

for successful segmentation , Bases for segmentation , Segmenting Business Markets , Target Marketing , Profiling each selected segment , Evaluating potential profitability of each segment , Positioning strategy , The VALS segmentation system .

Buying Behaviour , Preview case - What is consumer Behaviour? Buyer behaviour model , Buying characteristics influencing consumer behaviour , Buying Motives , Buying decision making process , Types of Buyer behaviour, Stages in the buying Decision Process , Business Markets and buying behaviour , Characteristics of Business Markets , Buying decision of Organizational buyers , Factors Influencing Organizational Buyers , Organizational buying process , Glimpses of Advanced concepts/Practice.

UNIT – 3

Marketing Research -: Introduction to Marketing Research, Objectives and importance of marketing research , Scope of marketing research , Characteristics of a good research , Classifications of marketing research , Marketing research tasks , The role of Marketing planning , The marketing research process , Emerging Issues or Problems , Applications of marketing research , Limitations of marketing research , Ethical issues in marketing research , Mystery shopping .

Demand measurement and sales forecasting , Meaning and Importance , Measures of Market Demand, Major Concepts in Demand Measurement , Steps in Forecasting , Methods of Sales Forecasting , Limitations of Sales Forecasting .

UNIT – 4

Product Decisions -: Concepts of Products , Classification of products , Consumer Products , Industrial products , Product decisions , Brand Concepts , Co- branding strategy , Product differentiation , Examples of Brand positioning , Case study .

The Concept of Product Life Cycle (PLC) , The Product Life Cycle , Stages in PLC and Marketing Strategies .

UNIT – 5

Pricing Decision and Strategies , Importance of Pricing , Factors Influencing Pricing Decisions , The 5 C's Framework of Pricing Decision , Pricing Strategies , Steps in Pricing Procedure , Special Pricing Strategies .

Readings

- Philip Kotler (2003), Marketing Management: Eleventh Edition. New Delhi: Pearson Education.
- V.S. Ramaswami and S. Namakumari (2002). Marketing: Planning, Implementation and Control (3rd edition). New Delhi. Macmillan India.
- Michael Porter – Competitive Advantage.
- Theodore Levitt – Marketing Management.
- Fundamentals of Marketing – William Stanton.
- Philip Kotler and Keller (2003). Marketing Management: 12th edition, New Delhi: Pearson Education.

Production, Operations and SCM

Semester 2

Course code: DBM-508

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the core features of the operations and production management function at the operational and strategic levels

CO2: Develop the ability to identify operational methodologies to assess and improve an organizations performance.

CO3: To plan and carry out work independently and to be self-disciplined and self-directed.

CO4: Develop an integrated framework for strategic thinking and decision making to analyze the enterprise as a whole with a specific focus on the wealth creation processes.

CO5: Explain the various parts of the operations and production management processes and their interaction with other business functions

UNIT – 1

Introduction to Production and Operations Management -: Introduction , Meaning and Importance of Production and Operations Management , Nature of production/operation , Functions of production/operations Manager , Operations in Services sector , Historical Development of Operations Management , Productivity , Designing an Operating/production

system , Operations Strategy , Production Budget , Current Issues in Operations Management .

Product Planning and development -: Introduction to a product, Importance of Product Planning and Development , Difference between Goods and Services , Objectives of product planning and development ,Successful product development , Challenges of product development , New product development strategy , New product development process , Product life Cycle , Factors to be considered in new product planning .

UNIT – 2

Facility planning -: Introduction , Importance of Facility Planning, Factors affecting location Decisions, Merits and Demerits of different locations, Location Rating Models , Facility Layout , Objectives of Good Plant Layout , Principles of Plant Layout , Types of Layout .

Product planning and control (PPC) -: Introduction , Importance of Product Planning and Control (PPC) , Functions of PPC Department , Phases in Production Planning and Control , Production Planning, Factors determining Production Planning , Production Planning System , Production Control , Production Control System , Benefits of PPC , Limitations of PPC .

UNIT – 3

Vendor Relations And Purchase Management -: Introduction, Importance of Vendor Relations and Purchase Management, Functions of Purchase Department , Determining Purchasing Needs , Preparation of Purchase Budget , Vendor Relation Management , Vendor Rating and Comparison , Negotiations with a Suppliers , Issue of Purchase Orders , Receiving goods and Inspection , Payment to supplier as per terms , Follow up and evaluation , Make or Buy Decisions , Procurement Presentation , Do's and don'ts in Procurement Strategy Decisions , Collaborative Procurement, Supply Risk , Procurement Reports , Procurement & Finance Collaboration , Strategic Sourcing , Procurement Ethics .

Management Of Inventory -:Introduction ,Importance of Inventory Management ,Classification of Inventory ,Inventory Costs ,Inventory Levels, Methods of Inventory Valuation and Issues , Economic Order Quantity (EOQ), EOQ and Discount offers , Inventory Turnover analysis , Selective Inventory Control , ABC analysis .

UNIT – 4

Introduction To Logistics Management-: Introduction , Importance of Logistics Management ,

Objectives of Logistics Management , Activities Included in Logistics , Logistics Value proposition , Integrated Logistics , Logistics Costing , Logistics Performance Measurement , Designing Distribution Networks , E Business Models

Warehouse And Stores Management -:Introduction ,Warehouse Management ,Storehouse Operations ,Material Handling ,Packaging, Scrap/Waste Disposal ,Transportation Management ,Transportation documentation .

Introduction To Supply Chain Management -:Introduction - Importance of Supply Chain Management , Evolution of Supply Chain Management , SCM practices , Designing Supply Chain , Supply Chain and Competitive Performance

UNIT – 5

Managing Global Logistics And Global Supply Chains ,Introduction -Globalisation of Business ,Global Logistics ,Global Logistics Strategies ,Global Logistics Management Process ,Global Supply Chain Management ,Process of Global SCM ,Global Sourcing ,Global Distribution ,Free Trade Zones

Information Technology In Production And Supply Chain Management - Introduction ,Role of IT in Logistics Management ,Computer Aided Design (CAD) ,Computer Aided Manufacturing (CAM), Flexible Manufacturing System (FMS) ,Computer Integrated Manufacturing (CIM), Just In Time (JIT) ,Layout Design Procedure ,Procurement Software ,Logistics Information Systems , Enterprise Resource Planning (ERP) ,Material Resource Planning (MRP)

Readings

- Production and Operations Management by Everette E. Adam, Jr. Ronald J. Ebert; Publisher: Prentice Hall of India
- Production and Operations Management by N.G. Nair; Publisher: Tata Mc. Graw Hill

Business Communication Skills

Semester 2

Course code: DBM-509

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: To participate in an ODL learning environment successfully by developing the implication-based understanding of Paraphrasing, deciphering instructions, interpreting

guidelines, discussion boards & Referencing Styles.

CO2: To stimulate their Critical thinking by designing and developing clean and lucid writing skills.

CO3: To demonstrate his verbal and non-verbal communication ability through presentations.

CO4: Develop professional business writing skills.

CO5: Develop interpersonal skills that contribute to effective and satisfying personal, social and professional relationships.

UNIT – 1

Attitudes : Introduction ,Attitude and Behaviour ,Structure of Attitude ,The function of attitude ,Formation of attitude ,Strength of Attitude ,Importance of attitude ,Steps in Developing Positive Attitude ,Measuring Attitude

Goal Setting :Introduction ,Concept of goals, objectives and aims ,Timeline for Goals ,Characteristics of goals ,Importance of goals ,Significance of goals ,Activity in goal setting ,Common obstacles of goals achievement ,Techniques to achieve goals

UNIT – 2

Time Management :-Introduction ,Importance of effective Time management techniques ,Significance of effective time management techniques ,What is Time management? Barriers to effective time Management , Time management tools and techniques

Stress Management :-Introduction ,Why is Stress created? Definition of Stress ,Types of stress ,Stress Management Techniques ,Why to manage stress effectively? Sources of stress ,Stress coping ability ,Measures to manage stress ,Principles of stress management

UNIT – 3

Communication Skills:-Introduction, Definition of Communication, Significance of Business Communication, Proper Selection of Means of Communication, Communication Gap, Communication Skills

Process of Communication:-Introduction, Process of Communication, Feedback is a key for effective communication, Guidelines to effective communication, Forms of Communication

UNIT – 4

Body Languages :-Introduction ,Concept of Body Language ,Types of Body Language ,Uses of Body Language ,Effects of Positive Body Language at Workplace ,Body Language – Postures and Interpretation ,How your body language alters your state of mind?

Emotional Intelligence :- Introduction ,Concept and Definitions ,Elements of Emotional

Intelligence ,Organizational Application ,Conflict Management

UNIT – 5

Interpersonal Communication :-Introduction, interpersonal communication - ,Communication and Emotion ,Definition of Interpersonal Communication ,Significance of Interpersonal Relationships and communication ,Enhance your interpersonal communication and relationships
Listening Skills :-Introduction ,Concept of Listening ,Significance of listening, Types of listening ,Listening skills ,Benefits of listening

Readings

- Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2003.
- Ajmani, J. C. Good English: Getting it Right. New Delhi: Rupa Publications, 2012.
- Amos, Julie-Ann. Handling Tough Job Interviews. Mumbai: Jaico Publishing, 2004.
- Bonet, Diana. The Business of Listening: Third Edition. New Delhi: Viva Books, 2004.
- Bovee, Courtland L, John V. Thill & Barbara E. Schatzman. Business Communication Today: Tenth Edition. New Jersey: Prentice Hall, 2010.
- Brown, Michele & Gyles Brandreth. How to Interview and be Interviewed. London: Sheldon Press, 1994.
- Carnegie, Dale. The Quick and Easy Way to Effective Speaking. New York: Pocket

Information Technology for Business

Semester 2

Course code: DBM-510

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1:Expertise in a key area of information technology

CO2:Analytical skills and competencies in problem solving

CO3:A sound fundamental understanding of the principles and methods of information technology

CO4:Demonstrable competencies in the educational and professional standards of the professional institutions and boards with which the course is accredited

CO:5A broad knowledge base of information technology so as to facilitate effective

communication with those involved in the IT industry.

UNIT – 1

Introduction to Accounting :-Introduction ,Evolution of MIS ,Characteristics of MIS ,Subsystems of MIS ,Executive Information Systems (EIS) ,Information Resource Management (IRM), Role of Management Information System ,Enterprise Information System ,Systems ,Types of Systems ,System concepts applied to MIS

Information Concepts :-Introduction ,Business data processing ,Features of Information ,Types of Information ,Data reduction , Quality of Information, Value of Information , Management Information

UNIT – 2

Structure of MIS and Role of Computers in MIS :-Introduction ,Multiple approaches to structure of MIS ,Synthesis of MIS structure ,Extent of integration of information system ,Information Network ,Role of computers in MIS subsystems ,Production Information System, Marketing Information System ,Finance Information System ,Personnel Information System

Transaction Processing System and Decision Support System :-Introduction, Types of DSS ,Characteristics of DSS ,Components of DSS ,DSS tools for different levels of Management ,DSS capabilities ,Group Decision Support System ,Transaction Processing Cycle ,Features of TPS ,Transaction Documents ,Transaction Processing Modes ,Functional TPS

UNIT – 3

Expert Systems:- Introduction ,Components and Structure of Expert System, Characteristics and objectives of Expert system ,Advantages of Expert System ,Disadvantages of Expert System ,Applications of Expert System

Enterprise Resource Planning :-Introduction ,Evolution of ERP ,Activities of MRPII ,Popular ERP packages ,Functions of SAPR/3 ,Baan ERP module Information integration through ERP ,Implementation of ERP ,Configuration and customisation of ERP ,Advantages of ERP ,Disadvantages of ERP

UNIT – 4

Customer Relationship Management and Supply Chain Management :-Introduction ,Role of CRM ,Advantages of CRM ,CRM Software ,CRM Packages, Types of CRM ,Supply Chain ,Supply Chain Drivers ,Supply Chain Processes - ,Supply Chain Decisions ,Supply Chain Management ,SCM solutions

Electronic Commerce :-Introduction ,E-Commerce and E-Business ,Electronic Data Interchange (EDI) ,Business opportunities opened up by the internet ,Threats from Internet-based electronic commerce ,E Commerce Activities Mobile Commerce

UNIT – 5

Social and Legal Aspects of Computerisation ,Introduction ,Moral dimension to use of Information Technology ,Social Issues ,Cyber Crimes ,Impact of computers on individuals, organisations and society ,Major Security Threats, Security Measures ,Worms and Viruses

Readings

- Bergeron, P. (1996). INFORMATION RESOURCES MANAGEMENT. Annual
- Review of Information Science and Technology, 31, 263-300.

- Boud, D. and G. Feletti, Eds. (1991). THE CHALLENGE OF PROBLEM BASED LEARNING. London, Kogan Page Limited.
- Brooks, F. P. (1975). THE MYTHICAL MAN-MONTH - ESSAYS ON SOFTWARE ENGINEERING, Addison-Wesley publishing Company.
- Canzer, B. (2005). E-BUSINESS AND COMMERCE STRATEGIC THINKING AND PRACTICE (INDIAN ADAPTATION), New Delhi Biztantra (originally published by Houghton Mifflin Co., USA).
- Joseph, P.T. (2005). E-COMMERCE AN INDIAN PERSPECTIVE (2e), New Delhi Prentice-Hall of Indi

**MBA (Semester – 3)
Compulsory Papers**

Business Policies and Strategic Management

Semester 3

Course code: DBM-

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the basic concepts, definitions, and scope of strategy and business policy, including the evolution of strategic management and Mintzberg's 5 Ps of strategy.

CO2: Learn how to analyze both micro and macro environments affecting a firm, and understand various types of strategies such as generic, corporate level, and business unit level strategies.

CO3: Understand the development and application of functional strategies in finance, human resources, marketing, and operations management.

CO4: Learn the steps and approaches involved in strategy implementation, including resource allocation and McKinsey's 7S framework.

CO: Understand the processes of operational and strategic control, and the components of an effective strategy evaluation system.

UNIT 1

Fundamentals of Strategic Management: Introduction - Definition, Meaning and Scope of Strategy - Definition, Meaning and Scope of Business Policy - Evolution of Strategic Management - Mintzerb's 5 Ps of strategy

Strategy Formulation and Strategic Intent Structure: Introduction - Steps in Strategy Formulation - Vision statement - Mission Statement - Objectives, Goals and Targets - Classification of Objectives - Top Down and Bottom Up Approaches.

UNIT 2

Environment Analysis Structure: Introduction - Firm Environment Fit - Environment Analysis - Micro Environment Analysis - Macro Environment Analysis - Political Environment - Economical Environment - Social Environment - Technological Environment - Ecological Environment - Legal Environment

Types of Strategies Structure: Introduction - Generic Strategies. Low Cost, Differentiation and Focus - Corporate level strategy - Business Unit Level Strategy - Growth Strategies - Stability Strategies - Outsourcing Strategies - Avoidable Strategies - Research & Development Strategy.

UNIT 3

Functional Strategies Structure: Introduction - Strategic Finance Management - Strategic Human Resource Management - Strategic Marketing Management - Strategic Operations Management.

UNIT 4

Strategic Information Technology Management Strategy Implementation

Structure: Introduction - Strategy Formulation and Implementation - Steps in Strategy Implementation - Approaches in Strategy Implementation - Resource Allocation - Mckinesey's 7 S frame work

UNIT 5

Strategy Evaluation and Control Structure: Introduction - Operational control - Strategic control - Effective evaluation system

Readings :

- "Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter

- "Business Policy and Strategic Management" by Azhar Kazmi:
- "Strategy Safari: A Guided Tour Through the Wilds of Strategic Management" by Henry Mintzberg, Bruce Ahlstrand, and Joseph Lampel:
- "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant" by W. Chan Kim and Renée Mauborgne.
- "Good Strategy Bad Strategy: The Difference and Why It Matters" by Richard Rumelt:

Entrepreneurship and Innovation Management

Semester 3

Course code: DBM-

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Gain a comprehensive understanding of key entrepreneurial concepts, including the characteristics, skills, and mindset required for successful entrepreneurship.

CO2: Develop the ability to identify, evaluate, and exploit business opportunities through market research, feasibility analysis, and business planning.

CO3: Learn the principles and practices of innovation management, including the processes of ideation, product development, and commercialization of new products and services.

CO4: Understand strategies for creating and sustaining a competitive advantage in the marketplace through innovative business models, strategic planning, and effective resource management.

CO5: Gain knowledge of various financing options available for startups and small businesses, and learn strategies for scaling ventures, managing growth, and navigating the challenges of entrepreneurial finance.

UNIT 1

Structure: Explain, define and understand entrepreneurship - Explain, define and understand entrepreneur - Describe the nature of entrepreneurship - Explain the need of entrepreneurship - Discuss the relationship between Entrepreneurship and Management -

Describe the role and functions of entrepreneurship - Discuss the various types of entrepreneurs

Women Entrepreneurship Structure: Understand women entrepreneurship and its importance - To understand the contribution of women entrepreneurs in economic empowerment - Understand the concept of women entrepreneurs - To learn the various categories of women entrepreneurs in India - Explain the emergence of women entrepreneurs and its development in different decades - Describe the functions of women entrepreneur - Discuss the growth of women entrepreneurs at the national and global level - Challenges faced by women entrepreneurs - Role of government to develop Women Entrepreneurs in India

UNIT 2

Creating and Starting the Venture Structure: Understand the checkpoints before starting a venture - To describe the stages in starting a new venture - Defining the business opportunity - Makeup of a business opportunity - How to identify business opportunities? - Great sources of idea generation for new product development - Idea assessment and business development process - Process of setting up a business enterprise - Understand the criteria to select the best idea.

Setting up New Venture Structure: Study the role of SSI in Indian economy - Describe the major industries in small scale sector - Understand the importance of small- scale industries micro small and medium enterprises - Discuss MSMES contribution to the economy - Understand the registration procedure of MSMES - Describe forms of business organization - Explain value-added tax

UNIT 3

Entrepreneurial Support Structure: To study and learn about Government of India's Support for Innovation and Entrepreneurship in India - Government Support for entrepreneurship via Programmes & Schemes - Skills Development & Training for Entrepreneurship Education - Describe the role and support of SIDO, NAYE, SBI, DIC, SIDBI, SFCs, NSIC - The role of National Bank for Agriculture and Rural Development in rural entrepreneurship - Schemes and Programs of Khadi and Village Industries Commission - Goa Handicraft Rural and Small-Scale Industries Development Corporation (GHRSSIDC) - Goa- Industrial Development

Corporation its functions and powers

UNIT 4

Taxation Benefits Structure: To describe the Government taxation support for the SSI - To understand the Taxation and its Benefits to Small Scale Entrepreneurs - To describe the concessions/exemptions available for SSI - To understand the conditions which are not eligible for SSI concessions? - Provisions related to Brand Name under SSI exemption scheme - Income Tax Benefits under Income Tax Act 1961 for SSI - The rules for claiming the deduction of investment allowance by an entrepreneur - An overview of MSME BUDGET and benefits to entrepreneurship and MSMEs in particular - Preparedness for GST (Goods and Services Tax) in the Ministry of MSME

UNIT 5

Business Incubation Structure: Learn about business incubation: Definition and objectives of business incubation - Understand the services provided by incubator - Describe who can be incubatees and what incubatee needs - Understand how incubators can improve the start-up ecosystem in India - Know whom incubators incubate - Discuss the indicators to best assess the businesses to be incubated - Know the possible investors who would encourage support of new technology - Describe history of business incubation - Illustrate the benefits of business incubation - Provide an overview of global and Indian business incubation - Describe the process designing of business incubation programs - Explain the stages of business incubation development: - Describe formation of a business incubator - Discuss the barriers of incubation in India

Readings :

- "The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses" by Eric Ries
- "Disciplined Entrepreneurship: 24 Steps to a Successful Startup" by Bill Aulet
- "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton M. Christensen
- "Zero to One: Notes on Startups, or How to Build the Future" by Peter Thiel
- "Design Thinking: Integrating Innovation, Customer Experience, and Brand Value" by Thomas Lockwood and Edgar Papke

**Elective – Marketing Management
Fundamentals of Advertising**

Semester 3

Course code: BA-713

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand Advertising Evolution

CO2: Explore the significance of packaging in sales promotion, its multifunctional role in marketing, and the process, objectives, and benefits of market segmentation.

CO:3 Develop skills in setting advertising objectives, planning frameworks, strategies, budgeting methods, and media scheduling for effective advertisement campaigns.

CO4: Integration of Advertising and Marketing

CO5: Understand Consumer Behavior

UNIT 1

Evolution of Advertising

Structure: Concept of Advertising - Definition - History of Advertising - Evolution of Indian Advertising Industry - Indian Advertisement Scenario - Growth of Indian Advertising Industry - Future of Indian Advertising Market

Advertising: An Introduction -

Structure: Advertising and Advertising Management - Advertising as a Tool of Communication - The Communication Process - Marketing Communication - Marketing Communication Process - Communication Mix - Message Design and Development Models - Dagmar Approach - Media

UNIT 2

Advertising and Marketing Structure: Marketing process and planning - Marketing Mix - Product Levels: The Customer-Value Hierarchy - Product Hierarchy - Product Management -

Product Life Cycle - Product Lifecycle Management (PLM) - PLM Metrics Development Process - LM Business Value - PLC and promotion Brand Management Structure: What is brand - Branding process - Brand strategy document - Strategic brand management process - Branding decisions - Brand equity - Sources of brand equity - Brand equity as a bridge

UNIT 3

Packaging Structure: Packaging - Packaging and sales promotion - Packaging – a multifunctional marketing, Marketing Segmentation Structure: Market segmentation defined - Objectives - Segmentation process - Benefits of marketing segmentation - Segmenting variables - Family life-cycle

UNIT 4

Fundamentals of Buying Behaviour Structure: Consumer behavior - Buying decision process - Howard-Sheth model of buyer-behaviour. Classification and Types of Advertising Structure: Product related advertising - Public service advertising - Functional classification - Advertising based on product life cycle - Trade advertising - Advertising based on area of operations - Advertising according to medium.

UNIT 5

Advertisement Planning, Strategy and Budgeting Structure: Advertising objectives - Advertisement planning - Advertisement planning framework - The advertising strategy - Advertising budget - Budgeting methods. Advertisement Scheduling Structure: Advertisement or media scheduling - Selecting media

Readings

- "Advertising and Promotion: An Integrated Marketing Communications Perspective" by George E. Belch and Michael A. Belch
- "Advertising: Concept and Copy" by George Felton
- "Hey, Whipple, Squeeze This: The Classic Guide to Creating Great Ads" by Luke Sullivan
- "Advertising Creative: Strategy, Copy, and Design" by Tom Altstiel and Jean Grow

Elective – Marketing Management

Consumer Behavior

Semester 3

Course code: MC-785

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand Consumer Behavior Fundamentals

CO2: Learning Theories and Their Marketing Applications

CO:3 Analyze motivation theories, types, processes, and their implications for consumer behavior and marketing strategies.

CO4: Understand the stages and types of consumer decision-making processes, post-purchase behavior, and various consumer behavior models.

CO5: Grasp the meaning, significance, determinants, benefits, and limitations of market segmentation, alongside target marketing strategies.

UNIT 1

Introduction to Consumer Behaviour Structure: Introduction - Meaning of Consumer Behaviour - Concept, Scope and importance of Consumer Behaviour - Customer Vs. Consumer - Evolution of Consumer Behaviour - Consumer Research Process - Applications of Consumer Behaviour - Factors Affecting Consumer Behaviour - Psychological Process of behavior - Consumerism - Consumer Rights - Consumer behavior in the era of digital Marketing - Consumer Privacy - Ethics and Consumer Behaviour.

Personality and Consumer Behaviour Structure: Introduction - Meaning and Concept of Personality - Characteristics of Personality - Determinants of Personality - Theories of Personality Applications of Personality concepts in Marketing Brand Personality - Product Personality - Self-Concept - The Myers-Briggs Type Indicator (MBTI) - The Big Five personality traits - 16 Personality Factors - Holland Occupational Themes (RIASEC)

UNIT 2

Consumer Attitude Structure: Introduction - Definition and Meaning of Consumer Attitude - Concept - Scope - Characteristics and importance of Consumer Attitude - Components of Attitude - Sources of Attitude Formation - Relationship between Attitude and Consumer Behaviour - Models of attitudes - Strategies to Change Attitude

Learning and Consumer Behaviour Structure: Introduction - Meaning and definition of Learning - Elements of Consumer Learning - Behavioral Learning Theories and their Marketing Applications - Cognitive Learning Theory - Involvement Theory - Pavlovian Learning Model - Measures of Consumer Learning

UNIT 3

Consumer Perception Structure: Introduction - Meaning and definition of Consumer Perception - Factors affecting Perception - Elements of Consumer Perception - Dynamics of Perception - Consumer Imagery - Perceived Risk - Marketing Application of Perception

Motivation and Consumer Behaviour Structure: Introduction to Motivation - Definition and concept of motive and motivation - Types of Motivation - Motivation Process - The Theories of Motivation - Consumer Needs and Goals - Consumer Motivation - Relationship of Motivation with Consumer Behaviour - Maslow's Theory and Marketing - Marketing Strategies and Purchase Motives

UNIT 4

Environmental Influences on Consumer Behaviour Structure: Introduction to Environment - Definition and concept of Culture - Types of Culture - Cultural Influences on Consumer Behaviour - Definition and concept of Groups - Types of Groups - Role of Reference Group - Influences of Groups on Consumer Behaviour - Definition and concept of Family - Family Life Cycles - Family Decision Making - Definition and concept of Opinion Leadership - Diffusion of innovations – Adopters.

Social Class and Consumer Behaviour Structure: Introduction - What is Social Class? - The Measurement of Social Class - Social Class Mobility - Geo-demographic Clustering - Social Class and Consumer Behaviour

UNIT 5

Consumer Decision Making Process and Models Structure: Introduction - Meaning and Concept of Consumer Decision Making - Types of consumer decision - Consumer Decision Making Process - Problem Recognition - Information Search - Information Evaluation - Consumer Behavior in adopting new products - Types of Buying behavior - Post Purchase Behaviour -

Consumer Satisfaction and Dissatisfaction - Store and Non Store Purchasing Process - Organizational Buying Behaviour - Consumer Behavior Models: Howard-Sheth Model - Consumer Behavior Models: Engell Kollat-Blackwell Model - Consumer Behavior Models: Nicosia Kino Model - Consumer Behavior Models: Family Decision Making Model - Consumer Behavior Models Bettman's Information Processing Model
Market Segmentation Structure: Introduction - Meaning and Concept of Market Segmentation - Need for Market Segmentation - Significance of Market Segmentation - Determinants of Market Segmentation - Benefits and Limitations of Market Segmentation - Target Marketing - Positioning Strategy

Readings :

- "Consumer Behavior: Buying, Having, and Being" by Michael R. Solomon
- "Consumer Behavior: Building Marketing Strategy" by Del I. Hawkins, David L. Mothersbaugh, and Roger J. Best
- "Predictably Irrational: The Hidden Forces That Shape Our Decisions" by Dan Ariely
- "Why We Buy: The Science of Shopping" by Paco Underhill
- "Consumer Behavior and Culture: Consequences for Global Marketing and Advertising" by Marieke de Mooij

**Elective- Marketing Management
Team Building and Leadership**

Semester 3

Course code: BL-725

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand various leadership theories such as Blake and Mouton's Managerial Grid, House's Path-Goal Theory, and Transformational and Transactional Leadership, among others..

CO2: Understand the importance of teamwork

CO:3 Learn about different leadership styles

CO4: Acquire a comprehensive understanding of essential leadership skills and traits, and learn how to become a successful and ethical leader.

CO5: Understand the challenges faced by leaders

Unit 1

Concept of Group Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure - Group dynamics - Techniques for Managing Group Dynamics Group Development - Group functions, Team Building Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development Team Building process - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion

Unit 2

Understanding Leadership Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importance of Leadership - Role of a Leader - Qualities of a Leader - Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership

Unit 3

Theories of Effective Leadership Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory - Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Leadership Styles Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership Transformational leaders - Transactional leader Organic leadership - Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style

Unit 4

Leadership Skills and Traits Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader –

Leadership in the Contemporary World Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World Tips to Overcome Challenges in

Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming

Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World

Unit 5

Leadership Assessment Structure: Self-Assessment for Leadership - Advantages of Self-Assessment of Leadership Competencies Techniques of Self-Assessment for Leadership Skills - Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness

Readings :-

- "The Five Dysfunctions of a Team: A Leadership Fable" by Patrick Lencioni
- "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek
- "Team of Teams: New Rules of Engagement for a Complex World" by General Stanley McChrystal
- "The Culture Code: The Secrets of Highly Successful Groups" by Daniel Coyle
- "Primal Leadership: Unleashing the Power of Emotional Intelligence" by Daniel Goleman, Richard Boyatzis, and Annie McKee

Elective – Finance Management Essentials of Business Finance

Semester 3

Course code: FP-749

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Gain knowledge of the concept, evolution, objectives, scope, and goals of business finance

CO2: Understand the organization of the finance function

CO:3 Gain an understanding of the importance and different types of financial techniques, which can be applied in personal financial planning or investment decision-making.

CO4: financial ratios as tools for analysis, providing skills applicable in assessing personal financial health or evaluating investment opportunities.

CO5: Grasp the nature, significance, limitations, and preparation of fund flow statements, offering insights applicable in personal financial tracking or analyzing cash flow in personal or small business finances.

UNIT 1

Nature, Scope and Significance of Business Finance, Structure: Introduction - Concept of Business Finance - Evolution of Business Finance - Objectives of Business Finance - Scope of Business Finance - Goals of Business Finance

UNIT 2

Finance functions - Contents of Modern finance function - Fundamental Principles of Business Finance - Organization of Finance Function - Relation of Finance with other Functional Areas of Business - Significance of Finance in Business World - Expanding Role of Finance Manager

UNIT 3

Financial Techniques: Structure: Concept of Financial Techniques - Importance of Financial Techniques - Different types of Financial Techniques

UNIT 4

Ratio Analysis Structure: Nature of Ratios - Significance of Ratios as Tools of Financial analysis - Limitations of ratios - Classification of Ratios

UNIT 5

Fund Flow Statements - Structure - Nature of fund flow statement - Significance of Funds flow statements - Limitation of Funds flow statements - Preparation of Fund Flow Statement. - Incorporation of Additional information

Readings:

- "Essentials of Corporate Finance" by Stephen A. Ross, Randolph W. Westerfield, and Bradford D. Jordan
- "Fundamentals of Financial Management" by Eugene F. Brigham and Joel F. Houston
- "Essentials of Investments" by Zvi Bodie, Alex Kane, and Alan J. Marcus
- "Financial Management: Theory & Practice" by Eugene F. Brigham and Michael C. Ehrhardt
- "Essentials of Managerial Finance" by Scott Besley and Eugene F. Brigham

**Elective – Finance Management
Financial Planning and Analysis
Semester 3**

Course code: FM-827

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understanding Banking Company Final Accounts

CO2: Mastering Corporate Final Accounts for Insurance Companies

CO:3 Proficiency in Company Final Accounts Preparation

CO4: Understanding Accounting Policy

CO5: Analysis and Interpretation of Annual Reports

UNIT 1

Preparation and Presentation of Banking Company Final Accounts ,Structure: Introduction - Meaning of Banking Company - Principal Provisions Banking Regulation Act -Preparation and Presentation of Final Accounts - Format of Final Accounts - Important Items of The Final Accounts - Non-Performing Assets

UNIT 2

Preparation and Presentation of Corporate Final Accounts for Insurance Company Structure: Introduction - Final Accounts of Life Insurance Companies - Formats for Preparation of

Financial Statements of Life Insurance Companies - Points in Insurance Company Accounts - Important Provisions - Final Accounts of General Insurance Companies - Reserve for Unexpired Risk

UNIT 3

Preparation and Presentation of Company Final Accounts Structure: Meaning of Financial Statements - Objectives of Financial Statements - Preparation and Presentation of Final Accounts - Forms of Final Account - Profit and Loss Account

UNIT 4

Study of Accounting Policy Structure: Introduction - Advantages & Disadvantageous - Accounting Policies - Scope - Disclosure of Accounting Policies - Selection of An Accounting Policy - Change in Accounting Policy - Fundamental Accounting Assumptions - Significant Accounting Policy - Disclosure of Accounting Policies Requirements - Standardization of Accounting Policies

UNIT 5

Analysis and Interpretation of Annual Report Structure: Introduction - Disclosure by Way of Notes - Disclosures by Banking Company - Analysis and Interpretation of Annual Report of Companies

Readings:

- "Financial Planning & Analysis and Performance Management" by Jack Alexander
- "Financial Planning & Analysis and Performance Management: Case Study Reference" by David A. McLaughlin
- "Financial Planning and Analysis and Business Performance Management" by Steven M. Bragg
- "Financial Planning and Analysis: Concepts and Tools for the Agile Enterprise" by Matan Bordo and others
- "Financial Analysis and Modeling Using Excel and VBA" by Chandan Sengupta

**Elective –Finance Management
Team Building and Leadership**

Semester 3

Course code: BL-725

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand various leadership theories such as Blake and Mouton's Managerial Grid, House's Path-Goal Theory, and Transformational and Transactional Leadership, among others..

CO2: Understand the importance of teamwork

CO:3 Learn about different leadership styles

CO4: Acquire a comprehensive understanding of essential leadership skills and traits, and learn how to become a successful and ethical leader.

CO5: Understand the challenges faced by leaders

Unit 1

Concept of Group Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure - Group dynamics - Techniques for Managing Group Dynamics Group Development - Group functions, Team Building Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development Team Building process - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion

Unit 2

Understanding Leadership Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importance of Leadership - Role of a Leader - Qualities of a Leader - Leadership and Management – Relationship - Leader versus Manager - Authority vs

Leadership - Leadership and Motivation - Organizational Leadership

Unit 3

Theories of Effective Leadership Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange (LMX) Theory - Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Leadership Styles Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership Transformational leaders - Transactional leader Organic leadership - Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style

Unit 4

Leadership Skills and Traits Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader – Leadership in the Contemporary World Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World

Unit 5

Leadership Assessment Structure: Self-Assessment for Leadership - Advantages of Self-Assessment of Leadership Competencies Techniques of Self-Assessment for Leadership Skills - Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness

Readings :-

- "The Five Dysfunctions of a Team: A Leadership Fable" by Patrick Lencioni
- "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek

- "Team of Teams: New Rules of Engagement for a Complex World" by General Stanley McChrystal
- "The Culture Code: The Secrets of Highly Successful Groups" by Daniel Coyle

**Elective – Operation and Production Management
Inventory & Purchase Management
Semester 3**

Course code: OP-793

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the role of international purchasing in the supply chain

CO2: Understand organizational variations within materials management, its scope, and limitations.

CO3: Understand the concept of materials control, its organization, establishing the base for control, and recordkeeping procedures for effective materials control.

CO4: Explore materials management concepts, the system approach to materials management, and modern trends shaping the field.

CO5: Understand the role of integrated management information systems in materials management.

. UNIT 1

Introduction of Materials Management

Structure: - Introduction of Materials in Manufacturing Organization - Importance of Materials Management - Definition of Materials Management - Objectives of Materials Management - Functions of Materials Management - Scope of Materials Management - Challenges of Materials Management - Materials Management Organization - Materials Management Concepts - System Approach to Materials Management - Modern Trends in Materials Management –

UNIT 2

Materials Planning and Control : Structure: What is Material Planning? - Significance of Materials Planning - Benefits of Materials Planning - Factors Influencing Materials Planning - Problems Encountered in Materials Planning - Guideline to be Used for Effective and Reliable Materials Planning - Relationship of Materials Planning with Production Programs and Sales Forecast - Materials Budgeting - Benefits of Materials Budgets - Materials Control - Organizing for Materials Control - Establishing the Base for Materials Control - Record and Procedures for

Materials Control

Spare Part Management Structure: - Need for Scientific Management of Spare Parts - Major Factors Influencing Spare Part Inventories - Classification of Spare Parts - Salient Features of Spare Parts - Spare Parts Planning and Control - Methods of Planning Spare Parts Inventory - Planning for Spares Required for Overhauling - Obsolete Spares - Summary - Self Assessments Questions

UNIT 3

Organizing for Materials Management Structure: - Organizational Variation within Materials Management - Scope of Materials Management Organization - Limitations of Materials Management

Purchasing Management Structure: - Functions of Purchasing Department - Importance of Purchasing - Objectives of Purchasing - Purchasing Parameters - Purchasing Management - The Transition to Supply Management - Major Development in Supply Management - Supply Chain - Supplier Partnership - Importance of Supply Management in Business - Classification of Purchasing Goods - Purchasing Cycle - Purchasing Methods and Techniques - Purchasing

Methods - Purchasing Organizations - Forms of Purchasing Organization - Centralized - Decentralized Purchasing - Personal Duties of Purchasing Manager - Purchasing Policy and Procedure - Purchasing Policies - Basis for Purchasing Policies - Purchasing Procedure - Purchasing Management Process - Make or Buy Decisions - Factors Influencing Make or Buy Decision - The Volatile Nature of the Make or Buy Situations - Summary - Self Assessment Questions

UNIT 4

Vendor Development Structure: - Need for Vendor Development - Levels of Vendor Assessment - Vendor Evaluation and Selection Process - Key Supplier Evaluation and Selection Process - Choosing the Supplier - Vendor Evaluation and Vendor Rating - Vendor Evaluation - Vendor Rating (or Supplier - Evaluation) Plan - Problems in Developing Supplier Relationship - Vendor Motivation - Solved Problems

International Purchasing Structure: The Role of International Purchasing in the Supply Chain - Documents used in International Purchasing

UNIT 5

Value Analysis Structure: - Meaning of Term Value - Characteristics of Value - What Value is Not - Value and Value Equation - Importance of Value Equation - Approach to Value - driven Competition - Dynamic Nature of Value - Kinds of Value - Value Analysis (or Value Engineering) - Objectives of Value Analysis - Who are Involved in Value Analysis - Test for Determining Value in a Product or Services - Barriers or Road Block for Value Analysis - Selecting Items for Value Analysis - Difference between Value Analysis and Value Engineering - Areas of Application of Value Analysis - Considerations in Value Analysis - Steps in Carrying out a Value Analysis Exercise - Value Test - Value Analysis Process (or Value Engineering Process) - Benefits to be achieved by Value Analysis - Guiding Principles for Value Analysis - Techniques of Value Analysis –

Stores Management Structure: - Objectives of Stores Management - Functions of Store Keeping - Planning for Store Keeping -Location of Stores - Stores Organizing - Layout of Stores - Storage System - Store Management Functions

Computer Applications in Materials Management Structure: Integrated Management Information Systems for Materials Management - Integrated Management Information System

Readings :

- "Inventory Management: Principles, Concepts and Techniques" by Adam M. Pilbeam
- "Operations and Supply Chain Management" by F. Robert Jacobs and Richard B. Chase -
- "Purchasing and Supply Chain Management" by Robert M. Monczka, Robert B. Handfield, Larry C. Giunipero, and James L. Patterson
- "Inventory Management and Production Planning and Scheduling" by Edward A. Silver, David F. Pyke, and Rein Peterson
- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl

Elective – Operation and Production Management World Class Manufacturing Semester 3

Course code: OP-795

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Learn about the strategic planning methodology for world-class manufacturing

CO2: Explore the relationship between quality management and global competitiveness

CO3: Explore various tools for process improvement

CO4: Grasp the challenges faced in the traditional batch manufacturing environment and the need for fundamental changes in manufacturing to meet global competitiveness.

CO5: Learn about the definition, levels, history, types, approaches, process steps, and advantages/disadvantages of benchmarking

UNIT 1

Manufacturing and World Class Manufacturing

Structure: Introduction - The traditional batch manufacturing environment. - New Manufacturing Era - Business Challenges of The New Manufacturing Era - Why We Need Fundamental Changes in Manufacturing - And Service - Business Strategy and Global Competitiveness - Competitive Priorities - Competing in New Manufacturing Era - Operating Environment of The New Manufacturing Era Business Generic Manufacturing Strategies for New Manufacturing Era - Strategic Planning Methodology for World-Class Manufacturing - Implementing the World-Class Manufacturing Plan

WCM Overview

Structure: Introduction - WCM Basics - WCM Criteria - WCM Pillars - WCM Implementation - Quality in World-Class Manufacturing - Facilitating Factors of WCM - Road to World Class Performance - World Class Delivery - World Class New Age Companies. - Attributes of Excellent Companies - Obstacle to World Class Manufacturing Implementation.

UNIT 2

Quality and Global Competitiveness

Structure: Introduction - Quality Management - Competitiveness - Quality and Global Competitiveness - Global Quality Improvement Methods - Global Economic Integration - Continuous Improvement

Structure: Introduction - Getting Started with Continuous Improvement - Application Of 7Qc Tools - What Is Six Sigma? - 7Qc Tools in Lean Six Sigma - Implementing Continuous Improvement in The Team Kaizen

UNIT 3

Elements of Lean Production

Structure: Introduction to Lean Manufacturing - Laying out a Lean Production Facility - Setup reduction - Controlling a Lean Production Facility - The Five Steps of Lean Implementation - Case Study FORD Motors

Just in Time

Structure: Introduction - Jit As an Environment - Jit As A Control Technique - Major Tools and Techniques of Jit - Benefits of Jit - Toyota Production System

UNIT 4

Bench Marking Structure: Introduction - Defining Bench marking - Levels of Bench marking - Bench marking History - Understanding the Tool - Bench marking Types - Approaches to Bench marking - Bench marking Process Steps - A Case Study of Competitive Bench marking Cycle - Xerox Process - Classification of Bench marking - Advantages& Disadvantages

UNIT 5

Tools for Process Improvement

Structure: Introduction - Who Owns Processes - What Is Process Improvement? - How Does Process Improvement Benefit the Organization? - How Does an Organization Get Started on Process Improvement? - Business Process Improvement Examples - What Is in The Basic Process Improvement Model? - Approaches to Bench marking - Need for Performance Measurement - A Case Study of Competitive Bench marking Cycle - Pareto Analysis and Examples - Classification of Bench marking - Advantages& Disadvantages

Readings :-

- "Good to Great: Why Some Companies Make the Leap... and Others Don't" by Jim Collins
- "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton M. Christensen

- "Built to Last: Successful Habits of Visionary Companies" by Jim Collins and Jerry I. Porras - Similar to "Good to Great,"
- "Execution: The Discipline of Getting Things Done" by Larry Bossidy and Ram Charan
- "The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer" by Jeffrey K. Liker

**Elective – Operation and Production Management
Operations Planning & Control
Semester 3**

Course code: OP-797

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Gain knowledge of different production processes, including manufacturing and service operations, and the selection criteria for processes.

CO2: Learn about the characteristics of modern manufacturing, surface treatment of metals, and the operations in the service sector.

CO:3 Gain insights into aggregate planning, capacity planning, rough-cut capacity planning, and master production scheduling.

CO4: Understand the concepts of production planning and control

CO5: Understand the differences between manufacturing and service operations

Unit 1

Production Processes, Manufacturing and Service Operations Structure: Production Processes - Manufacturing Operations and Service Operations - Selection of a Process – Non manufacturing or Service Operations - Differences between Manufacturing and Service Operations - Classification of Manufacturing Processes - Surface Treatment of Metals - Manufacturing Operations as Conversion Processes - Characteristics of Modern Manufacturing - Operations in the Service Sector - Production of Goods (Manufacturing) versus Service Operations - The Challenges facing Operations Managers

Unit 2

Design of Production System

Structure: Factors Influencing Product Design - Approaches to Product Design - Legal - Ethical and Environmental Issues of Product Design - Process Planning and Process Design What is a Process - Process Planning - Process Selection - Process Strategy - Process Management - Major Process Decisions

Production / Operations Planning and Control

Structure: Production Planning / Operations Planning - Job Shop Production Process - Factors Determining Production Planning Procedures - Production Planning System - Production Control - Production Control System - Factors Determining Production Control Procedures - Role of Production Planning and Control in Operations Management - Scope of Production Planning and Control - Main Functions of Production Planning and Control Department - Levels of Production Planning - Production Planning Functions - Production Control Functions - Benefits of Production Planning and Control Functions - Production Planning and Control in Different Production Systems - Make-or-Buy Analysis - Organization of PPC Department

Unit 3

Aggregate Planning and Master Production Scheduling

Structure: Aggregate Planning - Aggregate Planning or Aggregate Capacity Planning - Costs associated with Aggregate Planning - Approaches to Aggregate Planning - Rough-cut Capacity

Planning (RCCP) - Capacity Planning - Capacity Requirement Planning - Master Production Scheduling

Unit 4

Shop Floor Planning and Control Structure: The Production Environment - Production Activity Control or Shop Floor Activity Control - Scheduling Product Focused System - Economic Batch Quantity (EBQ) or Economic Run Length (ERL) - Scheduling and Controlling Production for Delivery Schedules – Line of balance (LOB) Method - Scheduling for High Volume Continuous Production System - Line Balancing - Line Balancing Method

Unit 5

Service Operations: Planning and Scheduling Structure: Operations Strategies for Services Service - Types of Service Operations - Scheduling for Services - Scheduling Strategies for Services - Other possible Strategies - Scheduling Quasi- Manufacturing Operations - Scheduling “Customer-As-Participant” Service Operations - Scheduling “Customer-As-Product” Service Operations - Scheduling Multiple Resources - Cyclical Schedule or Rotating Schedule
Maintenance Management Structure: What is Maintenance? - Areas of Maintenance - Types of Maintenance - Planning and Scheduling of Maintenance - Control of Maintenance - Total Productive Maintenance - Structure: Introduction - Organizational Culture - Motivation at Workplace

Readings :-

- "Operations Management" by William J. Stevenson
- "Operations Management: Sustainability and Supply Chain Management" by Jay Heizer, Barry Render, and Chuck Munson
- "Production and Operations Analysis" by Steven Nahmias
- "Introduction to Operations and Supply Chain Management" by Cecil B. Bozarth and Robert B. Handfield
- "Operations Strategy" by Nigel Slack and Michael Lewis

Course code: HR-831

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the nature, significance, and functions of HRM, differentiate it from personnel management, and learn about job analysis, job design, job descriptions, and job specifications.

CO:2 Learn the processes and strategic importance of human resource planning at various levels, and understand different recruitment sources, techniques, and program assessments.

CO:3 Gain insights into the selection process, its role in providing competitive advantage, and the procedures for effective placement and induction of new employees.

CO4: Understand the significance, concept, scope, and objectives of HRD, including the roles and attributes of HRD managers and the need for continuous development.

CO5: Learn the purposes and methods of performance appraisal and development, the challenges associated with appraisals, and the stages and evaluation of effective employee training programs.

UNIT 1

Structure: What is HRM - Difference between HRM and Personnel Management -

Nature of HRM - Significance of HRM - Functions of HRM - Objective of HRM -

Evolution and development of HRM - Recent development in HRM

Job Analysis Structure: Job Design - Job Analysis - Job Descriptions - Job Specifications - Uses of Job Analysis - Team Analysis - Flexible job environment

UNIT 2

Human Resource Planning Structure: Introduction - Human Resource planning at different levels - Process of Human Resource Planning - Control and Review Mechanism

Recruitment Structure: Introduction - Strategic Management and Recruitment - Sources of Recruitment - Recruitment Techniques - Assessment of Recruitment Programme -

UNIT 3

Selections, Placements and Induction Structure: Introduction - Selection: Ensures competitive Advantage - Selection Procedure - Placement - Induction - Summary - Self-Assessment

UNIT 4

Human Resource Development Structure: Introduction - Significance of Human Resource Development (HRD) - The concept of Human Resource Development - Scope of HRD - Need for HRD - HRD Objectives - Functions of HRD managers - Attributes of HRD managers

UNIT 5

Performance Appraisals and Development Structure: Introduction - Strategic Management and Performance Appraisal - Meaning need and purpose of performance appraisal and development - Performance Analysis and development - Methods of Performance Appraisal - System of Performance Appraisal - Appraisal Interview - Use of performance appraisal - Problems of Performance Appraisal

Employees Training Structure: Introduction - Training before employment - Stages in training - Designing the training program - Implementation - Evaluation of training program - Enhancing training effectiveness - Special Aspects of training

Readings :

- "Human Resource Management" by Gary Dessler
- "Human Resource Management: Theory and Practice" by John Bratton and Jeffrey Gold
- "Human Resource Management: Gaining a Competitive Advantage" by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright:
- "Strategic Human Resource Management: Theory and Practice" by John Bratton and Jeffrey Gold
- "The Oxford Handbook of Human Resource Management" edited by Susan E. Jackson, Randall S. Schuler, and Steve Werner

**Elective –Human Resource Management
Human Resource Development & Industrial Relations**

Semester 3

Course code: HR-833

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the concepts of promotions, transfers, demotions, absenteeism, and employee separations, and their impact on organizations.

CO2: Understand the procedures for handling grievances and discipline within organizations.

CO:3 Gain knowledge of human resource accounting, records, audits, research, and information systems

CO4: Learn the causes, types, prevention, and settlement of industrial conflicts.

CO5: Gain knowledge of job evaluation techniques

UNIT 1

Management Development Overview Structure: Introduction - Essential ingredients of the management development programmer - Needs of Manager and techniques of management development - Selection of techniques - Training and development for international assignments - Electronic MDP - Evaluation of management development programmers

Career Planning and Development Structure: Introduction - Career Planning - Development and Management - Succession Planning - Career Choices - Traits - Career Management Model and Career Anchor - Elements of Career Development Programme - Steps in Career Development System - Career development and diversity management - Advantages - Limitations and Suggestions - Counselling

UNIT 2

Internal Mobility and Absenteeism Structure: Introduction - Internal Mobility - Promotions - Transfer - Demotions - Absenteeism -Employee Separations

Organization Development and Change Management Structure: Introduction - Organizational Change - Technology and change - Resistance to change vs. Inviting change - Approaches to organizational change - Organizational Development - The OD processes OD Interventions/Techniques

UNIT 3

Job Evaluation Structure: Introduction - Job Evaluation Methods/Techniques - Advantages of job evaluation - Problems of job evaluation

Employee Remuneration Structure: Introduction - Functions of remuneration - Role of Reward System - Allowances - Incentive Payments - Fringe Benefits - Social Security

UNIT 4

Grievance & Discipline Structure: Introduction - Grievance Procedure - Disciplinary Procedure
Industrial Relations: Conceptual Analysis Structure: Introduction - Meaning of Industrial Relations - Dunlop model of industrial relations - Importance of harmonious industrial relation - Objectives of industrial relations - Conditions for congenial industrial relations Approaches to industrial relations - Indian industrial workers - Impact of globalization on industrial relations

UNIT 5

Trade Unions and Employers' Association Structure: Introduction - Meaning of Trade Unions - Functions of Trade Unions - Objectives of important Indian Trade Unions - Union Structure - Trade Union Formation - Trade Union as an Organization - The Trade Union Act, 1926 - The Trade Union (Amendments) Act, 2001 - Problems of Trade Unions - Why decline in trade unions after

globalization? - Measures to strengthen trade union movement in India - Employers' Organizations

Industrial Conflicts Structure: Introduction - Causes of industrial conflicts - Types of industrial conflicts - Prevention of industrial conflicts - Settlement of Conflicts - Essentials of Human Resource Management and Industrial Relations

Structure: Introduction - Human Resource Accounting - Human Resource Records - Human Resource Audit - Human Resource Research - Human Resource Information System

Readings :

- "Human Resource Management: Theory and Practice" by John Bratton and Jeffrey Gold
- "Employment Relations in the United States" by Raymond L. Hogler, Roger Blanpain, and Frank Hendrickx
- "Industrial Relations: Theory and Practice" by Michael Salamon
- "Human Resource Management in Context: Strategy, Insights, and Solutions" by Alan Price

**Elective –Human Resource Management
Team Building and Leadership**

Semester 3

Course code: BL-725

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand various leadership theories such as Blake and Mouton's Managerial Grid, House's Path-Goal Theory, and Transformational and Transactional Leadership, among others..

CO2: Understand the importance of teamwork

CO:3 Learn about different leadership styles

CO4: Acquire a comprehensive understanding of essential leadership skills and traits, and learn how to become a successful and ethical leader.

CO5: Understand the challenges faced by leaders

Unit 1

Concept of Group Structure: Concept of Group - Characteristics of Group - Types of Groups - Group Structure - Group dynamics - Techniques for Managing Group Dynamics Group Development - Group functions, Team Building Structure: Why team - Teamwork - Types Of Teams - Stages Of Team Development Team Building process - Characteristics of an effective team - Team Cohesion - Factors needed to develop Team Cohesion

Unit 2

Understanding Leadership Structure: Introduction to Leadership - Leadership defined - Characteristics of Leadership - Importance of Leadership - Role of a Leader - Qualities of a Leader - Leadership and Management – Relationship - Leader versus Manager - Authority vs Leadership - Leadership and Motivation - Organizational Leadership

Unit 3

Theories of Effective Leadership Structure: Introduction - Blake and Mouton's Managerial Grid - House's Path Goal Theory - Great Man Theory - Trait Theory - Leadership-Member Exchange

(LMX) Theory - Transformational Leadership - Transactional Leadership - Continuum of Leadership Behavior - Likert's Management System - Hersey Blanchard Model - Fiedler's Contingency Leadership Styles Structure: Leadership Styles - Autocratic Leadership - Democratic Leadership - Laissez-Faire Leadership Transformational leaders - Transactional leader Organic leadership - Contemporary leaders - Ethical leaders - Situational Leadership Style - Successful Leadership and Teamwork - Best Practices in Balancing Leadership and Teamwork - Developing Your Own Leadership Style

Unit 4

Leadership Skills and Traits Structure: Leadership skills - A to Z of leadership Skills - How to become a successful Leader. - Leadership Traits of an ethical leader –

Leadership in the Contemporary World Structure: Leadership in the Contemporary World - Challenges to Leadership in the Contemporary World Tips to Overcome Challenges in Leadership - Role of Communication in Overcoming Leadership Challenges - Role of Management in Overcoming

Leadership Challenges - Leadership in Times of Crisis in Contemporary world - Managing in Chaos: A Necessary Skill for Managers and Leaders - Women and Leadership in Contemporary World

Unit 5

Leadership Assessment Structure: Self-Assessment for Leadership - Advantages of Self-Assessment of Leadership Competencies Techniques of Self-Assessment for Leadership Skills - Assessing the Strengths and Vulnerabilities for Improving Leadership Effectiveness

Readings :-

- "The Five Dysfunctions of a Team: A Leadership Fable" by Patrick Lencioni
- "Leaders Eat Last: Why Some Teams Pull Together and Others Don't" by Simon Sinek
- "Team of Teams: New Rules of Engagement for a Complex World" by General Stanley McChrystal

**Elective- Information Technology
Management Information Systems and Business Intelligence**

Semester 3

Course code: BL-717

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Learn about the role, structure, and systems concept of MIS

CO2: Explore the decision-making process, modeling techniques, including static and dynamic models, and sensitivity analysis used in decision support systems.

CO3 : Understand the definition, characteristics, capabilities, and applications of DSS through real-world case studies

CO4: Learn about the challenges faced by corporations, data warehousing, mining, visualization techniques, BI architecture, and applications across various domains, supported by case studies and analytical tools like XL-Miner.

CO5: Delve into the concepts, characteristics, and implementation of enterprise and executive information systems (EIS), their integration with decision support systems, and real-world applications.

UNIT 1

System and Information Concepts: Structure: General System Model - Types of Systems - Subsystems - Feedback Control - Organizational Structure and Function - Systems approach to Organization – Law of Requisite Variety - Control by Exception - Information Concepts - Quality of Information

Management Information System Structure: Management Information System: Introduction - Definition and Meaning – Role of the Management Information System - MIS and Other Academic Disciplines - Structure of MIS based on Management Activity and Functions - Systems Concept of MIS

UNIT 2

Decision Making Systems, Modeling and Analysis Structure: Decisionmaking Definition and Concept - Phases of Decisionmaking Process - Modeling Process - Static and Dynamic Models - SensitivityAnalysis - Heuristic Programming

Decision Support System Structure: Definitionof Decision Support System - Characteristics and Capabilities of DSS - Application ofDSS - Case 1:Decision support: Informing flood

management - Case 2: Tibco Spot fire

UNIT 3

Expert System Structure: Basic Concepts of Expert System - Expert System Architecture How Expert Systems Work - Expert System Applications - Comparison - Case Study1 : Mycin - Case 2: Enhancement in Utilization of Government Schemes by Expert System

UNIT 4

Executive Information and Support System Structure: Enterprise and Executive Information Systems: Concept and Definition - Enterprise and Executive Support Systems: Concept and Definition – Need for Executive Information Systems - Characteristics of Executive Information Systems - Integrated EIS and DSS - EIS Implementation - ESS Applications - Case: “ESS: A Better Example”

UNIT 5

Business Intelligence Structure: Problems Faced by Corporate Bodies and Introduction - Data Mart - Data Warehousing and Mining - Data Visualization and Presentation – Designing a Physical Database - Deploying and Supporting the BW/BI System - BI Architecture: Spreadsheets - OLAP - Decision Engineering - LIS - BI Tools– Concept of Dashboard – BI Applications in Various Domains - BI Analytic - Introduction to XL- Miner - Case1 - Case2

Readings :

- "Management Information Systems: Managing the Digital Firm" by Kenneth C. Laudon and Jane P. Laudon
- "Business Intelligence Guidebook: From Data Integration to Analytics" by Rick Sherman
- "Business Intelligence: A Managerial Perspective on Analytics" by Ramesh Sharda, Dursun Delen, and Efraim Turban
- "Data Science for Business: What You Need to Know about Data Mining and Data-Analytic Thinking" by Foster Provost and Tom Fawcett
- "Big Data, Big Analytics: Emerging Business Intelligence and Analytic Trends for Today's Businesses" by Michael Minelli, Michele Chambers, and Ambiga Dhiraj

Elective- Information Technology Database Management System

Semester 3

Course code: IT-839

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Learn about data models, the Entity-Relationship (ER) model for conceptual design, relationships, mapping cardinalities, types of keys, and designing ER diagrams.

CO2: Explore the relational data model, relational algebra, SQL language, indexing, views, security features.

CO3 : Grasp the concept of transactions, their properties, states, implementation of atomicity and durability, concurrent execution, and concurrency control techniques.

CO4: Explore access control methods, encryption techniques, and statistical database security to ensure data security and privacy

CO5: Learn about the emergence of NoSQL databases, their purpose, and how they differ from relational database management systems..

UNIT 1

Structure: Database and Database Users - Database Designer - Application Programmer - End users - Conventional File system vs DBMS - Characteristics of DBMS - DBMS Utilities - Limitations of DBMS - Database schemas and instances: - DBMS Architecture - Query Processor Components - Storage Manager Components - Data Structures - Data Independence Database Design Using ER Model Structure: Data Models - ER model for conceptual Design - Relationships, Relationship sets - Mapping C ardinallities - Types of keys - ER -Diagram

UNIT 2

Relational Model Structure: Relational Data Model - Relational Algebra - SQL- A Relational Database Language - Indexing - Views - Security in SQL – Triggers Conventional Database Design Structure: Network Data Models and IDMS Systems - Hierarchical Data model - Summary - Self- Assessment Questions - Chapter 5: Relational Database Design Structure: Introduction - Functional Dependency - Undesirable Properties of a Bad Database Design - E.F.Codd's rules - Steps followed by Application Developer - Normalization process -

Denormalization - Lossless Joins - Decompositions

UNIT 3

Storage and File Structure Structure: Introduction - Overview of physical storage media
Magnetic Disks - RAID - Tertiary Storage - Storage Access - File Organization - Organization of records in Files - Data Dictionary Storage - Factors Used for Evaluation of the Above Techniques. Transaction and Concurrency Control Structure: Concept of transaction - Properties of transaction - State of transaction - Implementation of atomicity and durability - Concurrent execution - Concurrency control technique - Concurrency control

UNIT 4

Crash Recovery and Backup Structure: Why recovery is needed - Storage structure - Recovery and atomicity - Failure with loss of non-volatile storage - Recovery from catastrophic failure - Remote backup system

UNIT 5

Security and Privacy Structure: Introduction - Discretionary access control method - Mandatory access control method - Uses of views in security enforcement - Overview of encryption technique for database - Statistical database security. No-SQL Databases Structure: A relational Database Management System - NoSQL Emerged from a need - What is NoSQL

Readings :

- "Database System Concepts" by Abraham Silberschatz, Henry F. Korth, and S. Sudarshan
- "Database Management Systems" by Raghu Ramakrishnan and Johannes Gehrke
- "Fundamentals of Database Systems" by Ramez Elmasri and Shamkant B. Navathe
- "SQL in 10 Minutes, Sams Teach Yourself" by Ben Forta
- "Database Design for Mere Mortals: A Hands-On Guide to Relational Database Design" by Michael J. Hernandez

Course code: IT-841

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Grasp the fundamentals of system analysis, design, types, models, and categories of information systems

CO2: Explore data flow diagrams, decision trees, tables, structured English, and guidelines for selecting appropriate tools in structured analysis..

CO3 : Understand system design types, file organization, modularization, documentation control, design strategies, and forms and report design including input and output design.

CO4: Learn about CASE tools, their components, scope, types, and their role in system development.

CO5: Understand system audit, security measures, and management information systems (MIS) including their objectives, characteristics, and the nature and scope of computer MIS.

Unit 1

System Concepts and Information Systems Environment Structure: Introduction - System analysis - System design - System - Delineating Systems - Products and Tools - Analytical Representation of a System - Types of Systems - Characteristics of system - System models - Categories of information - Transaction processing system - Management information system - Decision support systems - Systems that require Engineering - System Engineering

System Development Life Cycle Structure: Introduction - Phases of SDLC - Life cycle of System analysis and design - Determination of System's Requirements - System/Software Design Phase In SDLC: - Development of Software: Coding Stage/Phase In SDLC: - System testing - SDLC: Implementation and Maintenance in Software Life Cycle - Error Distribution with Phases in Software Development Life Cycles - System analyst - Different types of SDLC

Unit 2

System Planning and Initial Investigation Structure: Requirements determination - Structured analysis - Structured analysis tools. Information Gathering Techniques Structure: Introduction - Interviewing - Questionnaires - Review of Records - Procedures and Forms - Observation - Joint

Application Development - Secondary research or background reading.

Unit 3

Tools of Structured Analysis Structure: Data flow diagrams - Context diagram - Data Dictionary Decision Trees - Decision Tables - Structured English - Pseudo code - Guidelines for selecting appropriate tools. Structure: System Design - Types of system Design - File organization - File access - Types of files used in an Organizational system - Documentation control - Types of documentation - Design strategies - Structured design - Modularization - Structured charts - Factors affecting system complexity. Forms and Report Design Structure: Input Design - Output design - Forms design - Testing and quality assurance - Quality assurance.

Unit 4

System Implementation and Maintenance Structure: Introduction Training - Training methods - Conversation - Post Implementation Evaluation Review - System Maintenance / Enhancement CASE Tools for System Development Structure: Introduction - CASE Tools - Components of CASE tool - Scope of CASE tools - CASE Tool Types

Unit 5

Audit and Security of Computer System Structure: System audit - Security - Computer security Management Information System Structure: Introduction - Objectives of MIS - Characteristics of MIS - Characteristics of Computer MIS - Nature and scope of MIS - Transaction processing system - Management Information system - Decision support system

Readings :

- "Systems Analysis and Design" by Alan Dennis, Barbara Haley Wixom, and Roberta M. Roth:
- "Modern Systems Analysis and Design" by Jeffrey A. Hoffer, Joey F. George, and Joseph S. Valacich:
- "Systems Analysis and Design Methods" by Jeffrey L. Whitten, Lonnie D. Bentley, and Kevin C. Dittman:
- "Object-Oriented Systems Analysis and Design Using UML" by Simon Bennett, Ray Farmer, and Steve McRobb:
- "Systems Analysis and Design" by Scott Tilley and Harry J. Rosenblatt.

Elective- Health care Management

Hospital Planning and Management Semester 3

Course code: HM-763

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understanding Hospital Management Fundamentals

CO2: Explore hospital planning objectives, design goals, space types, planning steps, feasibility reports, project management, and green hospital initiatives.

CO3 : Understand the principles and importance of organization structure in hospitals, including departmentation, clinical and support services, and organizational profiles.

CO4: Managing Behavior in Hospital Settings

CO5: Effective Management of Hospital Services

UNIT 1

The Foundation of Hospital Management

Structure: Meaning of Hospital - Hospital and hospital management , Evolution of hospitals,- History of Hospitals in India - Changing concept of Hospital - Hospital Viewed as System,- Community health: - PHC, CHC & Tertiary health care - National Health Policy 2017 -Role of hospital administrator- Functions of hospital management - Hospital services -

UNIT 2

Hospital Planning Objective

Structure: Introduction to hospital planning - Ten Ideas Driving New Hospital planning (Concept) - Key Hospital Design Goals - Types of Hospital Space - steps in HospitalPlanning - Need for Hospital - Feasibility Report - Architecture's Brief - Request forproposal - Appointment of consultant - Role of Project Management Team - Budgeting Construction and Installation Stage - Equipment Planning - Services Planning -Manpower Planning - Hospital Operational Planning Policy - Green Hospital

UNIT 3

Health Organization and Departmentation

Structure: Introduction to concept of Organization - Meaning and characteristics of Organization

- Nature of Organization - Steps in the process of Organizing - Objectives of Organizing - Principles of Organization - Advantages of Organization – Hospital organization - Organization profile of the Hospitals- The Importance of Good Organization Structure - Organizational Structure of a Hospital - Departmentation - Grouping of Hospital Departments within the Structure - Clinical & Support Services – Out Patient Department - In Patient Department - Emergency Department - Intensive care unit (ICU) Department - Nursing Department - Diagnostic Services - Radiology and Image Services – laboratory Services - Hospital Infection Department - OT Services (Operation Theatre) - Pharmacy – Central Sterile Supply Department (CSSD) - Pharmacy Department - Non Clinical & Support Services(Administrative Services)

UNIT 4

Management of Behavior in Hospitals

Structure: What is Organizational Behavior - Shifting paradigms of Organizational behavior - Organizational Behavior and Management - The nature of Managerial Work - Managerial Roles and Networks - Managerial skills and Competencies - Historical development of Organizational behavioral theories - Healthcare Organizations - Organizational behavior in healthcare: - Impact on healthcare managers - Managing Disruptive behavior in the Healthcare Setting (Within the Organization) - Managing Disruptive behavior of patient, the Healthcare - Supportive Case Law

UNIT 5

Management of Hospital Services

Structure: Introduction - Hospital Services – Perception - The Nature of Patients Perception Quality of Hospital Services - Five Surprising Factors that Affect Patients’ Perceived Quality of Care - Management of Hospital Services - The various Areas of effective Hospital Management. - Staff management - Essential services and facilities management -Utilities - Facility and utility maintenance services - Human resource issues - Education & Training Department - Medical Clinical Research

Readings :-

- "Planning and Designing Healthcare Facilities: A Lean, Innovative, and Evidence-Based Approach" by Alphonse J. Dell'Isola:
- "Hospital and Healthcare Facility Design" by Richard L. Miller and Earl S. Swensson:

- "Hospital Operations: Principles of High Efficiency Health Care" by Wallace J. Hopp and William S. Lovejoy
- "Healthcare Management Engineering: What Does This Fancy Term Really Mean? The Use of Operations Management Methodologies for Quantitative Decision Making" by Maria P. Aristigueta and Julie A. Hays
- "Healthcare Facility Planning: Thinking Strategically" by Cynthia Hayward:

**Elective- Health care Management
Hospital Service and Quality Management
Semester 3**

Course code: HM-765

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Grasp the concept of TQM, its implementation in healthcare settings

CO2: Learn about materials management, inventory creation, and the assessment of existing equipment to ensure efficient hospital operations.

CO3 : Understand the importance of managing hospital records, including their organization and maintenance, to ensure accurate and accessible documentation.

CO4: Explore the management of health safety, including quality measures, healthcare services in India, and budgetary controls to ensure quality healthcare delivery.

CO5: Gain insights into strategic management concepts, leadership in healthcare, and the levels of strategic management to effectively lead and manage healthcare organizations.

UNIT 1

Total Quality Management in Hospitals: Structure: Introduction - Quality-the-Perception - Total Quality Management - TQM in Hospitals - Quality Circle - Framework Requirements for Quality Health Services - Developing a vision for health service delivery

UNIT 2

Management of Hospital Materials and Stores: Structure: Introduction - Materials management-The Perception - Assessment of Existing Equipment - How to create inventory

UNIT 3

Management of Hospital Records: Structure: Introduction - Management of Hospital Records:
The perception

UNIT 4

Health safety:Structure: Introduction –
Management of Controls: The perception - Quality Health-care
Management - Types of Quality Measures - Health-care Services in India - Capitol
Budgetary controls

UNIT 5

Strategic Management of Hospitals - Structure: Introduction - Strategic: The perception -
Strategic Management: The perception - Strategic Management short question and answers -
Strategic Leadership in Health-care - Levels of strategic Management

Readings :-

- "Service Quality Management in Hospitality, Tourism, and Leisure" by Kaye Sung Chon and Robert H. Woods
- "Healthcare Quality Management: A Case Study Approach" by Elizabeth R. Ransom, Maulik Joshi, and David B. Nash
- "Lean Hospitals: Improving Quality, Patient Safety, and Employee Engagement" by Mark Graban
- "Managing Quality in Health Care: An Integrative Approach" by Mary Elizabeth Nelson:
- "Total Quality Management in Healthcare: A Guide to Implementation" by Prabhu L. Pingali and Ranjit Kumar Singh:

Elective- Health care Management Personal care Management

Semester 3

Course code: HM-765

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand Personal Care Management

CO2: Learn about maintaining a balanced diet, vaccination awareness, disease sensitivity, and the importance of exercise and sound sleep for overall body management.

CO3 : Understand Management of Personal Hygiene

CO4: Understand the significance of civic sense in Society.

CO5: Explore the benefits of meditation, yoga, and ethical practices in achieving mental clarity, stress management, and cultivating healthy interpersonal relationships, along with understanding the nuances of business etiquette and ethics.

Unit 1

The Foundation of Personal Care Management: Structure: Introduction - Personal Care Management: The Conceptual Exposition -

Dimension of Personal Care Services - Score for Personality in Totality - Personality -

Holistic Personality - Personality Vs. Character - Managing Mind - Yoga - Parana-yam and Meditation - Managing Body - Managing Facial Appearance - Awareness of Hygiene -

Awareness of Sleeping - Behavioral Profile of Personal Care Users - Personal Care

Management Vis-a-Vis Four Es Of HR - Emergence of Personal Care Business - Summary - Self-Assessment Question.

Unit 2

Management of Body: Structure: Introduction - Basics about Body - Management of Diet - The - Balanced Diet Essentials - Foods: Making A Balanced Diet - Food Triangle- The Key Indian Food Items - Wise Regulation of Food - Awareness of Vaccination and Immunization - Sensitivity to Diseases - Potable Water - Walk and Exercise - Sound Sleep for Sound Body - Summary - Self-Assessment Questions

Unit 3

Management of Personal Hygiene

Structure: Introduction - Personal Hygiene: The Concept - Dimensions of Personal Hygiene

- Bathe Daily - Hand Washing - Trimming of Nails - Hair Care - Wearing Clean Cloths -

Taking Care of Oral Hygiene - Managing Home Hygiene - Managing Hygiene in Kitchen -

Hygiene in Bath Room and Toilet - Managing Drinking Water - Laundry Hygiene - Food

Hygiene - Medical Hygiene at Home - Work Place Hygiene - Excessive Personal Hygiene

and its Effects - Activating the Sanitation process - Personal Hygiene for Corporate

Professionals - Summary - Self-Assessment Question

Unit 4

Civic and Aesthetic Sense: Structure: Introduction - Civic Sense: The Concept and Precept - Dimensions of Civic Sense- Justification for Civic Sensibility - Cultivating Civic Sensibility - Educating Your child adult the Civic Sense - Civic Insensibility to Bio-Medical Waste - Civic Sense of the Rural Folks - Civic Sense duties for Indians - Aesthetic Sense - Cultivating Aesthetic Sense -Receiving the Beauty of Arts - Enjoying the Beauty of Life - Understanding the Beauty of Nature - Aesthetic Sense and the Corporate World - Summary - Self- Assessment Questions

Unit 5

Introduction - Healthy Mind - Meditation and Mind Purification - Yoga: A Conceptual Exposition - Yogic View on Human Personality - Yoga and Ethics -Karma Yoga: Understand the Perception - Yoga in Combating Stress - Yoga in Postures or Exercises - Surya Namaskar-- The Sun Salutation - Yogic Exercises -Combating Stress - Healthy Mind for Healthy Body - Structure: Introduction - Business Etiquette and Business Ethics - Corporate Society Vs. Etiquette - Social Graces and Polish - Etiquette for Facing Interview - Etiquette forIntroducing and Paying Compliments - Workplace Etiquette - Dress Etiquette - DiningEtiquette - Disastrous Ravines

Readings :-

- "Person-Centered Care: A Resource for Health Care Professionals" by Mary Ann Teahan and Shirley D. Cox
- "Person-Centred Health Care: Balancing the Welfare of Clinicians and Patients" by Stephen Legg and Jane Kelsey
- "Person-Centered Care: Research-Based Practice for Long-Term Care" by Nancy L. Whitelaw and Christine K. Kovach
- "Personal Care Services for Older People: A Concise Overview" by Sheila Peace and other
- "Personal Care Management: A Guide to Working with Older People" by Jill Manthorpe and Steven Iliffe

MBA (Semester – 4)

Compulsory Subject

Business ethics and Corporate Governance

Course code: DBM-834

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: apply ethical decision-making models such as the ethical decision-making process, Rest's Four-Component Model, and the ethical triangle to real-world business scenarios

CO2: recognize the importance of ethical leadership in fostering a culture of integrity, trust, and accountability within organizations, and evaluate the role of leaders in promoting ethical behavior.

CO3 : Gain knowledge of corporate governance principles, including transparency, accountability, fairness, and responsibility, and their importance in maintaining investor confidence and organizational sustainability.

CO4: Understand the importance of developing and implementing effective corporate compliance programs

CO5: Explore ethical issues arising in the context of global business operations, such as cultural differences, international trade practices, and ethical dilemmas in multinational corporations.

UNIT – 1

Introduction to Ethics

Structure: Definition - Derivation - Meaning - Theories and Principles of Ethics - Importance of Ethics - Ethics and Morality - Ethics and Law - Ethical Dilemma Scenarios

Business Ethics Structure: Meaning and definition of business ethics - Features of business ethics - Approaches of business ethics - Scope of business ethics - Importance of business ethics Role of business ethics in building profitable and sustainable organizations - Case study on business ethics

UNIT – 2

Values Structure: Overview - Definition of Values - Meaning of Values - Features of Value Functions of Values/Significance of Values - Types of Values - Difference between Values, Morals and Ethics - Causes for Deterioration of Values

Teaching from Scriptures Structure: Business Ethics - Indian Values and Scriptures - Evolution of Management thought Process - Teachings from the Ramayana - Teachings from the Holy Quran - Teachings from the Holy Bible - Teachings from the Bhagavad Gita - Other Scriptures

Corporate governance Structure: Definitions of Corporate Governance - Features of Corporate

Governance Objectives of Corporate Governance - Advantages of Corporate Governance - Main hurdles that the Corporate Governance Focuses on - Components of Corporate Governance - Principles of Good Corporate Governance - Role of Securities and Exchange Board of India (SEBI) in Corporate Governance –

Corporate Governance in Banks Structure: Source of Indian Banking System - Corporate Governance in Banks - Objectives of Corporate Governance in Banks - Need of Corporate Governance in Banks - Various Committees on Corporate Governance in Banks -

UNIT – 3

Corporate Governance in Insurance industry Structure: Genesis of Indian Insurance Industry - IRDA Act, 1999 - Principles Governing the Life Insurance Sector - Code of Best Practices for Life Insurance Companies - Key Ethical Issues in Insurance Sector - Importance of Corporate Governance in the Insurance Sector

Code of Conduct Structure: Meaning - Why Code of Conduct- Reasons - Factors considered framing code of conduct - Procedure – How it can be evolved? - Highlights of Code of Conduct - Corporate Codes - Steps Involved in Implementation of Code of Ethics - Measures to Improve Ethical Conduct of Business - Measures for Effective Implementation of Ethical Standards and Morals

UNIT – 4

CSR Towards Social Organisations Structure: Introduction - Concept of Social Organisation - Contemporary Social Issues - Importance of CSR in Current Society - Value Approach to CSR - Systematic Approach for Managing Social Responsibility

Implementation of CSR - Steps for Integrating CSR within all Aspects of Operations

Corruption Structure: Definitions of Corruption - Sets of Corruption - Root of Corruption - Impression of Corruption

UNIT – 5

Frauds in Insurance Industry Structure: Introduction of Fraud in Insurance Sector - Definition of Frauds in Insurance Sector - Frauds in the Insurance Sector - Prevention of Frauds in Insurance Sector - Employee training for fraud prevention - Whistle blowing of Fraud

Competition Act, 2002 Structure: Why MRTP was replaced? - Formation of Competition Act, 2002 - Objectives of Competition Act, 2002 - Competition Commission of India - Components of Competition Act - Comparison between MRTP Act and Competition Act - Competition Bill, 2012 Questions. Intellectual Property Rights Structure: Introduction - Objectives/Need - Different Intellectual Property Rights(IPR) - Benefits of Intellectual Property Rights - Scenario of IPR in India Cyber Crime Structure: Introduction - Definitions of Cyber Crime - Types of Cyber Crime - Prevention of Cyber Crime

Readings:

- "Business Ethics: Ethical Decision Making and Cases" by O.C. Ferrell, John Fraedrich, and Linda Ferrell

- "Corporate Governance" by Robert A. G. Monks and Nell Minow
- "Business Ethics: A Textbook with Cases" by William H. Shaw
- "The Ethical Executive: Becoming Aware of the Root Causes of Unethical Behavior" by Robert Hoyk and Paul Hersey
- "Ethical Theory and Business" by Denis G. Arnold, Tom L. Beauchamp, and Norman E. Bowie

Elective – Marketing Management
Strategic Marketing management
Semester- 4

Course code: BA-711

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand how to conduct comprehensive market analysis to identify opportunities and threats.

CO2: Mastering the process of developing strategic marketing plans to achieve organizational objectives.

CO3 : Understand how to segment markets effectively and target specific customer segments with tailored marketing strategies.

CO4: Develop the ability to measure marketing performance using key metrics and performance indicators.

CO5: Gaining expertise in building, maintaining, and enhancing brand equity through strategic branding initiatives.

UNIT – 1

Strategic Marketing Structure: Concept of Strategic Marketing - Origin of Strategic Marketing - Aspect of Strategic Marketing Importance of Strategic Marketing - Strategic Marketing Planning Process - Market Analysis - The Process of Strategic Marketing - Strategic Marketing Implementation - Portfolio Management Analysis - Customer - Managing across the Product life cycle - Competition and the Firm - Strategic Marketing and Marketing Management - Closing

Case: Bharat Heavy Electrical Limited(BHEL) - Business Sector - Performance - Strategic Marketing @ BHEL

UNIT – 2

Product and Services Strategies Structure: Product- Key Concepts - New Product Strategies- Innovation - Market Entry - Product Line Extension - Portfolio Models- BCG and GE Mckinsey Matrix - Services Concepts - Services Defined - Services Strategy

UNIT – 3

Competitive and Turnaround Strategies Structure: Meaning of Competition. - Natural and Strategic Competition - Theory of Competition - Classifying Competitors - Intensity or Degree of Competition - Types of Competition - Competitive advantage - Competitive Analysis- Porter's Five Forces Model - Sustainable Competitive Advantage- Porter's Five Generic Competitive Strategies - Competitive Intelligence - Turnaround Strategy - Turnaround Management

UNIT – 4

Distribution Strategies Structure: Evolution of Distribution Strategy - Channel Structure - Channel Design Model - Distribution- Scope Strategy - Multiple- Channel Strategy - Channel-Modification Strategy - Channel- Control Strategy

UNIT – 5

Strategic Planning Process - Market- Oriented Service Strategy - Three Dimensions of Marketing Strategy - Strategy Implementation - Strategy Evaluation and Control

Readings :

- "Strategic Marketing Management" by Alexander Chernev
- "Marketing Management" by Philip Kotler and Kevin Lane Keller
- "Competitive Strategy: Techniques for Analyzing Industries and Competitors" by Michael E. Porter
- "Strategic Brand Management" by Kevin Lane Keller
- "Marketing Strategy: A Decision-Focused Approach" by Orvill Walker and John Mullins

Elective – Marketing Management
International Marketing Strategy
Semester- 4

Course code: FT-759

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Demonstrate proficiency in devising global marketing strategies to effectively penetrate diverse international markets.

CO2: develop skills in market analysis, segmentation, targeting, positioning, and formulating comprehensive international marketing strategies

CO3 : Proficient in conducting global market research, identifying target segments, crafting competitive positioning, devising market entry strategies, and implementing effective international marketing campaigns.

CO4: Evaluate and mitigate risks associated with international market entry and expansion.

CO5: Utilize appropriate marketing channels and tools to reach target audiences across different regions effectively.

UNIT – 1

International Marketing: An Introduction: Foundation of International Marketing - Essence, Objectives and Features of International Marketing - International Markets and Globalization - International Marketing Strategies - Why Businesses Enter International Markets - The International Market – At A Glance - The Challenges of International Marketing - International Marketing Orientation - Stages of Internationalization - Transition from Domestic to Transnational Market - Driving and Restraining Forces Affecting - Global Integration and Global Marketing - Scope of Marketing Indian Products Abroad

The Environment of Global Marketing Structure: The Global business Environment - The International marketing Environment –A brief Review

UNIT – 2

Trading Blocs and Intra – Regional Trade Structure: Trading Blocs and Intra: Regional Trade -

Theory of Trade Blocs - Conceptual background For Regional economic Groupings - Trade Blocs - Forms of Regional economic Group - What Is European Union? How It works and Its History - Euro V/S Dollar - India and European Union Relations - Free Trade agreements and India - Trade Impact on Other Countries of The World - Recent trends In India S Trade Policy - Trade Outlook –

UNIT – 3

MNCs And International Business Structure: Global Investment Prospects - Trends in FDI Flows- MNC Defined - Popular Examples of Multinationals - Organizational transformation - Globalization of Business - Multinationals in India

International Marketing Intelligence Structure: Introduction - Information Requirements - Sources of Information - International marketing Research

UNIT – 4

Market Selection Structure: Need for International market Selection - Selection –A process To Internationalize - Determinants of Market Selection - International market Segmentation - Market-Screening Model - The Basis of International market Segmentation - Preliminary screening - Unilever Global portfolio

UNIT – 5

International Marketing Mix and Product Decision Structure: Concept and Definition - Marketing Mix Objectives - The Marketing Mix – Key variables - Product - Product Mix - Product Life-Cycle - New Product Development - Branding - Scope of Promoting Indian Brands abroad - Packaging - Label ling - Label ling and Packaging for Export - Alternative International Product Strategies Between Domestic and Foreign Markets

Readings:

- "Global Marketing Management" by Warren J. Keegan and Mark C. Green
- "International Marketing" by Philip R. Cateora, John L. Graham, and Mary C. Gilly
- "Global Marketing: A Decision-Oriented Approach" by Svend Hollensen
- "International Marketing Strategy: Analysis, Development and Implementation" by Isobel Doole and Robin Lowe

- "International Marketing: Strategy and Theory" by John A. Quelch and Rohit Deshpandé

Elective – Marketing Management
Fundamentals of Global Business Management
Semester- 4

Course code: FT-755

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the basic principles and theories underlying global business operations and management.

CO2: Analyze the impact of globalization on various aspects of business, including trade, investment, and cultural exchange.

CO3: Develop skills in cross-cultural communication and negotiation essential for managing global teams and partnerships.

CO4: Apply strategic management frameworks to address challenges and opportunities in the global business environment.

CO5: Evaluate ethical, social, and environmental implications of global business decisions and practices.

UNIT – 1

International Business An Overview : Introduction, Evolution of International Business, Drivers of Globalization, Influences of International Business, Stages of Internationalization, Differences Between Domestic and International Business, International Business Approaches, Modes of Entry, Goals of International Business, Advantages and Problems of International Business
Theories Of Trade : Introduction, Mercantilism, Theory of Absolute Cost Advantage, Comparative Cost Advantage, Comparative Cost Advantage, Relative Factor Endowments Theory, Country Similarity Theory, Product Life Cycle Theory, Global Strategic Rivalry Theory

UNIT – 2

International Business Environment: Introduction, Social and Cultural Environment, Technological Environment, Economic Environment, Political Environment

UNIT – 3

Foreign Direct Investment : Meaning, International Investment Theories, Factors Influencing FDI, Reasons for FDI, Cost and Benefits of FDI, Trends in FDI, Foreign Direct Investment in India

Globalization : Integrated Globalization, Emerging Global Economy, Drivers of Economic Globalization, Globalization of Markets, Globalization of Production, Globalization of Technology, Globalization and India

UNIT – 4

Multinational Corporations : Definitions and Concepts, Factors that Contributed for the Growth of MNCs, Advantages and Disadvantages of MNCs , Organization Structure of MNCs, Relationship Between Headquarters and Subsidiaries, MNCs in India, The Indianization of Transnationals

UNIT – 5

Conflicts and Negotiations in International Business: Introduction, Factors Causing Conflicts, Conflicts Between the Host Country and the Transnational Company, Negotiations, Role of International Agencies in Conflicts Resolution

Readings:-

- "International Business: Competing in the Global Marketplace" by Charles W. L. Hill and G. Tomas M. Hult
- "Global Strategy" by Mike W. Peng
- "Global Business Today" by Charles W. L. Hill and G. Tomas M. Hult
- "The Cultural Intelligence Difference: Master the One Skill You Can't Do Without in Today's Global Economy" by David Livermore

- "Global Marketing Management" by Warren J. Keegan and Mark C. Green

**Elective –Finance Management
Analysis of financial Statements
Semester- 4**

Course code: FP-751

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Interpret financial statements including balance sheets, income statements, and cash flow statements to assess the financial health and performance of a company.

CO2:Apply ratio analysis techniques to evaluate liquidity, profitability, solvency, and efficiency of a company.

CO3: Identify and analyze key financial trends and patterns to make informed investment or lending decisions.

CO4: Assess the effectiveness of financial management strategies employed by companies based on their financial statements.

CO5:Communicate financial analysis findings effectively to stakeholders through written reports and presentations.

UNIT – 1

Preparation of Financial Statements: Profit and Loss Account Structure: Meaning and Definition of Profit and Loss Account - Preparing Profit and Loss Account- Closing Entries Relating to Profit & Loss Account - Proforma of a General Profit & Loss Account - Contents of Profit and Loss Account - Adjustment Entries - Summary of Adjustment Entries - Profit and Loss Account in Case of Limited Companies

.UNIT – 2

Balance Sheet :Structure: Meaning and Definition of Balance Sheet - Importance of Balance Sheet - Arrangement of Assets and Liabilities items on the Balance Sheet - Proforma of Balance Sheet - Meaning of Balance Sheet Items - Balance Sheet of Limited Companies - Profit and

Loss Appropriation Account - Adjusting Items - Limitations of Balance Sheet

UNIT – 3

Statement of Changes in Financial Positions (Funds Flow Statement)

Structure: Meaning and Definition of Fund Flow Statement - Needs of Fund Flow Statement -

Significance of Fund Flow Statement - Preparation and Interpretation of Funds Flow Statement -

Funds from Operations - Adjustment of Typical Items - Treatment of Adjustments Given

UNIT – 4

Cash Flow Statement Structure: Concept, Definition in AS 3 - Classification of Cash Inflows and

Outflows - Cash Flow Statement and Cash Receipts and Disbursements - Cash Flow and Income

Statement - Cash Profit / Cash Net Income - Procedure of Preparing Cash - Flow Statement -

Provision of AS: 3 On Treatment of Some Special Items: - Adjustment of Typical Items. -

Presentation of Cash Flow Statement - Calculation of Cash Flow from Operating Activities -

Significance or Uses of Cash Flow Statement - Statement of Changes in Total Financial

Resources

UNIT – 5

Financial Statement Analysis structure: Meaning of Financial Statement Analysis - Objectives or

Purpose of Financial Statement

Analysis - Types or Methods of Financial Statement Analysis - Techniques / Tools for Financial

Statement Analysis - Common Size Statements - Uses of Financial Statement Analysis -

Significance or Importance of Financial Analysis - Limitations of Financial Statement Analysis

Readings :

- "Financial Statement Analysis and Security Valuation" by Stephen Penman
- "Interpretation of Financial Statements" by Benjamin Graham
- "Financial Shenanigans: How to Detect Accounting Gimmicks & Fraud in Financial Reports" by Howard M. Schilit
- "Analysis of Financial Statements" by Leopold A. Bernstein and John J. Wild
- "Financial Statement Analysis: A Practitioner's Guide" by Martin S. Fridson and Fernando Alvarez

Elective –Finance Management

Cost Accounting and Control

Semester- 4

Course code: FP-753

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand fundamental principles and concepts of cost accounting including costing methods, cost behavior, and cost-volume-profit analysis.

CO2: Apply cost accounting techniques to accurately calculate product costs and determine profitability at various levels of production and sales.

CO3: Implement cost control measures to optimize resource utilization and minimize wastage within an organization.

CO4: Utilize variance analysis to identify discrepancies between budgeted and actual costs and recommend corrective actions.

CO5: Evaluate the effectiveness of cost management strategies in achieving organizational goals and improving financial performance.

UNIT – 1

Cost Concepts and Classification :Structure: Concept of Cost - Expenses - Loss - Classification of Cost – Natural Classification of Cost - Cost Behavior(In relation to change in output or activity or volume) – Degree of trace-ability to the product, association with the product - Association with the product - Functional classification of costs – Relationship with accounting period – Decision making and planning, cost for control - Cost for control - Other costs - Cost control – Cost reduction - Cost statement/cost sheet

UNIT – 2

Alternative Choices Decisions: Structure: Decision making – Differential analysis – Types of choices decision Limitations of differential analysis

UNIT – 3

Budgeting Structure: Concept of Budgeting – Budgeting and Forecasting – Concept of Budgetary control – Objectives and functions of budgeting - Advantages of budgeting - Limitations of budgeting - Budgeting process – Organization of budgeting (budget committee) – Budget manual – Budget period – Elements of successful

Budgeting plan - Budget centers – limiting or principal budget factors – Budget and standard costs – Fixed and flexible budgeting - Types of budget - Revision of budgets – Zero base budgeting (ZBB) – Performances budgeting

UNIT – 4

Responsibility Accounting Structure: Decentralization - Advantages of Divisionalization - Disadvantages of Divisionalization – Responsibility Centre – Types of responsibility centers - Responsibility accounting – Responsibility performance reporting – Measuring divisional performance - Non-financial measures of performance –Transfer pricing – Methods of transfer pricing

UNIT – 5

Labour Costs Accounting and Control Structure: Organization for Labour control – Wage system – Incentive wage plan – Profit sharing and copartnership – Work study – Job evaluation and merit rating – Merit rating – Time and motion study – Labour turnover – Treatment of labor cost-related items

Readings :

- "Cost Accounting: A Managerial Emphasis" by Charles T
- Horngren, Srikant M. Datar, and Madhav V. Rajan
- "Cost Accounting: Foundations and Evolutions" by Michael R. Kinney and Cecily A. Raiborn
- "Management and Cost Accounting" by Colin Drury
- "Cost Accounting for Dummies" by Kenneth W. Boyd
- "Handbook of Cost Management" by Roman L. Weil and Michael W. Maher

Elective –Finance Management

International Finance

Semester- 4

Course code: FP-753

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Analyze the impact of global economic factors, exchange rate fluctuations, and

geopolitical events on international financial markets and multinational corporations.

CO2: Apply international financial management principles to assess and manage risks associated with currency exchange, interest rates, and political instability.

CO3: Evaluate various methods of international capital budgeting and financing decisions considering factors such as foreign exchange risk and country-specific regulations.

CO4: Understand the role of international financial institutions and regulatory frameworks in facilitating global trade and investment.

CO5: Develop strategies for multinational corporations to optimize capital structure, manage working capital, and enhance shareholder value in a global business environment.

UNIT – 1

Introduction to Business Organization

Structure: Foreign Trade: Meaning - Dumping - Balance of Trade - Balance of Payments-Meaning and Accounting - Disequilibrium and Current Account Deficit (CAD) - Correcting Current Account Deficit - Foreign Contracts - Summary - Self-Assessment Questions

Instruments of Foreign Trade : Structure: Documents used in Foreign Trade - Marine Insurance Policy - Marine Risks and Losses - Bills of Exchange - Consular Invoice - Packing List - GR Form

UNIT – 2

Import and Export Control Structure: Trade under Deficit - Import Trade Control - Import License - Export Management - Exporter's Code Number - Exchange Control Regulations vis-a-vis Nepal and Bhutan

Exchange Control in India :- Structure: Control of Exchange Rate - Transactions subject to control - Permitted Currencies - Approved/Permitted for Receipts and of Payments - Convertible currencies - Choice of Currency in International Transactions - Authorized Dealer - FEDAI - Correspondent - Foreign Currency Accounts Overseas - Foreign Accounts Overseas - Countertrade - Escrow Account - Barter Trade

UNIT – 3

Cross- Border Financing Export Finance: Pre Shipment :- Structure: Introduction to Cross Border Banking Cross Border Trade Finance - Export Finance - Buyer's Credit - Supplier's Credit - Turnkey Projects - Joint Ventures Abroad - Bank Credit - Cross- Border Financing Export Finance: Post Shipment

UNIT – 4

Instruments of Foreign Trade

Structure: Definition - Foreign Exchange Transactions - Foreign Exchange Market - Rate of Exchange - Exchange Rate and their Application - System of Exchange Rate - Fixed Rate of Exchange - Present system - Flexible Rate of Exchange - Intermediary Arrangements - Factors

influencing Exchange Rates -

UNIT – 5

International Capital Markets :- Structure: Flow of financial markets to cross border - Why FDI required? - Costs associated with FDI and its Repercussions - Other sources of capital flows FCNR - ECBs - GDRs etc. - Debt and Non debt flows - Volatile and Stable flows - Interest Rate Differentials and their role in demand for and supply of funds across borders

Readings :

- "Multinational Business Finance" by David K. Eiteman, Arthur I. Stonehill, and Michael H. Moffett
- "International Financial Management" by Cheol Eun and Bruce Resnick
- "Foundations of Multinational Financial Management" by Alan C. Shapiro and Atulya

Elective –Operation and Production Management Global Logistics and Supply Chain Management

Semester- 4

Course code: OP-792

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the key concepts, principles, and components of global logistics and supply chain management, including procurement, production, distribution, and reverse logistics.

CO2: Analyze global supply chain networks to identify inefficiencies, bottlenecks, and opportunities for improvement in terms of cost, speed, and reliability.

Co3: Apply inventory management techniques and demand forecasting models to optimize inventory levels

CO4: Evaluate the role of information technology and digital tools such as ERP systems, IoT, and blockchain in enhancing visibility, coordination, and collaboration across global supply chains.

CO5: Develop strategies for mitigating supply chain risks

UNIT – 1

Globalization of Business

Structure: Introduction - Environment for Globalization - Why Globalization Business Factors Causing Globalization: - Types of Globalization Business - Phases of Globalization - The Drivers of Market Globalization - Problems in Globalization . - What Are the Advantages/ Disadvantages of Globalization?

UNIT – 2

Global Sourcing Structure: Introduction - Drivers of Global Sourcing - Strategic Outsourcing. - Outsourcing - Co-sourcing - Insourcing - Counter wave Outsourcing - Supplier Evaluation & Selection - Benefits and Risk of Global Sourcing - Case Study Ikea & Walmart

UNIT – 3

International or Global Purchasing And SCM - Structure

Structure: Introduction - Purchasing Cycle: - The Evolution of The Purchasing and Supply Management Function - Important of Purchase Management - The Supply Management Process - Integrated Supply Management - Purchasing Management. - Purchasing Activities - Global Sourcing & Purchasing - International or Global Purchasing - Rationale Behind Purchasing Internationally - Global Risk Issues - International Sourcing & Procurement Strategy - Product Procurement & SRM

UNIT – 4

International Logistics Structure: Introduction - Logistics Activities - Objectives and Scope of Logistics - Global Logistics - International Logistics Functions. - Significance of International Logistics - Logistic Effect on Supply Chain Management - Managing the Logistics of a Global Organization - International Logistics Vs. Supply Chain Management - Role of Logistic

Intermediaries - PI Of Logistics - International Transport Documentation

SCM Overview Structure: Introduction to Supply Chain Management - SCM Approach - SCM Defamation - Supply chain management - Principles of Global Supply Chain Management - Drivers of Globalization - SCM Global Optimization - Supply Chain Networks - Supply Chain Strategy Building Blocks - Performance Measurement and Controls - Key Issues and Complexities in Supply Chain Management - Supply Chain Strategy Building Blocks - Managing Uncertainty and Risk

UNIT – 5

Managing International Service Operations

Structure: Introduction - Service and Service Operations - Challenges in Service Operations - Different Types of Services. - Different Types of Service Processes - Success of Service Operation - Counter wave Outsourcing - Supplier Evaluation & Selection - Benefits and Risk of Global Sourcing - Case Study Ikea & Walmart

Readings :

- "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl:
- "Global Logistics and Supply Chain Management" by John Mangan, Chandra Lalwani, and Tim Butcher:
- "Logistics and Supply Chain Management" by Martin Christopher:
- "Operations and Supply Chain Management: The Core" by F. Robert Jacobs and Richard B. Chase:
- "Introduction to Operations and Supply Chain Management" by Cecil B. Bozarth and Robert B. Handfield

Elective –Operation and Production Management

Supply Chain Management

Semester- 4

Course code: OP-794

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the fundamental concepts and principles of supply chain management, including sourcing, procurement, production, distribution, and logistics.

CO2: Analyze supply chain networks to identify inefficiencies, bottlenecks, and opportunities for improvement in terms of cost reduction, lead time reduction, and service level enhancement.

CO3: Apply inventory management techniques and demand forecasting models to optimize inventory levels, minimize stockouts, and improve customer satisfaction.

CO4: Utilize supply chain analytics and performance metrics to measure and evaluate the effectiveness and efficiency of supply chain operations.

CO5: Develop strategies for enhancing supply chain collaboration, visibility, and resilience to mitigate risks and adapt to changing market conditions.

UNIT – 1

Introduction to Supply Chain Management

Structure: Introduction - Logistics and SCM - Development of Logistics - The Role of Logistics in the Economy - Logistics and Competitive Performance - Physical Distribution Management (PDM) - Components of PDM - The Systems or “Total” Approach to PDM

Principles Of Supply Chain Management

.UNIT – 2

Logistics - Inbound and Outbound - Structure: - Introduction - Logistics: Definition - What is Supply Chain Management (SCM)? - Design and Management of SCM - Logistics: Inbound and Outbound

Suppliers to Manufacturers - Manufacturers to Consumers - Logistics Management - Integrating Logistics - Perspectives in Logistics

Models for SCM Integration

UNIT – 3

Organizing for Global Markets, Introduction - Strategies for WCSCM - Globalization - International Logistics - Integrating Logistics - World Class Logistics Management (WCLM), Information Technology: A Key Enabler of SCM: Introduction - Information and Technology in the Integrated Supply Chain - Importance of Information in Integrated Business - Inter Organizational Information Systems (IOIS) - Information Requirements Determination for a Supply Chain - Information and Technology Applications for SCM

UNIT – 4

Intelligence Information System

Structure: - Introduction - Changing Paradigm of Manufacturing - Materials Requirement Planning (MRP)- Manufacturing Resource Planning (MRP-II) - Enterprise Resource Planning (ERP) - Distribution Requirement Planning (DRP) - Distribution Resource Planning (DRP-II) - ERP vs. SCP (Supply Chain Planning) IT Packages in SCM

Structure: Introduction - Role, Advantages and Limitations of Software Packages - Architecture of 'SAP R/3 ERP' Solution - Architecture of BaaN ERP Solution - Selecting the Right ERP Package - i2 Technology - Contribution of the Software Packages to the SCM

Future Trends and Issues

UNIT – 5

Design for Supply Chain Management and Greening the Supply Chain Structure: Introduction - Factors Influencing Supply Chain Design Decisions - Sustaining Competitive Advantage - Good Business Model / Strategy - Demand Driven Supply Networks - Secret to Supply Chain Excellence is Balance - Supply Chain Design - Supply Chain Strategies - Hau Lee's Uncertainty Framework

Readings :

- "Designing and Managing the Supply Chain: Concepts, Strategies, and Case Studies" by David Simchi-Levi, Philip Kaminsky, and Edith Simchi-Levi:
- "The Resilient Enterprise: Overcoming Vulnerability for Competitive Advantage" by Yossi Sheffi:
- "Supply Chain Management: A Logistics Perspective" by John J. Coyle, C. John Langley Jr., Brian Gibson, and Robert A. Novack:
- "Operations Management: Sustainability and Supply Chain Management" by Jay Heizer, Barry Render, and Chuck Munson:
- "Supply Chain Logistics Management" by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper

Elective –Operation and Production Management
Project Management

Semester- 4

Course code: EP-743

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the fundamental principles, processes, and methodologies of project management, including initiating, planning, executing, monitoring and controlling, and closing projects.

CO2: Apply project management tools and techniques to effectively define project scope, schedule tasks, allocate resources, and manage project budgets.

CO3: Develop skills in stakeholder management, communication, and team leadership to ensure project success and stakeholder satisfaction.

CO4: Utilize risk management strategies to identify, assess, and mitigate project risks, thereby increasing the likelihood of project delivery within scope, schedule, and budget constraints.

Co5: Demonstrate proficiency in project monitoring and control

UNIT – 1

Introduction to Project Management

Structure: Introduction - Definitions and Meaning of Project. - Meaning, scope and Need for project management - Types of Projects - Project management triangle - Project Life Cycle - Project Charter - Benefits of project management - Obstacles to project management - Project Management as a Profession - Project Consultant

Basic concepts in Project Management.

Pareto Chart tool - Project activity diagram - RACI Chart Tool - Requirements collection - Resource leveling - Rule of seven - Value Engineering - Virtual team

UNIT – 2

Project Identification and Planning

Structure: Introduction - Importance and Need for Project Identification - SWOT analysis - Steps in project identification - Generation of project ideas - Screening of project ideas - Project Appraisal - Project Rating Index - Project Selection Methods - Project formulation - Project Planning - Project Design

Project Scheduling - Work Breakdown Structure (WBS) - Format of a Project Report

Project Management Process

UNIT – 3

Project Management Knowledge Areas

Structure: Introduction - Project Management Knowledge Areas - Project Integration Management - Project Scope Management - Project Time Management - Project Cost Management - Project Quality Management - Project Human Resource Management - Project Communications Management - Project Risk Management - Project Procurement Management - Project Stake Holders Management, Project Quality Management

UNIT – 4

Project Functional Management

Structure: Introduction - Meaning and importance of Project Management - Organizational Structure - Leadership qualities of a Project Manager - Roles and Responsibilities of a Project Manager - Project Human Resource Management - Project Financial Management - Project Marketing Management - Purchase and Vendor Relationship Management

UNIT – 5

Project Management Information System (PMIS) Structure: Introduction - Role of Project Management information system (PMIS) - Computer Aided Design (CAD) - Computer Aided Manufacturing (CAM) - Flexible Manufacturing System - Procurement Software - Project Management Software - SaaS and Cloud-Based Project Management Software - Enterprise Resource Planning (ERP) - Material Resource Planning (MRP)

Readings :

- "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" by Project Management Institute (PMI) -
- "The Fast Forward MBA in Project Management" by Eric Verzuh -
- "Project Management for the Unofficial Project Manager" by Kory Kogon, Suzette Blakemore, and James Wood -
- "Scrum: The Art of Doing Twice the Work in Half the Time" by Jeff Sutherland -
- "Critical Chain" by Eliyahu M. Goldratt

**Elective –Human Resource Management
Strategic Human Resource Management**

Semester- 4

Course code: SM-815

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the strategic role of human resource management (HRM) in achieving organizational objectives and gaining competitive advantage.

CO2: Analyze internal and external factors influencing HRM strategies and practices, including organizational culture, labor market trends, and regulatory requirements.

CO3: Apply strategic HRM frameworks to align HR practices with organizational goals, such as talent acquisition, development, retention, and performance management.

CO4: Evaluate the impact of HRM strategies on employee motivation, engagement, and productivity, as well as on organizational culture and effectiveness.

CO5: Develop skills in change management and HR leadership to effectively implement strategic HR initiatives and drive organizational transformation.

UNIT – 1

Strategic Human Resource Management Structure: Role of HR in Organizations - Changing Role of HR Professionals - Building competitive advantage through people - Aligning Human

resource with Strategy - Employee Engagement

UNIT – 2

Human Resource Planning Structure: - Introduction - Planning at different levels - Integrated strategic planning and HR - Determinants of HRP - Process of HRP - Strategies for HR Planners - Guidelines for making HR planning effective

Talent Management Structure: - Introduction to Talent Management - Competency Modelling - Developing Employees - Career Planning Systems - Retention of Talent - Leadership Development

UNIT – 3

Culture Building Structure: - Introduction to Employee Relations - Organizational design - Understanding Employee Motivation - Change Management - HR Communication - Interpersonal Effectiveness - Boundary Management in Personal and Professional Relationships

UNIT – 4

Introduction to Employee Relations - Importance of Employee Relations - Framework for studying Employee Relations - The Psychological Contract - Retention of Talent - Grievance Handling - Employee engagement as a way to maintain employee relations - Employee Offboarding, Sustainability and HRM Structure: - Strategic Initiatives - Issues in HR Outsourcing - HR Challenges in Difficult times - HR Issues in Mergers and Acquisitions

UNIT – 5

Balance Scorecard and HR Scorecard Structure: What is a Balance Scorecard? - Who utilizes balanced scorecard? - Balanced Scorecard Perspectives - History of Balanced Scorecard - Introduction to HR Scorecard - Criticism for Balanced Scorecard

Readings :

- "Strategic Human Resource Management" by Jeffrey A. Mello
- "Human Resource Management: Strategy and Practice" by Alan Nankervis, Marian Baird, Jane Coffey, and John Shields
- "Strategic Human Resource Management: An International Perspective" by Helen Deresky and B. Christopher Deresky

Elective –Human Resource Management

Training & Development

Semester- 4

Course code: HR-838

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the principles and theories of adult learning and development to design effective training programs that cater to diverse learning styles and preferences.

Co2: Analyze organizational training needs through methods such as training needs assessments, performance evaluations, and gap analyses to identify skill gaps and areas for improvement.

CO3: Develop competency-based training programs aligned with organizational goals and objectives, focusing on skills enhancement, knowledge transfer, and behavior change.

CO4: Apply instructional design principles and training delivery techniques to create engaging and interactive learning experiences, utilizing various mediums such as classroom training, e-learning, simulations, and on-the-job training.

CO5: Evaluate the effectiveness of training initiatives through methods such as training evaluations, ROI analysis, and post-training assessments

UNIT – 1

Effective Training and Development Structure: Introduction - Training Objectives - Impact of Training - Outcome of Training - Emerging Challenges of HRM in 21st Century - Emerging Practices of HRM in 21st Century - The HRM Strategic View - Role of Training & Development - Organizations Choosing Training Outsourcing - Ten common traps - Core competencies - Training for functional skills for Indian organizations - Involvement of line managers in training

.UNIT – 2

Training Needs Analysis Structure: Introduction - Why analyze training needs - Identification of training needs - steps to conducting a need assessment Training Design Structure: Introduction - Perspectives for designing training - Characteristics of Effective Training Programs - Train the trainer programmers

UNIT – 3

Training Methods Structure: Approaches to training - Training methodology - Delivery skills & program management - Training techniques an audio visual aid - Tips for technology training -

Instrumentation of training - Audio visual material

UNIT – 4

Skills of Effective Trainer Structure: Facilitation/ communication skills - Trainers knowledge & skills Quality of a trainer - Evolving a functional training style - The power of body language - Designers & provides

UNIT – 5

Evaluation of Training Structure: Introduction - Ascertaining reaction of the participants - Measuring training effectiveness & impact - Type of evolution technique & instruments - Evolution of training institutes

Readings :-

- "Employee Training and Development" by Raymond Noe:
- "Effective Training: Systems, Strategies, and Practices" by P. Nick Blanchard and James W. Thacker:
- "Designing Learning: From Module Outline to Effective Teaching" by Susan Wallace
- "Human Resource Development" by Jon M. Werner and Randy L. DeSimone
- "Training in Organizations: Needs Assessment, Development, and Evaluation" by Irwin L. Goldstein and Kevin Ford

Elective –Human Resource Management Leadership and Global Business Management

Semester- 4

Course code: HR-840

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Develop an understanding of various leadership theories and models, enabling them to apply strategic leadership principles in diverse global business contexts.

CO2: Acquire cross-cultural competence, including cultural intelligence and sensitivity, to effectively lead and manage diverse teams across different cultural backgrounds and geographical locations.

CO3: Gain a comprehensive understanding of global business environments, including international trade regulations, global market trends, and geopolitical factors, to make informed strategic decisions in a globalized economy.

CO4: Enhance their decision-making and problem-solving skills, learning to analyze complex business scenarios, evaluate risks, and implement solutions that align with organizational goals and values in a global context.

CO5: Explore principles related to Ethical Leadership and Corporate Governance

UNIT – 1

Glimpse of Global Management

Structure: Introduction - Glimpses of Global Business Management - Evolution of Global Business Management - Global Management Philosophies and Strategies - Global Business Traits - Summary - Self-Assessment Questions - Successful Leader Stories

Leadership of Global Management

Structure: Theories of Leadership - The Essentials of Management Leadership - Managerial Leadership Styles - Summary - Self-Assessment Questions - Successful Leader Stories

UNIT – 2

Philosophy of Global Management Structure: What is Philosophy of Management - GM's Operating Philosophy - Exxon Mobil Philosophy - Wal-Mart – A Few Aiding Principles of Walton - Matsushita Philosophy of Management - Shell Philosophy -

Managing Diverse People and Culture. Structure: The Challenging Issues of Diverse People and Cultures - Defining Multiculturalism - Managing Multicultural Organization - Managing Diversity - Management: The Personal Touch - Education at the Heart - Summary - Self-Assessment Questions - Successful Leader Stories

UNIT – 3

.Global Human Growth Model Structure: The Human Condition - Unemployment - Definition of

Human Growth - Philosophy of Global Human Growth - Global Commitment - Global Human Resource Inventory - Education for All - Employment for All - Energizing All the Self-actualization Empowerment of People - Global Cooperative Advantage - Global Human Vision and Future

UNIT – 4

Developing Future Management Structure: Introduction - The Need and Problem of Executive Development - A Set of Objectives - Growth - Some Attitudinal Blocks - Some Essential Prerequisites - Executive Development Policy - Executive Resources Planning - Perception of Individual Needs - Executive Performance Appraisal - Inter- industry Out-company Programs - Utilisation of Trained Executives - Executive Development Research - Pursuit of Excellence – Challenges and Response - Executive Development Organisation - Communicating Executive Development Effort

UNIT – 5

Motivation Structure: The Meaning and Definition of Motivation - The Theory and Practice of Motivation - Wal- Mart: A Model in Motivation - Motivation Efforts by a Managers - The Adrian Story - OGAWA's Philosophy and Practice of Motivating People

Dynamic of Global Management Structure: Challenges in the Future - Matsushita Talks How Industrialization Brings out Prosperity - The Information Superhighway under Construction

Readings :-

- "Global Leadership: Research, Practice, and Development" by Mark E. Mendenhall, Joyce Osland, Allan Bird, Gary R. Oddou, Martha L. Maznevski
- "Leadership in Organizations" by Gary Yukl: T
- "Global Business Leadership" by Peter J. Dowling, Marion Festing, and Allen D. Engle Sr.:
- "The Culture Map: Breaking Through the Invisible Boundaries of Global Business" by Erin Meyer: "Leading Across New Borders: How to Succeed as the Center Shifts" by Ernest Gundling:

Elective –Information Technology

Networking Concepts

Semester- 4

Course code: IT-844

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Demonstrate a comprehensive understanding of foundational networking concepts

CO2: Able to design and analyze network architectures, considering factors

CO3: Acquire knowledge of network security principles, including authentication, encryption, firewalls, intrusion detection/prevention systems, and security best practices

CO4: Develop skills in network administration and management

CO5: Stay abreast of emerging networking technologies and trends

UNIT – 1

Basic Concepts Structure: Introduction - Data Processing - Data Communication - Computer Network Architecture - Network Application - Internetwork - Protocol Standard - Network - Distributed Processing Network Criteria - Performance - Reliability - Security - Properties of Good Network - Physical Structure Type of Connection - Topology - Bus Topology - Ring Topology - Star Topology - Tree Topology - Mesh Topology - Hybrid Topology - Transmission Modes - Simplex Mode - Half Duplex Mode - Full Duplex Mode - Computer Network Types - Personal Area Network (PAN) - Local Area Network (LAN) - Metropolitan Area Network (MAN) - Wide Area Network (WAN)

UNIT – 2

The OSI Reference Model Structure: Introduction - Layered Tasks - OSI Reference Model - Functions of Each Layer - Devices used at different levels - Features of OSI Model - Merits and Demerits of OSI Reference Model - ISO/OSI Model in Communication Networks - TCP/ IP Reference Model - Similarities between OSI Reference and TCP/IP Reference Model - Comparison of OSI Reference Model and TCP/IP Reference Model

UNIT – 3

Networking and Internet Working Devices Structure: Network Repeater - Bridge - Network Router - Brouter - Gateway - Routing

Transport Layer Structure: Introduction - Functions - Services - End to End Communication - Transmission Control Protocol - User Datagram Protocol - Requirements of UDP - Features - UDP Header - UDP Application Upper OSI Layer Structure: Session Layer - Presentation Layer - Application Layer

UNIT – 4

Transmission Control Protocol / Internet Protocol (TCP / IP)

Structure: Introduction - How does TCP/IP work? - Development of TCP/IP - Why TCP/IP? - TCP/IP as an Open Standard - Request for Comment (RFC) - Internet Network Information Center - IP Address - IPv4 vs IPv6 - IP Address Classes and Their Formats - Relationship of the IP Address to the Physical Address - Domain Name - The TCP/IP Protocol Suite - Network Interface

UNIT – 5

Emerging Technologies Structure: Internet Telephony - IP Telephony - Computer Telephony Integration (CTI) - Call Center - Virtual Call Center - Call Logging – Chatting

Readings :

- "Computer Networking: A Top-Down Approach" by James F. Kurose and Keith W. Ross -.
- "TCP/IP Illustrated, Volume 1: The Protocols" by W. Richard Stevens
- "Computer Networking: Principles, Protocols and Practice" by Olivier Bonaventure –
- "Data and Computer Communications" by William Stallings
- "Network Warrior" by Gary A. Donahue.

Elective –Information Technology

Enterprise Resource Planning

Semester- 4

Course code: IT-842

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the architecture, components, and functionalities of ERP systems.

CO2: Develop skills in ERP implementation, including project management and system configuration.

CO3: Analyze and map organizational business processes across functional areas.

CO4: Proficiently manage and analyze data within ERP systems for decision-making.

CO5: Implement ERP governance frameworks and internal controls for data security and integrity.

UNIT – 1

Overview of ERP Structure: Introduction - Evolution of ERP - Various Modules Of ERP - Definition of ERP - ERP Characteristics - Need of ERP - Advantages of ERP - Disadvantages of ERP - Benefit of ERP - ERP Architecture

UNIT – 2

ERP and Related Technologies Structure: Introduction - Business Process Re-Engineering (BPR) - Management Information System (MIS) - Decision Support System (DSS) - Executive Support System (ESS) - Data Warehouse - Data Mining On-Line Analytical Processing (OLAP) - Supply Chain Management (SCM) Customer Relationship Management (CRM) - Extended ERP (ERP-II) - BI and ERP

UNIT – 3

ERP Modules and Vendors Structure: ERP Modules - Operating Systems for ERP - ERP Financial Module - ERP Module for Production Planning, Control and Management - ERP Module for Sales and Distribution. - ERP Module for Human Resource Management. - ERP Module for Inventory Control System. - ERP Modules for Materials Management - ERP-Quality Management - ERP Market - SAP AG - BAAN COMPANY - oracle corporation - peoplesoft - j.d. Edwards - world solutions company - system software associates, inc. (ssa) - qad - a comparative assessment and selection of erp packages and MODULES. - VENDOR APPROACHES TO OWNERSHIP EXPERIENCE - Comparison of current ERP Vendors - Comparison of current ERP Packages. - Disadvantages of Non-ERP system

UNIT – 4

ERP Implementation Life Cycle Structure: Introduction to ERP Implementation Life Cycle - Successful Project Implementation factors - The Project Life Cycle - ERP Implementation Life Cycle - Issues in Implementing ERP Packages - Implementation is not satisfactory reasons - Pre-

Evaluation Screening - Package Evaluation - The selection criteria - Finally selection - Project Planning Phase - Software Selection Process - GAP ANALYSIS

UNIT – 5

Contemporary Trends in ERP Structure: Salient Features of ERP - E-Procurement - E-Logistics - Internet Auctions - Web Enabling - E- Commerce - Wireless ERP - Cloud ERP - Service-Oriented Architecture (SOA)

Case Studies in ERP Structure: ERP Post-Implementation Activities - Case Studies of ERP - ERP customization

Readings :-

- "Enterprise Resource Planning" by Alexis Leon -
- "Modern ERP: Select, Implement, and Use Today's Advanced Business Systems" by Marianne Bradford
- "Enterprise Systems for Management" by Luvai F. Motiwalla and Jeffrey Thompson -
- "Implementing SAP S/4HANA Finance" by Faisal Mahboob -.
- "Oracle ERP Cloud: Financials Implementation" by Melanie Anjele Cameron

Elective –Information Technology

E-Commerce

Semester- 4

Course code: EC-740

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Analyze the key components and functionalities of e-commerce platforms.

CO2: Evaluate different business models and strategies for e-commerce ventures.

Co3: Understand the technological infrastructure and security considerations in e-commerce.

Co4: Develop skills in digital marketing, customer engagement, and user experience design for e-commerce.

CO5: Explore regulatory and ethical issues in e-commerce, including privacy, data protection, and consumer rights.

UNIT – 1

Fundamentals of Electronic Commerce (E-Commerce) Structure: Introduction to Commerce & Limitations of Traditional Commerce - Electronic Commerce - Foundation & Evolution of E-Commerce - Dimensions of E-Commerce - Activities, Goals & Functions of E-Commerce - Importance & Benefits of E-Commerce - Features of E-Commerce Technology - Scope of E-Commerce - Advantages And Disadvantages of E-Commerce - Applications of E-Commerce - Challenges of E-Commerce - E-Commerce Process - Electronic Business - Significance, Advantages, Limitations & Tools of E-Business - E-Business vs. E-Commerce

UNIT – 2

Business Models of E-Commerce Structure: Introduction - Key Elements of a Business Model - Basic E-Commerce Business Models - E-Commerce Business Models Based On Inventory Management - Product Models of E-Commerce - E-Service - E-Commerce Strategy - Critical Factors for E-Commerce Success - E-Commerce- Building, Factors for Successful E-Commerce, What Not to Do for E-Commerce, Reasons for E-Commerce Failure - Mobile Commerce

UNIT – 3

Internet And World Wide Web Structure: Introduction - Evolution of Internet - Key Concepts of Internet - Client-Server Computing - Internet Tools - Internet for Business - Fundamentals of World Wide Web (Web, WWW or W3) - WWW Technologies - Intranets and Extranets - Internet Service Providers - Limitations of Today's Internet & Future of The Internet Infrastructure - Cloud Computing Model for Internet - Web 2.0 Features and Services - Mobile Apps

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UNIT – 4

Electronic Payment Systems Structure: Introduction - Types of Payment Systems - Traditional Payment System - Electronic Payment Systems - Electronic Payment Methods - Secure Electronic Payment System Infrastructure - Security Requirements in Electronic Payment Systems - Managerial Issues In Electronic Payment Systems - Electronic Payment System in India - Future of Electronic Payments Systems - Mobile Payment - Emerging E-Commerce Payment Systems and Issues

UNIT – 5

E-Commerce Applications Structure: Electronic Banking (E-Banking) - Electronic Retailing (E-Retailing) - Electronic Publishing (E- Publishing/ Online Publishing) - Internet Marketing - Electronic Government - E-CRM Innovative Electronic Commerce Systems Structure: Mobile Commerce: Concepts, Attributes, Applications, and Benefits - Social Commerce - Future Trends of E-Commerce

Readings :

- "E-commerce 2021: Business, Technology, Society" by Kenneth C. Laudon and Carol Guercio Traver
- "Electronic Commerce: A Managerial and Social Networks Perspective" by Efraim Turban, Jon Outland, David King, and Jae Kyu Lee
- "E-commerce Essentials" by Kenneth C. Laudon and Carol Guercio Traver
- "E-commerce for Dummies" by Don Jones and Mark D. Scott -
- "E-commerce: Business, Technology, Society" by Paul Laudon and Carol Guercio Traver

Elective – Health Care Management

Strategic Hospital Management

Semester- 4

Course code: HM-762

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the principles of strategic management and their application in hospital settings.

CO2: Analyze healthcare industry trends, challenges, and competitive dynamics.

CO3: Develop strategic planning skills for hospital operations, resource allocation, and service delivery.

CO4: Implement effective leadership and governance structures to optimize hospital performance.

CO5: Evaluate healthcare quality, patient safety, and regulatory compliance within a strategic management framework.

UNIT – 1

Strategic Marketing Structure: Concept of Strategic Marketing - Origin of Strategic Marketing - Aspect of Strategic Marketing Importance of Strategic Marketing - Strategic Marketing Planning Process - Market Analysis - The Process of Strategic Marketing - Strategic Marketing Implementation - Portfolio Management Analysis - Customer - Managing across the Product life cycle - Competition and the Firm - Strategic Marketing and Marketing Management - Closing Case: Bharat Heavy Electrical Limited(BHEL) - Business Sector - Performance - Strategic Marketing @ BHEL

UNIT – 2

Product and Services Strategies Structure: Product- Key Concepts - New Product Strategies- Innovation - Market Entry - Product Line Extension - Portfolio Models- BCG and GE Mckinsey Matrix - Services Concepts - Services Defined - Services Strategy

UNIT – 3

Competitive and Turnaround Strategies Structure: Meaning of Competition. - Natural and Strategic Competition - Theory of Competition - Classifying Competitors - Intensity or Degree of Competition - Types of Competition - Competitive advantage - Competitive Analysis- Porter's Five Forces Model - Sustainable Competitive Advantage- Porter's Five Generic Competitive Strategies - Competitive Intelligence - Turnaround Strategy - Turnaround Management

UNIT – 4

Distribution Strategies Structure: Evolution of Distribution Strategy - Channel Structure - Channel Design Model - Distribution- Scope Strategy - Multiple- Channel Strategy - Channel-Modification Strategy - Channel- Control Strategy

UNIT – 5

Strategic Planning Process - Market- Oriented Service Strategy - Three Dimensions of Marketing Strategy - Strategy Implementation - Strategy Evaluation and Control

Readings :-

- "Strategic Management of Health Care Organizations" by Peter M. Ginter, W. Jack Duncan, and Linda E. Swayne -
- "Healthcare Strategic Planning" by John Harris and Anthony Kovner -

- "Hospital and Healthcare Facility Design" by Richard L. Miller -
- "Strategic Management for Healthcare Organizations: A Guide to Effective Strategies and Processes" by Jeffrey S. Harrison and Carleen H. Stoskopf -
- "Hospital Operations: Principles of High Efficiency Health Care" by Wallace J. Hopp and William S. Lovejoy

Elective – Health Care Management Occupational Stress Management

Semester- 4

Course code: HM-764

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Identify sources and symptoms of occupational stress in various work environments.

CO2: Implement stress assessment tools and techniques to evaluate stress levels in individuals and organizations.

CO3: Develop strategies for stress prevention and intervention, including stress reduction techniques and resilience-building activities.

CO4: Foster a supportive organizational culture and work environment conducive to stress management and employee well-being.

CO5: Evaluate the effectiveness of stress management programs and interventions through monitoring and feedback mechanisms.

UNIT – 1

Stress and Its Remedies :Structure: Introduction - Anxiety and stress - Stress symptoms: Effects on your body and behavior - Common effects of stress - Act to manage stress - Psychosomatic disorders -Symptoms of psychosomatic disorder – Modes of psychosomatic disorder - Risk factor of psychosomatic disorder - Stress and burnout - Signs and symptoms of burnout – Difference between stress and burnout - Summary - Self-Assessment Questions - References

.UNIT – 2

Structure: What is Stress Management? – What causes stress - Some strategies form an aging stress - Rest – Relaxation and Sleep - Managing Chemical Stress – A working stress management model - Types of Stressors - Self-Induced Stresses - Hassles – Stress and The Male Role – Stress at The Workplace - High Performance and Low Stress - Chapter 3: Analysis of Stress Management among Professionals in the Nigerian Construction Industry Structure: Introduction - Definition of stress - The Psychological Symptoms – Nature of the Industry - Impact of Stress - Focus of Coping – Research Methodology - Conclusion and Recommendation -

UNIT – 3

Work Stress Among the Employees in Information Technology (IT) Sectors in

Chennai City Structure: Introduction – Need for the Study – Scope of the Study - Objectives of The Study - Testing of Hypotheses - Research Methodology – Implication and Chapter 5: Work-Life and relationships: A conceptual study

Structure: Introduction - Impact of weak relationship on work life or job - Direction for rebuilding the relationship -: Organizational Stress: A silent killer on the PROWL Structure: Introduction - Work and stress - Feelings - Organizational factors causing stress - Individual factors - Remedies to avoid stress Stress Management in Information Technology Sector -

Structure: Introduction - Review of literature - Objective of Present study – Limitation soft he study -

UNIT – 4

Organizational Role :Stress Among Teachers (A Comparative Study of Technical and Non- Technical Teachers)Structure: Hypothesis - Research Methodology – OR SScale (Organizational Role Stress Scale) - Role Space - Self-Role Distance – Role set conflicts -

UNIT – 5

Stress at Workplace- A Review Article Structure: Introduction - What is Workplace Stress? - Research Methodology - Causes of Stress in Call Centers - Measures to Reduce Stress at Work - Eliminate Self –Defeating Behaviour - Summary - Self- Assessment Techno stress of Library

Professionals- The Path for Recovery

Readings :

- "Managing Stress: Principles and Strategies for Health and Well-Being" by Brian Luke Seaward -
- "Occupational Health Psychology" by Jonathan Houdmont and Stavroula Leka -
- "The Stress Solution: Using Empathy and Cognitive Behavioral Therapy to Reduce Anxiety and Develop Resilience" by Arthur P. Ciaramicoli -
- "Occupational Stress: A Handbook" by Julian Barling and Cary L. Cooper -
- "Mindfulness-Based Stress Reduction: The MBSR Program for Enhancing Health and Vitality" by Jon Kabat-Zinn –

**Elective – Health Care Management
Industrial Health and Safety Management**

Semester- 4

Course code: HM-766

Credits-6

Course Outcome (CO)

At the end of course, the students will be able to

CO1: Understand the principles and regulations governing industrial health and safety.

CO2: Identify workplace hazards and assess risks to prevent accidents and occupational illnesses.

Co3 : Develop strategies for implementing safety protocols, emergency preparedness, and response procedures.

CO4: Promote a culture of safety awareness and compliance among employees and management.

Co5: Evaluate the effectiveness of health and safety management systems through monitoring and continuous improvement processes.

UNIT – 1

Accidents and its Preventions Structure: Introduction - What is Accident? - How Accidents are caused? - Approaches to Reducing the Accidents - Classification of Industrial Accident - Principles of Accident Prevention - Techniques of accident prevention - Safe Environment at workplace -Housekeeping - Job Safety Analysis - Investigation of Accident - Ergonomics - Promotion of Health and safety - Personal Protective Equipment's - Basic Safety Programming - Summary - Self-Assessment Questions -

UNIT – 2

Evolution Of Industrial Safety Structure: Developments in Occupational Health - Occupational health and safety in Britain - Occupational health and safety in USA - Occupational health and safety in India - Summary - Self- assessment Question

Health and Safety: Organization & Administration

Structure: Safety organization - Conventional Safety Programming - Safety Planning -Safety Policies - Safety promotion - Safety Committee - Safety Department – Health Promotion - Occupational Nurse - Health and Safety Process - Risk Management and Loss control - Summary - Self- assessment questions

UNIT – 3

Fire Hazards: Structure: Fire Hazards - Fire Explosion - Means of Escape in case of fire - Fire Inspection- Record Keeping - Value of Accident records - Safety Rules - Safety Training – Safety communication - Summary - Self- Assessment Questions

UNIT – 4

Occupational Health at Workplace: Structure: Occupational Health - Occupational Health services at the place of employment - Occupational Physician - Stress and adverse psychological factors at work - Occupational health in special areas - Communication skills in health education- Summary - Self-Assessment Questions

UNIT – 5

Biological Hazards: Structure: Introduction to biological hazard - Biological hazards – Levels - Prevention and control of biological hazards - Occupational Hygiene - Biological hazards risk assessment

Readings :-

- "Occupational Health and Safety Management: A Practical Approach" by Charles D. Reese
- "Safety Management Systems in Aviation" by Alan J. Stolzer, Carl D. Halford, and John J. Goglia
- "Occupational Safety and Health Management" by Thomas D. Schneid
- "Industrial Safety and Health Management" by C. Ray Asfahl and David W. Rieske
- "Introduction to Health and Safety in Construction" by Phil Hughes and Ed Ferrett

5. Procedure for Admission, Curriculum Transaction and Evaluation

The proposed program in ODL mode will be conducted by CDOE-SGVU with the support of various departments of the University. Eligibility criteria, course structure, detailed curriculum, duration of program and evaluation criteria shall be approved by Board of Studies and Academic Council, SGVU, Jaipur which are based on UGC guidelines for the program which comes under the purview of ODL mode for award of Degree.

Details of Procedure for admission in which eligibility criteria for admission and fee structure of the course, Curriculum includes Program delivery, norms for delivery of courses in ODL mode, use of IT services to academic support services, course design academic calendar and Evaluation which includes Distribution of Marks in Continuous internal assessments, Minimum Passing criteria and system of Grading formats are given in detail as under.

Procedure for Admission

Students who will seek admission in MA HISTORY program are required to apply through the website of university www.sgvu.edu.in or visit the campus directly.

Minimum Eligibility Criteria for Admission

The minimum eligibility criteria for admission in ODL MBA program is a Bachelors' in any discipline from any recognized university.

Program Fee and Financial Assistance Policy

Program fees for MBA course offered by CDOE-SGVU Jaipur is Rs. 29, 000 Per year, where 26, 000 is the tuition fees and 3000 is examination fees. The total course fees is Rs. 58000/-.

Curriculum Transactions

Program Delivery

The curriculum will be delivered through the Self Learning Materials (SLMs) supported by various learning resources including audio-video aids.

Academic Calendar

Sr no	Name of the Activity	Tentative months schedule (specify months) during Year			
		From (Month)	To (Month)	From (Month)	To (Month)
1	Admission	Jul	Sep	Jan	Feb
2	Assignment Submission (if any)	Oct	Nov	April	May
3	Evaluation of Assignment	Nov	Dec	May	June
4	Examination	Dec	Jan	June	Jul
5	Declaration of Result	Feb	Mar	Aug	Sep
6	Re-registration	Jan	Feb	Jul	Sep
7	Distribution of SLM	Jul	Sep	Jan	Feb
8	Contact Program (Counselling, Practical's, etc.)	Nov	Dec	May	June

Evaluation

The evaluation shall include two types of assessments-

1. Continuous Assessment in the form of assignments (30% Weightage)
2. End Semester Examination, which will be held at the SGVU campus (70% Weightage).

Minimum Passing percentage

The students are considered as passed in a course if they score 40% marks in the Continuous Evaluation (Internal Assessment) and end-semester Examinations (External Assessment).

Marks and Grades

Grades & Grade Points

- a. At the end of the Semester / Year every student is assigned a 'Letter Grade' based on his/her performance over the semester in all courses for which he/she had registered.
- b. The letter grade and grade point indicate the results of quantitative and qualitative

assessment of the student's performance in a course.

c. There are seven letter grades: **A+, A, B+, B, C+, C, D, E (E1 for internal back and E2 for external back), F** that have grade points with values distributed on a 10-point scale.

6. Requirement of the Laboratory Support and Library Resources

Library Resources

CDOE-SGVU has excellent library with all the books required for the course learning and reference books for the course of MBA. Adequate online learning links and e-learning materials will also be provided to students which will support students in their learning cycle.

7 Cost Estimate of the Program and the Provisions

The Estimate of Cost & Budget could be as follows (all figures on Annual basis):

1. Salaries: Rs. 15,00,000/- (Approx)
2. Travel: Rs. 30,000/- (Approx)
3. Seminars: Rs. 40,000/- (Approx)
4. SLM Preparation, Printing, Distribution: Rs. 3,00,000/- (Approx)
5. Library: 1,25,000/- (Approx)
6. Courier/Transportation: Rs. 50,000/- (Approx)
7. Infrastructure: Rs. 1,50,000/- (Approx)
8. Computer Labs & Leased Line: Rs. 1,00,000/- (Approx)

8. Quality assurance mechanism and expected Program Outcomes

The quality of the program depends on the course curriculum and syllabus which meets the requirement of the industry and creates the skillful learning in the students. The ultimate aim of MBA program in ODL Mode is to enhance skills of the learners as managers, entrepreneurs and seeing them excel in their profession and meeting global standards too by upgrading their career opportunities.

The CDOE, SGVU, Jaipur has constituted Centre for Internal Quality Assurance (CIQA) . The CIQA will do periodic assessment of the online learning course material and audio video tutorials and will assure that the quality of learning is maintained and time to time changes are made as per the requirement of the course. The CIQA will also assess the quality of assignments, quizzes and end term assessment time to time and required changes will be assured by them to maintain the quality of the learning program. CIQA will assure that the learning is made a truly global experience for the learner along with inculcation of required skills in the learner as expected program outcome with CDOE, SGVU, Jaipur.

The university will work continuously for the betterment of processes, assessments, teaching methodology, e-learning material improvisation as per four quadrant approach and implementation of the same as per New Education Policy. The University is committed to deliver the best education in all the learning modes with adherence to NEP, UGC and other regulatory guidelines in truly Global sense. To monitor quality of Student Support Services provided to the learners.