

# **III SEMESTER**

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAH 301: ENTREPRENEURSHIP AND START-UPS</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Understand the process of entrepreneurship and the institutional facilities available to an entrepreneur in India.</li> <li>2. Know the process of starting a new venture and create their business plan; and to be familiar with valuation of business and the source for financing new venture.</li> <li>3. Be familiar with legal aspects and government policy relating to entrepreneurship.</li> <li>4. Understand the functions of entrepreneur in the successful commercial application of innovation.</li> <li>5. To study the Growth and Challenges to Woman Entrepreneurs</li> <li>6. To study the significance of acquiring established business.</li> <li>7. To study the challenges of small business.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Identifying research problems of entrepreneurs and able to provide solution for the same.</li> <li>2. Acquire the skills to identify new areas of business.</li> <li>3. Able to identify potential source of finance.</li> <li>4. Acquire the skill to Analyze and identify the potential market for the new business.</li> <li>5. Able to provide suggestions to face the Challenges of Woman Entrepreneurs</li> <li>6. Able to evaluate the established business to acquire it.</li> <li>7. Able to manage small business.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Entrepreneurship</b>		
Concept of Entrepreneurship and Entrepreneur – Definition – Process of entrepreneurship – Theories of Entrepreneurship - Characteristics of successful entrepreneurs – Functions of an Entrepreneur - Family Entrepreneur- Growth of Entrepreneurship in India - Entrepreneur and Entrepreneurship in economic development – Entrepreneurship Development Programmes (EDPs).		
<b>Module No. 2: New Ventures and Business Plan</b>		
Business idea – methods of generating ideas – sources of business idea – evaluation of the environment – analysis of the industry and the competitors – final selection of the business idea.–Business Plan - Need for a Business plan - Steps in the preparation of business plan - Operating plans and financial plans- Organizational Plan - Marketing plan- Marketing functions –Market research and its implications.		
<b>Module No.3: Feasibility Planning</b>		
Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan.		
<b>Module No. 4: Business Acquisitions and Franchising</b>		
Kinds of Mergers and Acquisitions - Advantages and disadvantages of acquiring established business - considerations for evaluation of business - Methods of valuing a business -		

Franchising – advantages and disadvantages of franchising – evaluation of Franchise arrangement .	
<b>Module No 5: Managing growth</b>	
Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages – Growth and Strategic Management – Growth through Expansion, Diversification, joint venture, Sub-Contracting.	
<b>Module No 6: Financing a new venture</b>	
Financing and its effects on effective asset management - Alternate methods of financing - Venture capital and new venture financing, Venture capital process, venture leasing, Private Equity, Foreign Direct Investments, Foreign Institutional Investments - working out for working capital requirement, Government agencies assisting in financing the project.	
<b>Module No 7: Small Business and Government Policy</b>	
Role of Small Business in building the economy - Strengths and weaknesses of small business – Definition of small business under the Micro, Small and Medium Enterprises Development Act, 2006 – Small business after Liberalization, Privatization and Globalization(LPG) - Export potentials of Small Scale Industries - Causes for small business failure - Success factors for small business. Government Policy in respect of Small business; Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. – with special reference to ‘Export oriented unites’ .	
<b>Module No 8: Women and Rural Entrepreneurship</b>	
Growth and Challenges to Woman Entrepreneurs, Achievements of Woman Entrepreneurs, Role Models of Woman Entrepreneurs. NGO and Rural Entrepreneurship- need for rural Entrepreneurship-Problems of rural Entrepreneurship	
<b>Module No 9: Legal aspects</b>	
Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Hold Davis H - Entrepreneurship - Prentice Hall of India.</li> <li>2. Siropolis Nicholas - Entrepreneurship and Small Business, 6<sup>th</sup> edition - All India Publishers and Distributors.</li> <li>3. Prasanna Chandra - Projects, Planning, Analysis, Selection, Implementation and Review, 4<sup>th</sup> edition - Tata McGraw Hill</li> <li>4. Peters Hisrich - Entrepreneurship, 4<sup>th</sup> edition. - Irwin McGraw-Hill</li> <li>5. Burns Tim - Break the curve - International Thomson Business Press</li> <li>6. Harvard Business Review on Entrepreneurship – Harvard Business School Press.</li> <li>7. R V Badi and N V Badi - Entrepreneurship, Recent Edition - Vrinda publications (P) Ltd.</li> <li>8. C.S.V.Murthy - Small Scale Industries and Entrepreneurial Development - Himalaya Publishing House.</li> <li>9. Madhurima Lall Shikha Sahai - Entrepreneurship - Excel Books.</li> <li>10. S.S .Khanka - Entrepreneurship Development - S. Chand and Company Ltd</li> <li>11. Marc J. Dollinger -Entrepreneurship Strategies and Resources - Pearson Education.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAH 302: STRATEGIC COST MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To understand the importance of Strategic Cost Management in managerial decision making.</li> <li>2. To identify the limitations of traditional cost management</li> <li>3. To appraise the role of strategic cost management in supporting strategy development.</li> <li>4. To provide an overview of various modern cost management techniques.</li> <li>5. To apply the strategic cost management tools in managerial decisions</li> <li>6. To assess the customer and divisional profitability.</li> <li>7. To evaluate performance and enable effective reporting</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Compare and contrast Strategic Cost Management with traditional cost management.</li> <li>2. Understand the role of Management Accountant in Strategic Cost Management</li> <li>3. Adapt the marginal costing techniques in managerial decision making.</li> <li>4. Demonstrate the role of strategic cost management in strategy development</li> <li>5. Apply Strategic Cost Management techniques.</li> <li>6. Evaluate customer profitability.</li> <li>7. Assess the divisional performance</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Overview of Strategic Cost Management (SCM)</b>		
Cost management- Meaning, Phases, Benefits, Steps, Techniques; Strategic Cost management - Meaning ,Components of SCM-Strategic Positioning, Cost Drivers and Value Analysis; Traditional Costing v/s Strategic Cost Management; Role of Management Accountant in Strategic Cost Management; Strategic Total Cost Management, Strategic Cost Analysis, Cost Leadership Strategy, Cost Control and Reduction Systems; Types of Cost Management Programs, Precautions in Cost Management Programs.		
<b>Module No. 2: Cost Concepts and Application of Marginal Costing in Decision making</b>		
Types of cost; Importance of behaviour-wise cost classification, Methods of splitting semi-variable cost. Limitations of Absorption costing. Marginal costing: Utility and Limitations. Practical decision-making involving marginal cost analysis- Make or Buy decisions, Key or Limiting factor Analysis, Introduction of new product and diversification, Discontinuing of product, Market Expansion and Contraction, Accept/Reject special offer, Fixation of selling price, Temporary shutdown.		
<b>Module No.3: Activity Based Costing (ABC) System</b>		
Reasons for emergence of ABC Systems. Activity Based Costing- Meaning, Objectives, Steps in ABC. Terminologies- Cost pools, Cost Drivers, Cost Objects, ABC System and Strategic decision making- New concepts in ABC- Activity Based Budgeting, Activity Based Management, Activity Based Accounting, Customer Costing, and Customer Profitability Analysis.		

<b>Module No. 4: Target Costing</b>	
Concept of Target Costing- Basic premises, Common procedure, Major concepts, Possibilities, Steps in Target Costing approach, Benefit of Target Costing, Target Costing Methodology, Methods of establishing Target Costing- Subtraction Method, Additional Method, Integrated Method. Role of Management Accountant in Target Costing, Target Cost Management, Ascertainment of Total Target Cost	
<b>Module No 5: Life Cycle Costing</b>	
Meaning, Significance, Characteristics and Strategies at Different Life Cycle Stages; Cost Associated with Different Stages of Product Life Cycle; Problems on Life Cycle Cost with Time Value of Money, Optimal Plant Capacity, Pricing Decision, Effect of Price Reduction, Effect of Committed Cost, Product-wise Life Cycle Income Statement.	
<b>Module No 6: Responsibility Accounting and Divisional Profitability</b>	
Concept of Responsibility Accounting- Basic principles, constraints in introducing responsibility accounting, requirements for setting up responsibility accounting, responsibility report, cost centre, profit centre, investment centre, extent of manager's control over responsibility centre, revenue centre, divisional income statement, divisional profitability-ROCE method, divisional profitability- residual income method - evaluation of ROCE and residual income method.	
<b>Module No 7: Divisional Transfer Pricing (TP)</b>	
Overview, objectives of TP; Criteria for fixing TP; TP methods – market based, cost based and negotiation based; Merits and demerits of TP; Divisional performance evaluation.	
<b>Module No 8: Balanced Score Card (BSC)</b>	
Balanced Score Card- Four Perspectives, Stages in developing BSC, Information required under BSC, BSC and improvement of strategic performance, Performance measures in BSC, Benefits and limitations of BSC.	
<b>Books for Reference:</b>	
<ol style="list-style-type: none"> <li>1. Kishore Ravi M., Strategic Cost Management, 5th edition, Taxmann Publications Private Limited.</li> <li>2. Jawaharlal., Strategic Cost Management, Himalaya Publishing House.</li> <li>3. Saxena, V. K., Strategic Cost Management and Performance Evaluation, Sultan Chand Publications</li> <li>4. Sharavana Prashath., Handbook on Strategic Cost management and Performance Evaluation, Wolfers Kluwer Publication.</li> <li>5. CA Sanjay Agarwal., Strategic Cost Management &amp; Performance Evaluation (Volume I and II) , Pooja Law Publishing Co. New Delhi.</li> <li>6. CA K. Hariharan , R Balakrishnan., Strategic Cost Management &amp; Performance Evaluation (AMA) Old &amp; New Syllabus</li> <li>7. Paresh Shah, Management Accounting, Oxford Publications</li> <li>8. Khan M Y and Jain P K., Management Accounting. Tata McGraw-Hill.</li> <li>9. Strategic Cost Management and Performance Evaluation, The Institute of Chartered Accountants of India, New Delhi, India.</li> <li>10. Jain and Narang., Cost and Management Accounting, Kalyani Publishers, New Delhi</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAH 303: OPERATIONS RESEARCH</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, application of operations research, techniques to business related problems, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To acquaint with the application of operations research to business and industry.</li> <li>2. Help them to grasp the significance of analytical techniques in decision making.</li> <li>3. To study how to manage the projects with limited resources.</li> <li>4. To study the applications of transportation models in business.</li> <li>5. To study the network analysis to manage projects.</li> <li>6. To study the LLP models in business.</li> <li>7. Know about simulation its business Applications</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Able to identify the applications of OR in business.</li> <li>2. Acquire the OR skills to manage business operations.</li> <li>3. Understand the applications of multiple subjects to manage activities.</li> <li>4. Understand the difference between real world problems and simulated problems.</li> <li>5. Able to apply transportation models in business.</li> <li>6. Able to understand and apply replacement decisions effectively.</li> <li>7. Able to manage the projects with limited resources</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction</b>		
Nature and scope of Operation Research. Basic concepts and definitions - methodology of OR. Construction, solution and testing of model.		
<b>Module No. 2: Linear Programming (L.P)</b>		
Concept and formulation of L.P. models – graphical technique, working on simplex algorithm and interpretation of final results, duality problems, Sensitivity Analysis		
<b>Module No.3: Transportation and Assignment problems</b>		
Formulation of transportation problem, types, Optimality in Transportation problem, application of transportation problem. Assignment Problem- Formulation, Solutions to assignment problems, Special cases in assignment problems, Travelling Salesman Problem (TSP). Difference between assignment and T.S.P, Finding best route by Little’s method. Numerical Problems.		
<b>Module No. 4: Network analysis (PERT/CPM)</b>		
Drawing an arrow network and numbering the events. Estimation of job duration, the concept off slack and float, the concept of critical path analysis and probability considerations, crashing a network and determining project cost trade off.		
<b>Module No 5: Game Theory</b>		
2-person zero-sum games, solution methods, use of L.P.		
<b>Module No 6: Waiting line series</b>		
Basic structures and components of a queuing system. Design of the queuing system. A single		

channel, single-phase queuing models, Multi-channel model with business examples.	
<b>Module No 7: Replacement Decisions</b>	
Replacement of capital equipment's that deteriorates with time, replacement of items that fail completely.	
<b>Module No 8: Simulation</b>	
Basic concepts, Monte Carlo method, random number generation, some business application of simulation models.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Levin and Kirkpatrick. - Quantitative Approaches to Management - McGraw Hill</li> <li>2. P.K. Gupta and Man Mohan - Operations Research and Statistical Analysis - Sultan Chand &amp; Co.</li> <li>3. N. Paul Loomba - Linear Programming - McGraw Hill</li> <li>4. Handy A. Taha - Operations Research : An introduction - Collin Macmillan</li> <li>5. Wagner - Principles of Operations Research – Prentice Hall of India</li> <li>6. Sa Sieni, Yaspan and Friedman - Operations Research- Methods and Problems - John Wiley &amp; Sons.</li> <li>7. N.D. Vohra- Quantitative Techniques in Management- Tata McGraw Hill</li> <li>8. J K Sharma - Operations Research: Theory and applications -Macmillan Publishers India Ltd.</li> <li>9. Veerabhadrapa Havinal - An Introduction to Operations Research- New age International Publishers.</li> <li>10. R.C. Mishra, and Ankit Sandilya - Principles of Operations Research - New Age International Publishers,</li> <li>11. Pradeep Prabhakar Pai - Operations Research: Principles and Practice - OXFORD University Press, Higher Education</li> <li>12. Anand Sharma - Operations Research – HPH</li> <li>13. S Kalavathy – Operation Research – Vikas Publishing House.</li> <li>14. Kothari CR- An Introduction to Operational Research- Vikas Publishing House, New Delhi, 3<sup>rd</sup>Edn.</li> </ol>	

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 304: STRATEGIC FINANCIAL MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>To understand the fundamentals of Strategic Financial Management</li> <li>To design optimal capital structure.</li> <li>To assess the implications of dividend policy.</li> <li>To analyse various approaches to corporate valuation.</li> <li>To evaluate various relative valuation multiples.</li> <li>To provide corporate risk management perspective.</li> <li>To give an overview of valuation of intangible assets.</li> <li>To facilitate corporate valuation in light of corporate restructuring</li> </ol>		
<b>Course Outcomes:</b> On completion of this course students will be able to:		
<ol style="list-style-type: none"> <li>Understand the concepts of Financial Management from strategic perspective.</li> <li>Apply the techniques and models of Strategic Financial Management.</li> <li>Analyse the role of strategic Financial Management within organizations and how financial strategies achieve organizational objectives.</li> <li>Analyse the challenges of emerging financial environment.</li> <li>Critically assess various risk management approaches.</li> <li>Evaluate the approaches to valuation of intangible assets.</li> <li>Solve real life cases in the area of corporate finance.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Financial Policy And Strategic Planning</b>		
Strategic Planning Process – Objectives and Goals – Major Kinds of Strategies and Policies – Strategy and Business Models. – Concept of Strategy, Business Level Strategies, Business Model.		
<b>Module No. 2: Strategic Financing Decision</b>		
Capital Structure: Meaning and Factors affecting Capital Structure, Different sources of finance. Capital structure theories- NI, NOI, MM Approach, Traditional approach ( <b>Practical</b> ).		
<b>Module No.3: Capital Budgeting</b>		
Meaning, Definition and Nature of Capital Budgeting, Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR. Certainty equivalent approach (CE approach) ( <b>Practical</b> )		
<b>Module No. 4: Dividend and Valuation</b>		
Factors affecting Dividend policy, Dividend policy and firm value, Irrelevance of Dividends-MM Hypothesis, Relevance of Dividend- Walter’s Model, Gordon’s Model, ( <b>Practical</b> )		
<b>Module No 5: Corporate Valuation</b>		
Context of valuation approaches to valuation, features of valuation process, a philosophical		

basis for valuation. Enterprise DCF model- Analyzing historical performance- Estimating cost of capital, Forecasting performance- Continuing value- Calculating and Interpreting the results- Other DCF models: Equity DCF model, Dividend Discount model, Application and Limitations of DCF analysis. **(Practical)**

**Module No 6: Advanced issues in valuation**

Companies of different kinds, Valuation of different context, Loose ends of Valuation, Valuation of Intangible Assets- Patents, Trademarks, Copy rights and licenses: Franchises, Brands-Economic approach to valuation.

**Module No 7: Corporate Risk Management**

Types of Risk – Measurement of risk Approaches to Risk Management – The Process of Risk Management – Techniques of Risk Management – Risk Management Guidelines. Concept of ERM, Principal terms in Enterprise Risk Management (ERM), Framework for risk management and control, Role of credit agencies in the evaluation of risk management functions

**Module No 8: Recent trends**

**Value-based Management** and MVA Methods and Key Premises of VBM

**Books for Reference:**

1. M Y Khan and P K Jain, Financial Management: Text, Problems and Cases, McGraw Hill Education
2. Ashwath Damodaran- Damodaran's Investment Valuation (tools and techniques for determining the value of any asset), Third edition, Wiley India Private Limited.
3. Prasanna Chandra- Corporate valuation, A guide analyst's, managers and investors -McGraw Hill Education.
4. I M Pandey -Financial Management-Vikas Publishing House Pvt. Lt. New Delhi
5. Prasanna Chandra- Corporate valuation and value creation-McGraw Hill Education.
6. Prassana Chandra- Strategic financial management-managing for value creation- McGraw Hill Education
7. Prassana Chandra- Financial Management- Tata McGraw-Hill Education.
8. Sofat, Rajni, Hiro, Preeti- Strategic Financial Management, Second Edition- PHI Learning Pvt. Ltd.
9. Dr. B. Rajesh Kumar-Strategic Financial Management Casebook- Academic Press; 1 edition
10. Weaver & Weston, Strategic Corporate Finance- Cengage Learning, Delhi
11. A. N. Sridhar- Strategic Financial Management for C.a. Final- Shroff Publishers; Third edition

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 305: INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Understand the functioning and objectives of capital markets</li> <li>2. Identify the risk return characteristics of various financial instruments</li> <li>3. Write down the fundamental analysis and technical analysis</li> <li>4. Describe the methods of portfolio construction and selection.</li> <li>5. To study the evaluation of portfolio.</li> <li>6. To study the risks associated with investments avenues.</li> <li>7. To study derivatives as a hedging mechanism.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Acquire the knowledge of capital market and its functions and products.</li> <li>2. Able to distinguish the investment products based on its risk and return.</li> <li>3. Able to select and construct best portfolio.</li> <li>4. Able to provide investment advice to the clients.</li> <li>5. Able to identify and manage the risks associated with the investments avenues.</li> <li>6. Able to use derivatives in managing risks.</li> <li>7. Able to Analyze the capital market.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Overview of Investment and Financial Markets</b>		
Meaning, Attributes, Investment vs Speculation, Features of good investment, Investment process, Investment evaluation criteria, classification of investment avenues and their risk return profile. Financial markets- Functions, Classifications of markets, leading stock market Indexes of India and the world, Types of Indexes- Price weighted index, Value weighted index, Equal weighted index and their construction.		
<b>Module No. 2: Risk and Return</b>		
Return, Risk-Sources of Risk, types of risk, measuring of risk: Historical return and risk, expected return and risk, computation of: Beta, Correlation, covariance, systematic risk and unsystematic risk.		
<b>Module No.3: Fundamental Analysis and Technical Analysis</b>		
Economy- industry and company analysis. Technical Analysis, Charting Techniques, Technical Indicators, Testing Technical Trading rules, evaluation of technical analysis, fundamental vs technical analysis.		
<b>Module No. 4: Modern portfolio theory</b>		
Portfolio analysis and selection- benefits of diversification- Markowitz model, Sharpe's Single index model, capital market theory- assumptions: lending vs leveraged portfolios. Risk and investor preferences, selecting the best portfolio- Sharpe's portfolio optimization, significance		

of Beta in portfolio.	
<b>Module No 5: Portfolio management strategy</b>	
Active and passive portfolio management strategies, portfolio revision strategy- objectives and performance plan.	
<b>Module No 6: Capital Asset pricing model and Arbitrage pricing theory</b>	
Assumptions of CAPM, Empirical evidence, limitations, Security Market Line Equation, Security Market Line vs Capital Market Line. Arbitrage pricing theory and multifactor models.	
<b>Module No 7: Managed portfolios and portfolio performance valuation</b>	
Measures of performance evaluation- Sharpe's, Treynor's, Jensen's Alpha, Fama's measure, M2 and information ratio.	
<b>Module No 8: Derivatives</b>	
Meaning, Types- Forwards, Futures, Options, Swaps. Option Terminology, Equity Options in India, Options and their pay off, Option Strategies, Factors Determining option Valuation- Binomial Model, Black-Scholes model, Futures Contract- Long and short position, mark to market, equity and commodity Futures in India, Pricing Futures Contract, Use of Futures Contract.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Chandra Prasanna (2017): <i>Investment Analysis and portfolio management</i>, Fifth Edition, Tata Mc Graw Hill Education, Private India Limited.</li> <li>2. Jones Charles P (2014): <i>Investments- Principles and Concepts</i>, 12<sup>th</sup> edition, Wiley India Private Limited.</li> <li>3. Reilly Frank K and Brown Keith C (2012): <i>Analysis of Investment and management of portfolios</i>, 19<sup>TH</sup> edition, CENGAGE Learning.</li> <li>4. Bodie Zvi, Kane Alex, Marcus A.J, Mohanty P (2018): <i>Investments</i>, 10TH Edition, Tata Mc Graw Hill Education, Private India Limited.</li> <li>5. Fischer Donald E And Jordan Ronald J(2019): <i>Security Analysis and Portfolio Management</i>, Pearson Publication.</li> <li>6. Srivastava Rajiv (2018): <i>Investment Management</i>, Wiley India Private Limited.</li> <li>7. Khatri Dhanesh (2014): <i>Security Analysis and Portfolio Management</i>, Trinity Press.</li> <li>8. Ranganatham. M. and Madhumati.R. (2012): <i>Security Analysis and Portfolio Management</i>, Pearson Publication Education.</li> <li>9. Haugen. Robert.A (2018): <i>Modern Investment Theory</i>, Pearson India Education services Pvt. Limited.</li> </ol>	



<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 306: Tax Planning</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Understand the importance of personal tax planning and various tax planning measures and instruments.</li> <li>2. Be familiar with different tax laws, indirect tax provisions to build up, and maintaining business concern.</li> <li>3. To study and familiarize the consequence of Tax Evasion, Tax Avoidance</li> <li>4. Analyze the impact of tax laws on companies and individuals.</li> <li>5. Be familiar with different strategies available to minimize the tax liability.</li> <li>6. To study the recent trends in tax laws.</li> <li>7. To study tax planning with regards to specific managerial decisions.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Acquire the knowledge of corporate and personal tax laws.</li> <li>2. Able to Analyze the corporate and personal tax planning.</li> <li>3. Understand the consequence of Tax Evasion, Tax Avoidance</li> <li>4. Able to prepare and file personal tax returns.</li> <li>5. Able to avail all kinds of reliefs, exemptions, deductions and tax benefits.</li> <li>6. Understand the recent trends in tax laws.</li> <li>7. Able to evaluate tax planning with regards to specific managerial decisions.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Tax Laws and Rules</b>		
Income tax Act, Wealth tax Act, Expenditure Tax Act, Interest Tax Act, Finance Act, Black Money and Imposition Tax Act. Indirect Tax. Current Tax Rates. Central Excise and VAT, Customs Duty, Service Tax, Central Sales Tax and VAT, GST Law-Act, Rule, Amendment, Notifications, etc. relating to GST Law issued by Central and/or State Government. GSTN, IGCT, SGST, UTGST, GST Council.		
<b>Module No. 2: Tax Planning</b>		
Objectives and significance, Tax Evasion, Tax Avoidance and Tax Planning; Types of tax planning. Special Problems covering on the assessment of individuals, Firms, AOP, Companies. – Tax planning with special reference to employee’s remuneration - Scope of Tax Planning / Tax avoidance / Tax evasion.		
<b>Module No.3: Corporate Tax Planning</b>		
areas of corporate tax planning; Partnership tax planning, Fund Structuring, Mergers & Acquisitions, Private Equity Investments, Real Estate Investments, Tax Treaty, Planning/ Withholding Taxes, Tax controversies, Exempt Organizations, VAT and other indirect taxes		
<b>Module No. 4: Amalgamation or De-merger</b>		
Tax planning in respect of Amalgamation or de-merger of Companies or business restructure, Tax planning with reference to setting up of a new business; locational aspects, nature of business; Planning of tax holiday benefits, limitations on the tax planning exercises, flexible planning premises; planning in the context of court ruling and legislatives amendments.		

<b>Module No 5: Tax Planning for Managerial Decisions</b>	
Tax planning with regards to specific managerial decisions such as to make or buy, own lease or hire etc. Tax planning with Books for Reference to financial management decisions such as capital structure of a company and tax incidence; tax as a variable in computing cost of capital; tax considerations in dividend policy and bonus share issue	
<b>Module No 6: Wealth Tax</b>	
Tax planning and important provisions of wealth tax and court rulings and legislatives amendments pertaining to wealth tax. Return of Income and assessment, Advance payment of tax. Tax deduction at Source.	
<b>Module No 7: Tax Audit and Accounting</b>	
Tax Audit and Accounting for Income Tax - Tax Audit, Qualities and Qualifications Required in Tax Auditors, Forms, Reports and Returns and Tax Reporting and Disclosure in Financial Statements	
<b>Module No 8: Personal Tax Planning</b>	
Income and Expenditure; Employment Income, Expenses and Allowable Deductions, Other Taxable Benefits, Income and Dividends from a Business and Self-Employment, Investment Income and Expenses, Personal Deductions, Income Splitting Tax-Advantaged Investments, Deferred Income Plans. Permissible Exemptions, Deductions, Rebates, Relief and Filling of tax return.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Vinodh .K. Sanguine, Direct taxes Law and Practice, Taxman’s Publication, 2012-13</li> <li>2. S Datey, Indirect Taxes-Law &amp;Practice, Taxman’s Publication, 2012-13</li> <li>3. Ravi Gupta and Ahuja, Systematic Approach to Income Tax,Barath Law House(p)Ltd,2012-13</li> <li>4. DinkarPagare, Law and Practice of Income Tax, Sultan Chand and Sons, New Delhi, 2012-13</li> <li>5. Kaushal Kumar Agrawal, Direct Tax Planning and Management, Edition 2007, Atlantic.</li> <li>6. Kaushal Kumar Agrawal, Corporate Tax Planning (Volume - 1) 6th Edition, Atlantic.</li> <li>7. Rajeev Puri and Puja Gaur, Corporate Tax Planning and Management, 13<sup>th</sup> Edition 2016, Kalyani Books.</li> <li>8. Direct and Indirect tax up to date.</li> </ol>	

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 307: MARKETING RESEARCH AND CONSUMER BEHAVIOUR</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To gain knowledge over marketing research methods.</li> <li>2. To gain knowledge over consumer behaviour.</li> <li>3. To understand applications of marketing research techniques</li> <li>4. To understand data collection and processing</li> <li>5. To equip students to undertake marketing research projects</li> <li>6. To prepare students to become marketing consultants</li> <li>7. To understand the recent developments in marketing research</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Learn the tools and techniques to translate a marketing decision problem into a research question</li> <li>2. Design a research plan, analyze the data gathered</li> <li>3. Accurately interpret and communicate survey reports.</li> <li>4. Translating the results into practical recommendations.</li> <li>5. Identify the dynamics of human behavior.</li> <li>6. Analyze the basic factors that influence the consumer decision process.</li> <li>7. To demonstrate how concepts may be applied to marketing strategy</li> </ol>		
Syllabus		Hours
<b>Module No.1: Marketing Research</b>		
Definition, Aims and objectives – contribution of marketing research. Need and scope for marketing research. Techniques of marketing research. Steps involving research procedure.		
<b>Module No. 2: Research Methodology &amp; Research plan</b>		
Research design, types of research, exploratory and descriptive steps involved in research design		
<b>Module No.3: Data Collection</b>		
Types of data, sources; secondary data, limitations of secondary data; primary data-questionnaires, question sequence, question requirements, types of question, conducting the survey.		
<b>Module No. 4: The Sampling Process &amp; Data Processing</b>		
The sample, theory of sampling, types of sampling, probability and non-probability methods of sample selection. Data processing methods, tabulation, analysis and interpretation of data; statistical tool for data analysis, Use of statistical software packages. Preparation of the research report.		
<b>Module No 5: Consumer Behaviour</b>		
Consumer behaviour as marketing discipline - meaning and scope of consumer behaviour – decision process approach; Psychology and consumer behaviour.		
<b>Module No 6: Nature of Buyer behaviour process</b>		
Buyer behaviour models, Consumer decision processes. Nature and characteristics of Indian consumer buying process.		

<b>Module No 7: Consumer behaviour and social influences</b>	
Forms of social influences – culture, subculture, social class, reference groups, family, sales person’s influence, influence of advertising and other situational influences.	
<b>Module No 8: Consumer motivation:</b>	
Major components of consumer motivation, consumer perception, key factors in perception. Nature of consumer learning, major factors in learning. Consumer attitudes: Concept, components of attitude, relation of consumer attitude to consumer behaviour.	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Bradley-Marketing Research: Tools &amp; Techniques- Oxford.</li> <li>2. <u>Sunanda Easwaran &amp; Sharmila J. Singh</u>- Marketing Research: Concepts, Practices and Cases- Oxford.</li> <li>3. Naresh K. Malhotra, Satyabhushan Dash - Marketing research: an applied orientation -Pearson education.</li> <li>4. Alvin C.Burns - Ronald F Bush, Marketing Research- Pearson Education.</li> <li>5. Dr. S. Ramesh Kumar -Case Studies in Consumer Behaviour- Pearson Education.</li> <li>6. S Ramesh Kumar -Conceptual Issues In Consumer Behavior Indian Context -Pearson</li> <li>7. Schiffman Leon G. and Kanuk Leslie Lazar - Consumer Behaviour -Pearson/ Prentice Hall.</li> <li>8. G.C.Beri- Marketing Research-Tata McGrew Hill Education Private Limited.</li> <li>9. Hair, Bush, Ortinau- Marketing Research- Tata McGraw Hill</li> <li>10. Nargundkar - Marketing Research -Tata McGraw Hill.</li> <li>11. Cooper Schindler- Marketing Research, Concept&amp; Cases-TMGH.</li> <li>12. Loudon D.L. and Bitta Della - Consumer Behaviour, Tata Mc Graw Hill.</li> <li>13. M. N. Mishra- Modern Marketing Research -Himalaya Publishing House</li> <li>14. C.N. Sontakki -Marketing Research- Himalaya Publishing.</li> <li>15. Suja R. Nair- Consumer Behaviour and Marketing Research- Himalaya Publishing.</li> <li>16. Suja R. Nair- Consumer Behaviour in Indian Perspective- Himalaya Publishing.</li> <li>17. S.A. Chunawalla- Commentary on Consumer Behaviour- Himalaya Publishing.</li> <li>18. C.N. Sontakki- Consumer Behaviour- Himalaya Publishing.</li> <li>19. Rajeev Kumar- Consumer Behaviour- Himalaya Publishing.</li> <li>20. Wek, Rubin- Marketing Research- Prentice Hall India</li> </ol>	

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 308: PROMOTION AND DISTRIBUTION MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To understand the significance of promotion and distribution management.</li> <li>2. To inculcate basic knowledge of media planning and public relations</li> <li>3. To understand the importance of virtual marketing.</li> <li>4. To understand the importance of physical distribution.</li> <li>5. To realise how this helps the entire chain of marketing.</li> <li>6. To understand the significance of sales management.</li> <li>7. To get into virtual marketing practices.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Students understand the pros and cons of promotion and distribution arrangements.</li> <li>2. Realise how this helps the entire chain of marketing.</li> <li>3. Experience the virtual marketing practices.</li> <li>4. Practice the effectiveness of promotional programmes.</li> <li>5. Have practical aspects of public relations.</li> <li>6. Understand the current trends in supply chain management.</li> <li>7. Gain knowledge over technological development of e- commerce</li> </ol>		
Syllabus		Hours
<b>Module No.1: Advertising</b>		
Concept, importance, objectives- types - role of advertising- advertising Copy - Layout, Advertising agencies - working and services-Advertising budget-methods- Legal, Ethical and Social aspects of advertising. Integrated marketing communications, Its evolution, reasons for its growth and its role in branding.		
<b>Module No. 2: Media Planning</b>		
Establishing Media objectives, Media strategies, Media mix, Reach Vs. Frequency, Creative aspects, budget considerations, Evaluation of Broadcast media, Print media, Support media, Internet and interactive media etc.; computers in Media planning.		
<b>Module No.3: Public relations</b>		
Concepts, objectives- importance of public relations, Methods of public relations , issuing of News and Information, Issuing press releases, integration of public relation into the marketing mix, power of publicity, corporate publicity, Relationship marketing-Sales promotion-concepts and importance-tools and types - promotion budget-methods and types- Direct marketing , its nature and importance- new developments in promotion- kiosk marketing, Guerrilla Marketing.		
<b>Module No. 4: Sales Management:</b>		
Concept and its role in the firm – Sales Planning- Sales forecasting, methods of sales forecasting -sales budgetary procedure, methods of sales forecasting, Sales personnel planning– recruitment, selection and training- territory management. Sales compensation, Evaluation of sales force performance. Personal Selling process.		

<b>Module No 5: Physical distribution</b>	
Distribution channel-channel logistics-channel design-channel advantages and disadvantages-Cost/benefit analysis of channels - importance of channel marketing – distribution network building. Retail management and its importance.	
<b>Module No 6: Supply chain management</b>	
Concept, objectives, inventory management, uses of SCM- advantages and limitations-Current trends in SCM.	
<b>Module No 7: Virtual marketing</b>	
Technological development, development of e-commerce, different commercial models, diverse roles of websites. Virtual value chain, disintermediation, cyber - mediaries.	
<b>Module No 8: Measuring the effectiveness of the promotional program</b>	
Advertising Research, Market testing, Testing via internet, Pre testing, Post testing, Laboratory Tests, Field tests, PACT (Positioning Advertising Copy Testing)	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Eugene M. Johnson, David L Kurtz, Eberland K Scheving –Sales Management, Concepts, practices&amp; Cases- Mc Grow-Hill</li> <li>2. J.L.Gattome and D.W.Walters- Managing Supply Chain-A Strategic Perspective- Palgrave Macmillan</li> <li>3. B.S. Sahey - Supply Chain Management –Mcmillan</li> <li>4. U.C.Mathur- Advertising Management-New Age International Publications.</li> <li>5. Belch MA and Belch GE - Advertising and Promotion- An Integrated Marketing Communication Perspective -Tata McGraw Hill.</li> <li>6. Batra Myers and Aker - Advertising Management -Pearson/ Prentice Hall.</li> <li>7. S.A.Chunawala and K.C. Sethia- Advertising -Himalaya publication House.</li> <li>8. Kenneth.E. Clow, &amp;Donald Baack – Integrated Advertising, Promotion and Marketing communication- Pearson Education.</li> <li>9. Tapan. K Panda &amp; Sunil Sahadev-Sales &amp; Distribution Management- Oxford Higher Education.</li> <li>10. S.C.Bhatia-Retail Management-Atlantic Publishers &amp; Distributors.</li> <li>11. Swapna Pradhan -Retailing Management -Atlantic Publishers &amp; Distributor.</li> <li>12. Berman-Retail Management: A Strategic Approach- Pearson Education India.</li> <li>13. Mentzer- Supply Chain Management-Sage Publications</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 309: RETAIL MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To understand the importance of retail management.</li> <li>2. To gain knowledge over emerging trends in retailing.</li> <li>3. To understand the difficulties of retail operations.</li> <li>4. To realise the job opportunities in retail management.</li> <li>5. To get in-depth knowledge to become self-employed.</li> <li>6. To understand the emerging trends in retail sector.</li> <li>7. To realise the importance of marketing research in retail sector.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Realise the job opportunities in retail management.</li> <li>2. Get in-depth knowledge to become self- employed.</li> <li>3. Students strive to become good retail managers.</li> <li>4. Understand the practical difficulties in setting up of a retail outlet</li> <li>5. Become entrepreneurs in retail business</li> <li>6. Build retail stores.</li> <li>7. Understand the challenges faced by the retail sector</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction</b>		
An overview of Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retailing. Emerging trends in retailing: Changing nature of retailing, organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector.		
<b>Module No. 2: Retail Formats</b>		
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats		
<b>Module No.3: Retailing Decisions</b>		
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image Factors determining the location decision, Steps involved in choosing a retail locations, Measurement of success of location - Retail service quality management – Retail Supply Chain Management .		
<b>Module No. 4: Retail Shop Management</b>		
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends.		
<b>Module No 5: Retail Shopper Behaviour</b>		
Understanding Retail consumer behaviour, Factors influencing the Retail consumer, Customer decision making process, Types of decision making, Retail shopper behaviour – Shopper Profile Analysis, Complaints Management - Retail sales force Management		

<b>Module No 6: Understanding the Retail Consumer</b>	
Importance of Market research for understanding retail consumer behaviour. Market Segmentation and its benefits, Kinds of markets. Strategy for effective market segmentation-Strategies, Retail value chain.	
<b>Module No 7: Retail Operations and Retail Pricing</b>	
Store administration, Premises management, Inventory Management, Store Management, Receipt Management, Customer service, Retail Pricing, Factors influencing retail prices, Pricing strategies, Controlling costs.	
<b>Module No 8: Emerging trends in retailing</b>	
Changing nature of retailing, Organized retailing, Modern retail formats, E-tailing, Challenges faced by the retail sector	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007</li> <li>2. Ogden, Integrated Retail Management, Biztantra, India, 2008.</li> <li>3. Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008.</li> <li>4. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.</li> <li>5. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 3 rd Edition, 2009.</li> <li>6. Dunne, Retailing, Cengage Learning, 2nd Edition, 2008</li> <li>7. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 310: LEARNING AND DEVELOPMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To gain knowledge on learning and development</li> <li>2. To understand the need for training</li> <li>3. To realise the effectiveness of management development</li> <li>4. To know the training techniques.</li> <li>5. To Analyze the need for training in organizations</li> <li>6. To understand the importance of management development</li> <li>7. To have an in-depth knowledge indifferent levels of training.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Understand the significance of training and development.</li> <li>2. Practicality of HRD programmes in corporates.</li> <li>3. Realise the importance of competency based training and management development programmes.</li> <li>4. Inculcate the abilities to train workforce in the organization</li> <li>5. Facilitates to prepare employees to face the future challenges.</li> <li>6. Prepares future trainers in corporate sector.</li> <li>7. Translates employees to human resource</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction to Training and Development</b>		
Understanding the concept of training, education, learning and development- a comparison. Functions, training process, Models of management training, approaches to management training and development, levels of management training, current trends, concept of HRD.		
<b>Module No. 2: Need for Training and Development</b>		
Determination of training needs and objectives, areas of training, motivation for trainers and trainees, training formula, techniques, responsibilities, areas and problems, organising training programmes.		
<b>Module No.3: Methods of Training</b>		
On the job and off the job training, apprenticeship training programme, training of rank and file workers, supervisors. Latest methods of training, the operative and supervisory staff training.		
<b>Module No. 4: Management and Organisation of Training</b>		
Responding to learners' needs, transfer and conducting training, positive reinforcement, motivational incentives and strategies- Keller's Arcs Model, training manuals, selection and training of trainers, ILO and training in new skills, government agencies and workers' education.		
<b>Module No 5: Effectiveness and Evaluation of Training</b>		
Monitoring Trainee's Performance, Faults Analysis, designing training programmes, evaluation of training , models of evaluation, stages of evaluation, job behaviour evaluation, cost benefit analysis, evaluating training staff performance, action strategies to improve		

training effectiveness, reviewing effectiveness of training , evaluation of training costs, human resource accounting.

**Module No 6: Management Development Programmes**

Need and objectives, methods of management developments- lectures, field trips, panel discussions, behaviour modeling, brain storming, case studies, role play, action mazes, critical incident, in-basket, team tasks, job rotation, buzz groups, syndicate discussions, simulations, business games, fish bowls, T groups, transactional analysis, managerial grid, organisation development, transcendental meditation, and latest methods of development.

**Module No 7: Competency Based Management Training**

Introduction - concept of competency, competency based training programmes- need and importance, purpose and characteristics, paradigm shift in management training.

**Module No 8: Administration and Limitations of MDP**

Evaluation of MDP, comparative value of different methods, making training and development effective. Present status of training and development programmes in India.

**Books for Reference:**

1. Frank H E, Hounsell J D, Kubr M -“An Introductory Course in Teaching and Training Methods for Management Development”-ILO Publication, Geneva.
2. Mohnet and others- Training and development- A Sectoral Analysis-Oxford and IBH publication.
3. William E. Blank - Handbook for developing Competency Based Training Programs- Prentice Hall, New Jersey.
4. Pandu Naik. G -Training and Development- Text, research and cases- Excel Books, New Delhi.
5. R.K.Sahu- Training and Development, 1<sup>st</sup>edn- Excel Books, New Delhi.
6. P.L.Rao- Training and Development, 1<sup>st</sup>edn- Excel Books, New Delhi.
7. B.L.Gupta- Management Training and Development-Vrinda Publications, Delhi.
8. Raymond A Noe and Amitabh Deo Kodawani- Employee Training and Development- Tata Mc Graw Hill.
9. Argyris C- Reasoning, Learning and Action- San Francisco, Jossey Bass.
10. Bob Wilson, Methods of Training- Individualised instructions-Parthenon Publishing Group Ltd, Park Ridge.
11. Davies Eddie-The Training Managers Handbook- Crescent Publishing House, New Delhi.
12. S.Nakkiran and M.Karthikeyan - Training Techniques for Management Development-Deep and Deep Publications, New Delhi.
13. Taylor.B and G. Lippitt, Management development and Training Hand Book- Mc Graw Hill, New Delhi.

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 311: EMPLOYEE RELATIONS MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To differentiate between industrial relations and employee relations.</li> <li>2. To understand the significance of employee relation at work place.</li> <li>3. To know the role of employee relation managers.</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Understand the relationship between employer relatives and labor legislations.</li> <li>2. Understand the importance of WPM and conflict management in industries.</li> <li>3. In- depth knowledge on present scenario of industrial relations.</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasoning informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
Concept and importance of Employee relations, comparison between Industrial relations and Employee relations, paradigm shift from IR to ER, trends in employee relations management.		
<b>Module No. 2: Employee Relations Management at Work</b>		
A strategic frame work, policies and processes, culture and employee relations, the role of ER manager, the future of employee relations. Changing characteristics of industrial employees.		
<b>Module No.3: Employee Relations and Legislations</b>		
Regulations of employee relations- ID Act, 1947. Regulations of working conditions- Factories Act, 1948, Contract Labour Act, 1970, Shops and Establishments Act, 1953.Regulations of social securities- ESI Act, 1948, Workmen Compensation Act, 1923, Payment of Gratuity Act, 1972. Regulations of wage- Payment of Wages Act, 1936, Minimum Wages Act, 1948, Payment of Bonus Act, 1965.		
<b>Module No. 4: Employee Discipline</b>		
Code of Discipline- Industrial Employment (SO) Act, 1946. Employee grievance handling procedure, Domestic inquiry procedure.		
<b>Module No 5: Employee Relations and Negotiation</b>		
Conflict and Negotiations, situations requiring negotiation, integrative and distributive negotiation strategies, the basic negotiation process- strengthening collective bargaining, employee counselling methods.		

<b>Module No 6: Industrial Conflict</b>	
Nature of conflict and its manifestations - conflict data and trends, Conflict resolutions, tripartite and labour administrative machinery, Prevention and Settlement of industrial disputes; Rise of industrial disputes - meaning and forms of Industrial disputes, Causes & effects of industrial disputes, right to strike and industrial peace, Settlement of industrial disputes, Joint consultations, negotiations, conciliation and mediation, Arbitration (Voluntary & compulsory) Adjudication Procedure.	
<b>Module No 7: Workers participation in Management</b>	
Introduction and concept - determinants, forms and level of participation -Sachar and Verma Committees, workers' participation in management in India -Jamshedpur experiment -workers participation and different schemes - workers participation in Management practices in USA, UK, Germany, China and Japan.	
<b>Module No 8: Prevention of Sexual harassment at workplace</b>	
Meaning and significance, Supreme court verdict in Vishaka Versus State of Rajasthan case, Employer responsibility to create harassment free work place, Training of employees for good behavior, Modifying service rules to include sexual harassment as misconduct. Punishing the perpetrator and protecting the victim.	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Singh P.N. and Neeraj Kumar- Employee Relations Management - Pearson Education, Noida,.</li> <li>2. Charles Myers-Industrial Relations in India, 2<sup>nd</sup>edn - Asia Publishing House, London.</li> <li>3. Verma Pramod -Management of Industrial Relations - Oxford and IBH.</li> <li>4. Mamoria, Mamoria and Gankar -Dynamics of Industrial Relations-Himalaya Publishing House.</li> <li>5. Arun Monappa- Industrial Relations, Tata Mc.Graw Hill- New Delhi.</li> <li>6. Sinha P.R.N, Sinha I.B and Shekhar S.P-Industrial Relations- Pearson Education.</li> <li>7. Srivastava S.C-Industrial Relations and Labour Laws, 5<sup>th</sup>edn-Vikas Publishing House.</li> <li>8. Singh B.D-Industrial Relations and Labour Law- Excel Books.</li> <li>9. Sarma A.M-Industrial Jurisprudence and Labour Legislation, 5<sup>th</sup>edn - Himalaya Publishing House.</li> <li>10. Davar.R.S - Personnel Management and Industrial Relations, 10<sup>th</sup>edn -Vikas Publishing House.</li> <li>11. Kapoor N.D - Hand Book of Industrial Law - Sultan Chand and Sons, New Delhi.</li> <li>12. Venkataratnam C.S- Industrial Relations - Oxford University Press, New Delhi.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 312: STRESS MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, Group discussions, seminars and training programmes		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To understand the nature and consequences of stress</li> <li>2. To understand the impact of stress on work</li> <li>3. To recognise the stressors, Adaptive and Maladaptive behaviour</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Understand the cognitive variables of stress</li> <li>2. Learn Managing Work-Life Balance</li> <li>3. Preparing for better future by reducing the stress.</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasoning informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Meaning and nature of stress</b>		
Difference between eustress and distress; Frustration, conflict and pressure; Meaning of stressors; common stressors at work place: Stressors unique to age, gender, personality type, family, social pressure, and insomnia.		
<b>Module No. 2: Cognitive appraisal of stress</b>		
General adaptation to stress; Consequences of stress; Physiological and psychological changes associated with the stress response. Stress and Memory; Stress and Other Cognitive Variables; Stressful environmental conditions on performance.		
<b>Module No.3: Behavioural aspects of Stress</b>		
Adaptive and Maladaptive Behaviour; Individual and Cultural Differences: Sources of Stress-Across the Lifespan; College and Occupational Stress.		
<b>Module No. 4: Stress and Work performance</b>		
Role of communication in managing stress and work performance: Emotional regulation and coping; Emotional intelligence and conflict management: Emotional Basis and Stress; Stress and Conflict in Relationships.		
<b>Module No 5: Stress Intervention</b>		
Performance and Stress Intervention- The relationship between stress and performance; Stress intervention – interpersonal, Management Standards and Management Competencies.		
<b>Module No 6: Strategies of Stress Management</b>		
Prevention of stress Challenging Stressful Thinking; Problem Solving; Emotional and cognitive coping styles: Strategies of Synthesis and Prevention: Resilience and Stress; Optimal		

functioning; Making changes last; Small changes and large rewards. Cognitive Behavioural Therapy (CBT), Importance of Work-life balance.

**Module No 7: Preparing for the Future**

Care of the Self: Nutrition and Other Lifestyle Issues: Stress reduction practices: Time management; Exercise; Relaxation techniques; yoga; meditation. Importance of sleep and rest.

**Books for Reference:**

1. Baron .L &Feist.J (2000) Health Psychology 4th edition, USA Brooks/Cole
2. Barlow, Rapee, and Perini(2014), 10 Steps to Mastering Stress: A Lifestyle Approach, USA
3. Clayton, M, (2011).Brilliant stress management How to manage stress in any situation's 1st edition, Great Britain Pearson Education.
4. Cooper, C,& Palmer, S, (2000)Conquer Your Stress, London: Institute of personal development Universities Press
5. Dutta, P,K, (2010) Stress management Himalaya, Himalaya Publishing House
6. Lee, K. (2014). Reset: Make the Most of Your Stress: Your 24-7 Plan for Well-being. Universe Publishing.
7. Ogden.J (2000) Health Psychology 2nd edition Philadelphia, Open university press
8. Olpin, M. & Hesson, M. (2015). Stress Management for Life: A Research-Based Experiential Approach. 4th edition. Wadsworth Publishing.
9. Rice.P.L.(1992) Stress and Health,2nd edition, California, Brooks/Cole
10. Roy,S (2012) Managing stress, Sterling Publication
11. Taylor S.E (1998) Health Psychology 3rd edition, New York. Mc Graw Hill

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 313: PRINCIPLES AND PRACTICE OF BANKING AND INSURANCE</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To study the principles and practice of banking and insurance</li> <li>2. Describe the structure, regulations, and products and services of banking system in India</li> <li>3. Describe international banking and regulations</li> <li>4. Comprehend the principles and practices of insurance industry and its products and services in India</li> <li>5. Grasp the process and principles of underwriting of insurance</li> <li>6. To study sources of financing exporters and importers.</li> <li>7. To study process and concepts of underwriting.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Understand the changing trends in banking and insurance.</li> <li>2. Able to Analyze the products and services offered by banking and insurance industry.</li> <li>3. Able to provide the services to banking and insurance companies.</li> <li>4. Understated the customers' rights.</li> <li>5. Understand and able to procure financing exporters and importers.</li> <li>6. Understand the process and concepts of underwriting.</li> <li>7. Able to perform financial analysis and valuation.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Banking system and structure in India</b>		
Types of banks in operation – Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act and Reserve Bank of India Act.		
<b>Module No. 2: The terms banker and customer</b>		
Types of relationship between banker and customer – Bankers obligations to customers – Right to lean, setoff, appropriation – Provisions of Negotiable Instrument Act, 1881 – Bankers legal duty of disclosure and related matters.		
<b>Module No.3: Customer's accounts with banks</b>		
Opening – operation – KYC norms and operation – Types of account and customers – nomination – settlement of death claims – Banking Technology – Home banking – ATMs- Internet banking- mobile banking-Core banking solutions – Debit, Credit and Smart cards – EFD – RTGS.		
<b>Module No. 4: Banker as lender</b>		
Types of loans – Overdraft facilities – discounting of bills – Financing book dates and supply bills – Charging of Security bills – pledge – mortgage – assignment; Cases.		
<b>Module No 5: International banking</b>		
Exchange rates – Documentary letter of credit – financing exporters and importers – ECGC Policies and guarantees; and Cases.		
<b>Module No 6: Introduction to Insurance</b>		
Insurable Interest – Human Life value concept – Elements of Insurance Risk – Principles of		

indemnity – Principles of Utmost good faith – Principle of Subrogation – Insurable Interest – Proximate Clause – Players in Life and Non-Life Insurance sector – Insurance documents – Procedure for issue – Alterations – duplicate policy – Nomination – Assignment – Lapse and revivals – Assignment – Foreclosure.

**Module No 7: Types of Insurance**

Life Insurance and General Insurance Products including unit linked plans – Re- Insurance – Nature of Re Insurance risk – Types of Re-insurance- Reinsurance agreements – legal frame work of life and general insurance.

**Module No 8: Underwriting (Process and Principles)**

Underwriting in Life Insurance – Underwriting in Nonlife insurance Banc assurance – concepts – critical issues – functional aspects – Indian scenario – Future prospects – Insurance Accounting – Financial Analysis and valuations –Solvency and performance measures.

**Books for Reference:**

1. Gupta P K –Fundamentals of Insurance – Himalaya Publishing House.
2. IIBF –Principles and Practice of Banking – 2/e, Macmillan, New Delhi.
3. Marrison.C-The Fundamentals of Risk Measurement –Tata Mc graw Hill.
4. Dr.P.Subba Rao &Dr.P.K. Kanna- Principles and Practice of Bank Management-Himalaya Publishing House.
5. W F Gephart – Principles of Life Insurance – Mac Millan
6. K C Shekhar – Banking Theory and Practice – Vikas Publishing house PVT Ltd.
7. Shekhar KC, Shekhar Lekshmy – Banking Theory and practices – Vikas Publishing House, New Delhi.
8. Machiraju HR- Indian Financial System- Vikas Publishing House, New Delhi, 4thEdn.
9. Monika Mittal and Reena Matta, Insurance Management, 2<sup>nd</sup> Edition 2016, Kalyani Books

**Name of the Program: Master of Business Administration (MBA)**  
**MBAS 314: BANKING AND INSURANCE PRODUCTS**

Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours

**Pedagogy:** Lectures, assignments, practical exercises, discussions, seminars, etc.

**Examination:** 30 marks continuous evaluation and 70 marks final examination.

**Objectives:**

1. Categories various types of deposits, loan products and services, and remittance
2. Describe the methods of banking and online fund transfer settlement system
3. Comprehend the types and mechanism of life insurance products.
4. Grasp the principles and practices of non-life insurance such as health insurance, fire insurance and motor vehicle insurance.
5. To describe the IT products of banking sector.
6. To describe different loan products of banks.
7. To study the recent trends in banking and insurance.

**Course Outcomes:**

1. Able to Analyze and explain the banking and insurance products.
2. Able to design new banking and insurance products
3. Able to provide the services to banking and insurance sector.
4. Able to handle IT products of banks.
5. Able to sell and manage loan products of banks.
6. Able to sell and describe the non-life insurance.
7. Able to handle Miscellaneous Products of banks.

Syllabus	Hours
<b>Module No.1: Deposit Products</b>	
Savings Bank – Current Account – Demand deposits – Term Deposits – Concepts of low cost deposits – Certificate of deposit – Bulk deposits – Costing of Deposits.	
<b>Module No. 2: Remittance Products</b>	
Demand draft – Travelers’ Cheques – Gift Cheque – Mail Transfer – Telegraphic Transfer – Multicity cheques – EFD – RTGS.	
<b>Module No.3: IT Products: MICR Cheques</b>	
Channel Banking – Core Banking – Internet Banking Mobile Banking – ATMS – Debit card – Credit card – RTGS – EFD – Cases.	
<b>Module No. 4: Loan Products</b>	
Short term loans- Long term loans – Consumer loans - Education loans – Housing loans – Business loans – Farm loans- Kisan Credit cards – Corporate loans – Syndication – Micro Finance – Cases.	
<b>Module No 5: Life Insurance Products</b>	
Types of insurance policies - Features of term insurance – Features of Endowment Assurance – Role of Term and Endowment in product designing – Types of Life Insurance policies – Annuity & pension policies – Whole life policies – Money back policies – Market-Linked Insurance products, Riders, Pension Products, Marketing of Life Insurance – Cases.	
<b>Module No 6: Health Insurance Products</b>	

Individual Medical expense Insurance – Long term care coverage – Disability Income Insurance – Mediciclaim Policy – Group Mediciclaim Policy – Personal Accident policy.	
<b>Module No 7: Fire Insurance</b>	
Fundamental principles – Fire insurance Contracts - Proposals Fire insurance proposals – Special Coverages – Fire Insurance Claims- Cases.	
<b>Module No 8: Motor Vehicles Insurance</b>	
Need – Types – Factors to be considered for premium fixing – Motor Insurance claims- Cases.	
<b>Module No 9: Miscellaneous Products</b>	
Burglary – Jeweller’s Block Insurance – Baggage Insurance – Banker’s Indemnity Insurance – Aviation Insurance – Fidelity guarantee insurance – Public liability insurance	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. IIBF -Principles and practices of Banking –, 2/e, Macmillan, 2011.</li> <li>2. Jyothsna Sethi and Nishwan Bhatia, Elements of Banking and Insurance - PHI.</li> <li>3. Handbook on Insurance – I.R.D.A Publication, New Delhi.</li> <li>4. Ben G. Baldwin, The Complete Book of Insurance: The Consumer's Guide to Insuring Your Life, Health, Property, and Income, Irwin Professional Publishing; Revised edition (December 1995)</li> <li>5. Loomba Jatinder, Risk Management and Insurance Planning, PHI</li> <li>6. Uma Narang, Insurance Industry in India, Edition 2013, New Century Publication</li> <li>7. Indian Institute of Banking and Finance (IIBF), Banking Products and Services, Taxman Publications Private Limited (2010)</li> <li>8. Indian Institute of Banking and Finance (IIBF), Insurance Products (Including Pension Products) Taxman Publications Private Limited 2015</li> <li>9. M N Gopinath, Banking Principles and Operations, Snow-white; 6th Edition 2016</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 315: International Banking</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Comprehend the role, policies and practices, and products of international banking.</li> <li>2. To describe the International payments system.</li> <li>3. Describe international capital market and capital flows</li> <li>4. Categories foreign exchange risk and its effect</li> <li>5. Identify the various agencies and intermediaries of international capital flow.</li> <li>6. To describe the Asset and liability managements of foreign banks</li> <li>7. To describe the recent trends in international banking.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Understand the role of international banking in developing and promoting regional and global relationship.</li> <li>2. Able to manage International payments system.</li> <li>3. Able to understand and procure capital from international financial market.</li> <li>4. Understand the foreign exchange risk and able to manage it</li> <li>5. Able to identify various agencies and international financial institutions which provides financial assistance for development.</li> <li>6. Able to assess the ratings of International rating agencies.</li> <li>7. Able to handle Asset and liability managements of foreign banks</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction to International Banking</b>		
Evolution of international banking: International banking: A Functional Overview –Banking for financing of exports and imports of goods and services. International payments system.		
<b>Module No. 2: International Capital Market</b>		
International capital markets-financial market flows beyond national boundaries, Debt and non-debt flows; volatile and stable flows; interest rate differentials and their role in demand for and supply of funds across borders.		
<b>Module No.3: Off shore Banking</b>		
Off shore banking centres and their role international financing, Global Balance sheet of banks. Asset and liability managements of foreign banks.		
<b>Module No. 4: International Lending</b>		
International lending, policies and practices, transaction cost and risk in international lending. Profitability of international banking. Loans to foreign corporation, syndicated loans; financing foreign governments. Issues of information symmetries and adverse selection. Regulatory and supervisory aspects. Trends in international banking in India.		
<b>Module No 5: Foreign Exchange</b>		
Foreign exchange risks; the exchange rate swings and their effects on bank's net worth		

<b>Module No 6: International Rating Agencies</b>	
International rating agencies. Country risk. International financial stability and the central role of banks in financial stability.	
<b>Module No 7: International Financial Institutions</b>	
International Financial Institutions: World Bank, IMF, BIS, Regional Development Banks, New Development Bank.	
<b>Module No 8: Recent Trends</b>	
Issues relating to international financial architecture.	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Rupnarayan Bose, Fundamentals of International Banking, Laxmi Publications (2007)</li> <li>2. World bank, IMF ADB, BRICS Bank websites.</li> <li>3. IIBF (Indian Institute of Banking and Finance), International Banking, Macmillan.</li> <li>4. Jane Hughes and Scott MacDonald, International Banking: Text and Cases, 1<sup>st</sup> Edition, Pearson.</li> <li>5. Lees Francis A, International Banking and Finance. Palgrave Macmillan</li> <li>6. Indian Institute of Banking &amp; Finance (IIBF), International BANKING - Legal and Regulatory Aspects, Jain Book Agencies.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 316: HOSPITAL SERVICES MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>To Familiarize with the various services of the OPD, Radiology, Diagnostic.</li> <li>To describe the specialty services offered by the hospital.</li> <li>To understand the need for Clinical Services for hospitals.</li> <li>Assess various risk management practices</li> <li>To provide with the knowledge of hospital planning and administration.</li> <li>To study the importance of Supportive and Utility Services</li> <li>To describe the significance of waste management and disaster management</li> </ol>		
<b>Course Outcomes:</b> On completion of this course the students will be able to: <ol style="list-style-type: none"> <li>Understand and know the services provided by hospitals and manage it.</li> <li>Manage the risk associated with hospital management</li> <li>Able to manage hospital planning and administration.</li> <li>Provide efficient Supportive and Utility Services to hospitals.</li> <li>Able to provide good Clinical Services</li> <li>Able to provide and manage occupational safety in hospitals</li> <li>Able to handle waste management.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
Evolution of Hospital Services, Features, objectives importance, service quality concept and its significance, recent development and present conditions of health care services in India.		
<b>Module No. 2: Clinical Services</b>		
Outpatient services, Day care, Accident and emergency services, inpatient Dept. operation theatre, intensive care, PMR service.		
<b>Module No.3: Speciality Service:</b>		
Pediatrics, OBG, GYN, ENT, Ophthalmology, Orthopedic, Psychiatry, Anesthesia Dental, Super speciality, Neurology, Thoracic Surgery, Neurology, Nephrology, Dialysis Unit, Transplantation Survey Dermatology.		
<b>Module No. 4: Diagnostic and Therapeutic Services</b>		
Laboratory Services Radiology, Pharmacy – Blood Bank and Transfusion		
<b>Module No 5: Supportive and Utility Services</b>		
Dietary Services, Linen and Laundry Pharmacy – Mortuary – Ambulance. Marketing and public relations, Housekeeping – Biomedical Department, Purchase Department, Engineering and maintenance Medical Records.		
<b>Module No 6: Risk Management</b>		
Hospital Waste Management, Nosocomial Infections – Disaster Management. Hospital Security		

Services – Occupational Safety in Hospitals.

**Books for Reference:**

1. Sakharkar B M-Principles of hospital administration and Planning-Jaypee Publications.
2. Goel S.L. & Kumar R. - Hospital Core Services- Deep & Deep Publications Pvt. Ltd.
3. Kunders G.D. -Hospitals facilities planning and management- Tata McGraw – Hill publishing Co. Ltd.

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 317: HOSPITAL PLANNING AND ADMINISTRATION</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives</b> <ol style="list-style-type: none"> <li>1. To provide basics of hospital planning and administration.</li> <li>2. To provide structure, organization and management of the hospital.</li> <li>3. To provide the knowledge relates to Planning and Designing Administrative Services.</li> <li>4. To study planning and designing medical and ancillary services.</li> <li>5. Prepare the students to meet requirements of hospital administration.</li> <li>6. To describe the importance of safety and security in hospitals.</li> <li>7. To describe the recent advances in hospital planning</li> </ol>		
<b>Course Outcomes:</b> After completion of the course the students will be able to: <ol style="list-style-type: none"> <li>1. Familiarize with the designing of hospital systems.</li> <li>2. Understand the uniqueness of hospital organization, structure, subsystem.</li> <li>3. Able to plan and design administrative services.</li> <li>4. Able to plan and design medical and ancillary services requirements.</li> <li>5. Assess the various hospital safety measures.</li> <li>6. Evaluate a suitable information system for hospital services.</li> <li>7. Able to manage Safety and security in Hospitals</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
History and Development of Hospitals, Classification role and functions. Hospitals in India today – Hospital as a system. Planning of hospitals- Promoting and building – new hospital–guiding principles in planning hospital facilities and services Preliminary Survey – Financial Planning – Equipment Planning – Permanent Hospital Organization – Planning Early Consideration – Operational Planning and Functioning Planning. Facility Master Plan – Design Team – Design Development Stage – Plan Stage – Planning the hospital building. Building contract and contract document – furnishing and equipping the hospital – purchase of hospital equipment ready to operate stage.		
<b>Module No. 2: Organization and Management of the Hospital</b>		
Overview – organization structure – Management structure – organization charts- Two lines of authority in hospital – professional management of the hospital – orientation training and development, getting the hospital to be in readiness - To operate professionally.		
<b>Module No.3: Planning and Designing Administrative Services</b>		
Introduction- Executive suite - Financial Management Unit -Hospital Information system- Nursing service Administrative unit - Human Resource Management - Public Relations- Marketing.		
<b>Module No. 4: Planning and Designing Medical and Ancillary Services</b>		
Outpatient services– Emerging Services – Clinical Laboratories – Radiological – Radiation therapy department – Nuclear medicine – surgical department – Labour and Delivery suit-		

Physical therapy – Recreational therapy speech and hearing therapy – cardiac catheterization laboratory (CATH LAB).	
<b>Module No 5: General Nursing Unit</b>	
Pediatric Nursing unit – Obstetrical Nursing Unit – Psychiatric Nursing – Isolation Room – Intensive care unit –coronary care unit (ICU CCU). New born nurseries.	
<b>Module No 6: Planning and Designing Supportive services and Staff facilities</b>	
Admitting Department – Medical Record Department – Central sterilization and supply Department – Pharmacy – Material Management. Food Services Department Laundry and Linen .Department- Housekeeping – volunteer department.	
<b>Module No 7: Planning and designing Hospital Services</b>	
Factors impacting on the service engineering Department – Maintenance Department – Clinical engineering (Biomedical) Electrical system, Air conditioning system – water supply and sanitary system – centralized medical gas system – communication system – environmental control – solid waste management – transportation.	
<b>Module No 8: Safety and security in Hospitals</b>	
Safety in hospital – security and loss prevention system – fire safety – bomb threat – Alarm system –Disaster Management	
<b>Module No 9: Recent advances in Hospital Planning</b>	
Green hospital designs, Implementation of green hospital strategies, Planning and design of value added services in health care industry, planning for telemedicine, Role of hospital planning in medical tourism.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. G.D. Kunders-Hospitals – Facilities Planning and Management- TMH.</li> <li>2. Davies Llewellyn R. &amp; Macaulay HM - Hospital Planning and Administration-Jaypee Brothers, New Delhi.</li> <li>3. Shakthi Kumar Gupta, Sunil Kant, R. Chandra shekhar, Sidhartha Satpathy, Modern Trends in Planning and Designing Hospital Principles and Practice Jaypee .</li> <li>4. Sakharkar B.M. – Principles of Hospital Administration and Planning -Jaypee publishers, New Delhi.</li> <li>5. DC Joshi, Mamta Joshi-Hospital Administration-Jaypee Brothers,New Delhi</li> </ol>	

Name of the Program: Master of Business Administration (MBA)		
MBAS 318: Health Economics and Insurance		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Know the dynamics of National Health Policy</li> <li>2. Be familiar with the health care programmes conceived and implemented by the government.</li> <li>3. Understand the Indian Healthcare System.</li> <li>4. Comprehend the concepts and application of tools of economics in health care.</li> <li>5. To describe the macroeconomic environment.</li> <li>6. To describe the innovative health schemes.</li> <li>7. To study the Cost analysis for organizations that supply health care.</li> </ol>		
<b>Course Outcomes:</b> After completion of the course the students will be able to:		
<ol style="list-style-type: none"> <li>1. Acquire the full knowledge of National Health Policy</li> <li>2. Aware about the health care programmes of state and central governments.</li> <li>3. Facilitate the society to avail health care programmes.</li> <li>4. Analyze the health economics.</li> <li>5. Able to use innovative health schemes.</li> <li>6. Able to conduct Cost analysis for organizations that supply health care.</li> <li>7. Able Analyze the scope for public-private participation in health care.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Health Economics and Insurance</b>		
National Health Policy; Relevant policies in health sector; National Five-Year Plans; National Rural Health Mission; National Urban Health Mission;		
<b>Module No. 2: National Health Programmes</b>		
National Health Programmes like Reproductive and Child Health (Phase II) Programme, National Vector Borne Disease Control Programme, Revised National Tuberculosis Control Programme, National Leprosy Eradication Programme, National Tobacco Control Programme, Integrated Disease Surveillance Project, National Programme for Prevention & Control of Cancer, Diabetes, Cardio-Vascular Diseases and Stroke etc.		
<b>Module No.3: Health Schemes</b>		
Innovative health schemes: Janani Suraksha Yojna, Rashtriya Swasthya Bima Yojna etc.		
<b>Module No. 4: Understanding Health Care</b>		
Understanding of Macro-economic environment for making Decision in the Organizations that provide health care;		
<b>Module No 5: Health Care Sector</b>		
Understanding of different concepts and tools that are used in economics for understanding their applicability in the health care sector;		

<b>Module No 6: Health Care Sector Analysis</b>	
Understanding demand for health capital and health care; Cost analysis for organizations that supply health care and cost functions; Economics analysis for profit and non-profit health services providers; Location decision for better health delivery;	
<b>Module No 7: health Insurance</b>	
Economics of health policy and planning; Pricing of health services and health insurance; Scope for public-private participation in health care and its modalities.	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Kishore, J. (2011). National health programs of India: national policies &amp; legislations related to health (9th ed.). Century Publication.</li> <li>2. MoH&amp; FW, GoI .(2005). National Rural Health Mission – Framework for Implementation (2005-2012).</li> <li>3. MoH&amp; FW, GoI .(2010). National Rural Health Mission – The Journey So Far, 2005-2010</li> <li>4. MoH&amp; FW, GoI .(2010). National Urban Health Mission – Framework for Implementation.</li> <li>5. MoH&amp; FW, GoI. (2011). Annual Report, 2010-2011.</li> <li>6. MoH&amp; FW, GoI and DFID. (2009). Directory of Innovations Implemented in the Health Sector.</li> <li>7. MoH&amp; FW, GoI and WHO Country Office for India. (2009). Health Committee and Commission Reports, 1946 to 2005.</li> <li>8. MoH&amp; FW, GoI. (2005). National Rural Health Mission (2005-2012) Mission Document.</li> <li>9. Park, K. (2011). Park’s Textbook of Preventive &amp; Social Medicine (21st ed.). M/S BanarsidasBhanot.</li> <li>10. Planning Commission of India: Faster, Sustainable and More Inclusive Growth: An Approach to the Twelfth Five Year Plan (2012-17).</li> <li>11. Planning Commission of India: High Level Expert Group Report on Universal Health Coverage for India (2011).</li> <li>12. Taneja, D. K. (2011). Health Policies and Programmes in India (9th ed.). Doctors Publications.</li> <li>13. Culyer, A. J. (2000). Newhouse Handbook of Health Economics. Vol.1 and II. Amsterdam: Elsevier.</li> <li>14. Folland, S. et. Al. (2000). Economics of Health and Health Care. New York: Prentice Hall.</li> <li>15. Henderson, James. W. (2011). Health Economics and Policy (3rd ed.). South-Western: Education Publishing.</li> <li>16. Philips, Jacob., &amp; Rapoport, John .(2003). Economics of Health and Medical Care (5th ed.). Jones &amp; Bartlett publishers.</li> <li>17. Todd, Maria .(2009). The Managed Care Contracting Handbooks (2nd ed.). Productivity press.</li> <li>18. Venkat Raman, A., &amp; Bjorkman, J. W .(2009). Public Private Partnership in Health Care in India. London: Rutledge.</li> </ol>	

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 319: FUNDAMENTALS OF LOGISTICS MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> 1.To describe the customer service in logistics management. 2.To study the procurement and outsourcing in the context of logistics. 3.To study the importance of inventory management in the supply chain. 4.To describe inventory management in Logistics management. 5. To study the e-business solutions for supply chain. 6.To study the transport economy. 7.To study the role of Technology and Logistics information system.		
<b>Course Outcomes:</b> After completion of the course the students will be able to: 1.Understand the significance of customer service in logistics management. 2.Evaluate procurement and outsourcing in the context of logistics. 3.Identify with the evolving Technical factors that make logistics critical for the success of a business. 4.Understand a fresh perspective of inventory management in Logistics management. 5. Able to provide e-business solutions for supply chain. 6. Able to plan and manage logistics resource management. 7.Able to use Technology and Logistics information system.		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
A paradigm shift, definition, scope, customer value chain, functions of logistics, logistics for business excellence, objectives of logistics management, role logistics in the economy/organization, logistics solution and future.		
<b>Module No. 2: Logistics and customer service</b>		
Elements of customer service, phases in customer service, customer retention, Customer service for competitiveness, service attributes, value added logistical service.		
<b>Module No.3: Supply Chain Management</b>		
Meaning, supply chain linkage, role of logistics in supply chain, Mapping the supply chain, e-business solutions for supply chain.		
<b>Module No. 4: Procurement and outsourcing</b>		
Product categorization, making or sourcing decisions, Logistics outsourcing, Outsourcing–value proposition, benefits of logistics outsourcing, critical issues in logistics outsourcing.		
<b>Module No 5: Inventory Management</b>		
Role, importance and functions of inventory, importance of inventory management in the supply chain, costs in inventory, reasons for carrying inventories, need for inventory control and problems in inventory control. inventory control techniques, inventory planning models		
<b>Module No 6: Logistics delivery and fulfillment:</b>		

Types of packaging, functions of packaging, types of packaging material, utilization, palletization, and containerization, marine, air, surface (rail & road), ports, harbours, docks and terminals, transport economics, documents in transport decision making.

**Module No 7: Technology and Logistics information system**

Technology: role of technology, automatic identification technology, communication technology, automated material handling, warehouse simulation, information technology. Logistics information system: logistics information needs, designing logistics information system, desired characteristics of logistics information system.

**Module No 8: E-commerce logistics**

A new way of shop and pay, e-commerce requirements on logistics, logistics-the backbone of e-commerce, e-logistics structure and operation, logistics resource management.

**Books for Reference:**

1. Wood D.F., A. P. Barone, P. R. Murphy, D.L. Lardlow, International Logistics, 2nd Ed., AMACOM, New York, 2002.
2. E H Frazelle, Supply Chain Strategy, Tata McGraw Hill, New Delhi,
3. Kapoor, S., and Purva Kansal, Marketing Logistics – A Supply Chain Approach, Pearson Education, New Delhi, 2002.
4. Sunil Chopra, Peter Mendl, Supply chain Management, Pearson Education, New Delhi, 2004.
5. Christopher Martin, Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service, 2nd Ed., Person Education, New Delhi, 2004
6. Douglas M Lambart, James R Stock, Lisa M Ellram, Fundamentals of Logistics Management, McGraw Hill, New York 2004.
7. Vinod V Sople, Logistics Management, Pearson India 2013.

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 320: CARGO AND FREIGHT MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To study Significance of transportation Logistics</li> <li>2. To study the Railways, Roadways and Logistics Contours</li> <li>3. To study the Air Cargo Logistics and Shipping and Ocean freight</li> <li>4. To describe the Quality Control and Clearance of Cargo.</li> <li>5. To study the Cargo Documentation required.</li> <li>6. To study the Freight structure and practice.</li> <li>7. To study the recent trends in cargo and freight management.</li> </ol>		
<b>Course Outcomes:</b> After completion of the course the students will be able to:		
<ol style="list-style-type: none"> <li>1. Explore freight transportation strategies to facilitate effective supply chain operations.</li> <li>2. Evaluate the economic viability of various modes of transport</li> <li>3. Able to formulate freight transportation strategies</li> <li>4. Able to resolve problems in freight transportation and supply chain management.</li> <li>5. Able to manage Quality Control and Clearance of Cargo.</li> <li>6. Able to prepare, complete and get all Cargo Documentation.</li> <li>7. Acquire the knowledge Freight structure and practice.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction</b>		
Significance of transportation Logistics- types of transportation- features of logistics transportation –participants in transportation decisions – transport infrastructure. Multi-modal transport: features– suppliers of transportation services – value – added services – ranking of carrier selection determinants. Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight		
<b>Module No. 2: Railways and Logistics Contours</b>		
Features and facilities offered by Railways- Factors influencing growth in Rail Logistics- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India- Railway infrastructure in India and Freight movement- Share of Railways in Cargo movement in India and world-wide.		
<b>Module No.3: Roadways and Logistics Contours</b>		
Roadways as a primary mode and complementary mode of transportation in Logistics – Features, Facilities and suitability- Innovations in road ways to make it Logistics friendly- Factors influencing choice- Suitability for different Cargo and distance Ranges segments – Innovative schemes/facilities to popularize rail logistics in India		
<b>Module No. 4: Air Cargo Logistics</b>		
Introduction – Air freight operations – different types of aircraft advantages of air cargo – constraints in air cargo– air cargo tariff structure – IATA- e-Freight and EAWB.		
<b>Module No 5: Shipping and Ocean freight</b>		

Introduction – role of shipping – different types of ships – shipping routes – role of Suez and Panama canals in ocean shipping – operating ships – development of liner and tramp trade – organization of a shipping company.	
<b>Module No 6: Quality Control and Clearance of Cargo</b>	
Objective of Quality Control - Methods - Procedure for Pre-Shipment Inspection – Role of Clearing and Forwarding Agents – Role of Inspection Agents-Clearance of Cargo - Central Excise Clearance Procedure - Central Excise Clearance Option - Shipment of Export Cargo.	
<b>Module No 7: Freight</b>	
Introduction – freight or tariff rates – freight rebates – factors involved in ratemaking. Freight structure and practice: Introduction – determinants of freight rates – contract of affreightments - sea freight – types of sea freight rates – conference liner staff – liner freight rebate system – liner freight rates – tramp rates – types of freight – ship owner’s lien for freight.	
<b>Module No 8: Cargo Documentation</b>	
Letter of Indemnity, Collecting Freight, Discharging Port Agent, Legal Principles of Charter Parties & Bills of Lading -Functions of Bill of Lading, Mate’s Receipt, Manifest. Port Community System and Ice Gate. List of Documents and Certificates Be On Board, Statement of Facts And Time Sheets, Port Agents And Law – Introduction, Practical Duties And Obligations.	
<b>Books for Reference:</b>	
<ol style="list-style-type: none"> <li>1. Logistics Management by Reji Ismail, Excel books, New Delhi</li> <li>2. Transportation Management (Paperback) by Prof. S.K. Sarangi, Himalaya Publishing House</li> <li>3. Global Cargo Management: Concept, Typology, Law and Policy, Prem Nath Dhar, Kanishka Publication</li> <li>4. Logistics and supply chain management, P.Radhakrishnan , Allied publishers Ltd</li> <li>5. Air freight: operations, marketing and economics / (by) Peter S. Smith ( Faber)</li> <li>6. Air transport logistics by Simon Taylor (Hampton)</li> <li>7. Carriage of goods by sea / John F. Wilson (Harlow : Longman)</li> <li>8. Containerization / (by) J.R. Whittaker (Hemisphere ; Wiley)</li> <li>9. Logistic Management and World Sea Borne Trade by Multiah Krishnaveni, Publisher: Himalaya Publication.</li> <li>10. Kapoor, D. C. (2002) export management. Vikas publications: New Delhi.</li> <li>11. Pawan, Kumar (2001) export of India’s major products problems and prospects. New century publications: New Delhi.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 321: TRANSPORTATION MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To describe the role and Importance of Transportation in the economy.</li> <li>2. To study the transport regulation.</li> <li>3. To describe the Costing and Pricing for Transportation.</li> <li>4. To describe different transportation modes.</li> <li>5. To study the Third, fourth and fifth Party Logistics.</li> <li>6. To study the Transportation Risk Management</li> <li>7. To study the Emerging trends in transportation and logistics</li> </ol>		
<b>Course Outcomes:</b> After completion of the course the students will be able to:		
<ol style="list-style-type: none"> <li>1. Analyze critical thinking strategies in the context of transportation management.</li> <li>2. Demonstrate the technological factors of logistics and transportation.</li> <li>3. Utilize data and information to make strategic transportation decisions.</li> <li>4. Develop and implement freight transportation strategies for effective supply chain operations.</li> <li>5. Effectively resolve problems in transportation and supply chain management.</li> <li>6. Able to choose right transportation mode.</li> <li>7. Able to manage transportation risk management.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: The role and Importance of Transportation in the economy</b>		
The role and Importance of effective transport system, principles of transportation function, objectives and functions of modern transport system – relationship of transportation to other business functions.		
<b>Module No. 2: Transportation Regulations</b>		
Motor Vehicle Act: Short titles & definitions, Laws governing to use of motor vehicle & vehicle transport, Licensing of drivers & conductors, Registration of vehicle, State & interstate permits, Traffic rules, Signals & controls, Accidents, Causes & analysis, Liabilities & preventive measures, Responsibility of driver, Public & public authorities, Offences, penalties & procedures. Rules regarding construction of motor vehicles		
<b>Module No.3: Costing and Pricing for Transportation</b>		
Transportation costs, factors influencing transportation costs, various pricing methods.		
<b>Module No. 4: Modes of transportation</b>		
Marine transportation, Air Transportation, Road Transportation, Rail transport, Pipelines – Importance, advantages and disadvantages. Port, Harbour, Docks and Terminals, Factors to consider when choosing mode of transport		
<b>Module No 5: Vehicle Routing and Scheduling:</b>		
Principles of good routing and scheduling, Methods for routing and scheduling, Route sequencing. The case of “Mumbai Dabbawalas” as a successful same day delivery		

network.	
<b>Module No 6: Containerization</b>	
Genesis, Concept, Classification, Benefits and Constraints; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice.	
<b>Module No 7: Third, fourth and fifth Party Logistics</b>	
Courier partners, trucking companies, Shipping companies, Indian Railways, pipeline operators.	
<b>Module No 8: Transportation Risk Management</b>	
Insurance significance, types & principles, Perils & Hazards, Risks associated with transportation, Claim settlement.	
<b>Module No 9: Emerging trends in transportation and logistics</b>	
The Role of IT in Transportation -location systems, Geographic information Systems.; Ro-Ro, Cross Docking, Block Chains, Automation – Self Driving trucks, Drone Delivery.	
<b>Books for Reference:</b>	
<ol style="list-style-type: none"> <li>1. Motor Vehicle Act - Govt. of India Publications.</li> <li>2. Santosh Sharma, "Productivity in Road Transport", 2nd Edition, Association of State Road Transport Undertakings, New Delhi.</li> <li>3. P.G.Patankar, "Road Passenger Transport in India", CIRT, Pune.</li> <li>4. "Transport Development in India", S. Chand &amp; Co. Pvt. Ltd., New Delhi.</li> <li>5. SL Ganapathi, SK Nandi - Logistics Management</li> <li>6. Ronald H Ballou, Samir K Srivastava - Business logistics/ supply chain management</li> <li>7. Upendra Kachru, Exploring supply chain</li> <li>8. Donald J. Bowersox, David J closs – Logistical Management</li> <li>9. Logistics Management by Reji Ismail, Excel books, New Delhi</li> <li>10. Transportation Management (Paperback) by Prof. S.K. Sarangi, Himalaya Publishing House</li> <li>11. Global Cargo Management: Concept, Typology, Law and Policy, Premnath Dhar, Kanishka Publication</li> <li>12. Sunil Chopra, Peter Meindl, Supply Chain Management: Strategy, Planning, and Operation, Pearson, 2010.</li> <li>13. Michael B Stroh, Practical Guide to Transportation and Logistics, Logistics Network, 2006.</li> <li>14. Alan Rushton, John Oxley, Handbook of Logistics &amp; Distribution Management, Kogan Page Publishers, 2000.</li> </ol>	

# **IV Semester**

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAH 401: International Business Environment</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Understand the influence of various environment factors and the main drivers of globalization on international business operation.</li> <li>2. To study the international trade barriers.</li> <li>3. Describe the historical development of modern global monetary system</li> <li>4. Be familiar with the political systems of different countries; and the economic and political arguments for regional economic integration</li> <li>5. Recognize the current trends related to FDI in world economy.</li> <li>6. To study the significance of outsourcing.</li> <li>7. To study the indicators of Global competitiveness,</li> </ol>		
<b>Course Outcomes:</b> On completion of this course students will be		
<ol style="list-style-type: none"> <li>1. Able to face the challenges of international market.</li> <li>2. Able to identify the factors influencing international business</li> <li>3. Able to frame strategies to tackle the international business.</li> <li>4. Able to distinguish countries based on competitiveness.</li> <li>5. Able to manage the outsourcing activities.</li> <li>6. Able to procure and manage FDI inflows.</li> <li>7. Able to tackle the international trade barriers.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction to International Business</b>		
Importance nature and scope of International business; modes of entry into International Business internationalization process and managerial implications. Approaches to international business. Trade Theories.		
<b>Module No. 2: Environmental Context of International Business</b>		
Framework for analyzing international business environment – Domestic, foreign and global environments and their impact on international business decisions.		
<b>Module No.3: Global Trading Environment</b>		
World trade in goods and services – Major trends and developments; World trade and protectionism – Tariff and non-tariff barriers; Counter trade.		
<b>Module No. 4: International Financial Environment</b>		
Foreign investments-Pattern, Structure and effects; Movements in foreign exchange and interest rates and then impact on trade and investment flows. Capital flows, foreign investment flow and barriers: FDI and FIIs		
<b>Module No 5: International Economic Environment</b>		
World Economic and Trading Situation; International Economic Institution and Agreements;		

WTO, IMF, World Bank UNCTAD, Agreement on Textiles and Clothing (ATC), GSP, GSTP and other International agreements; International commodity trading and agreements. BRICS and BRICS Bank

**Module No 6: Regional Economic Groupings in Practice**

Regionalism vs. multilateralism, Structure and functioning of EC and NAFTA; Regional economic cooperation.

**Module No 7: Multinational Corporations and their involvement in International Business**

Issues in foreign investments, MNCs and host and home country relations; technology transfer, Global Operations-need and importance of outsourcing, advantages of outsourcing to India, Global manufacturing system and practices-Current issues and future developments. Global competitiveness; Indicators of competitiveness – competitive advantages of nations.

**Module No 8: Emerging Developments and Other Issues**

Growing concern for ecology; Counter trade; IT and international business.

**Books for Reference:**

1. Bennet, Roger, International Business, Financial Times, Pitman Publishing, London, 1999.
2. Bhattacharya, B., Going International: Respon se Strategies of the Indian Sector, Wheeler Publishing, New Delhi, 1996.
3. Czinkota, Michael R., et. al., International Business, the Dryden Press, Fortworth, 1999.
4. John D Daniel, Lee H Radebaugh and Daniel P Sullivan, International Business: Environment and Operations, 10<sup>th</sup> Edition., Pearson Education.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Addison Wesley, Readings, 1999.
6. Hill, Charles W. L., International Business, McGraw Hill, New York, 2000.
7. Aswathappa K, Essentials of Business Environment, 10<sup>th</sup> Revised Edition, HPH.
8. Francis Cherunilam, International Business , Revised Edition, PHI
9. Francis Cherunilam, Global Economy and Business Environment, Revised Edition, HPH.
10. Vishal Kumar, International Business, 1<sup>st</sup> Edition, 2015, Kalyani Books.
11. Rosy Joshi and Sangam Kapoor, Business Environment, 2 nd Edition, 2015, Kalyani Books.
12. A Mustafa, International Business Environment, 1<sup>st</sup> Edition 2013, Kalyani Books.

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 404: Behavioural Finance</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. Understand foundations of rational finance and Behavioral Finance and challenge of BF.</li> <li>2. Understand the various forms of bias and their implications in investing.</li> <li>3. Address the implication of overconfidence and social forms on financial division market.</li> <li>4. To study self-deception and emotional factors</li> <li>5. Suggest guideline to overcome psychological Biases.</li> <li>6. Understand the concept of value Investing.</li> <li>7. To study the market outcomes.</li> </ol>		
<b>Course Outcomes:</b> On completion of this course students will be able to: <ol style="list-style-type: none"> <li>1. Understand the behavioral finance, rational finance</li> <li>2. Understand the market efficiency</li> <li>3. Understand the Self Deception, Emotional factors and social forces in investment.</li> <li>4. Understand strategies of well-known value investment.</li> <li>5. Able to manage overconfidence and its causes.</li> <li>6. Able to manage market outcomes.</li> <li>7. Able to overcome psychological Biases</li> </ol>		
Syllabus		Hours
<b>Module No.1: Rational Markets Hypothesis and Challenge of Behaviouralist</b>		
Intellectual Underpinnings, The rise of Rational Market Hypothesis, Impact on wall street and the choices, The Challenge of Behaviouralist, Synthesis and Future Horizons.		
<b>Module No. 2: Foundations of Rational Finance</b>		
Introduction, Neoclassical, Economics, Rational Preferences, Utility maximization, Relevant information; Expected Utility Theory, Modern Portfolio Theory, Capital Asset Pricing Model, Efficient Markets Hypothesis, Agency Theory, From Rationality to Psychology.		
<b>Module No.3: Heuristics and Biases</b>		
How the Human mind Works: The Two Systems, Familiarity and related Heuristics, Anchoring, Irrationality and Adaption, Hyperbolic Discounting.		
<b>Module No. 4: Self-Deception</b>		
Introduction, Miscalibration, Forms of Over confidence, Causes of Over confidence, Other forms of self- Deception, Implications of Over confidence for financial decision making, Factors Impeding correction, How much do the experts know, the Success equation: Untangling skill and Luck in business.		
<b>Module No 5: Prospect Theory, Framing and Mental Accounting</b>		

Error in Bernoulli's Theory, Prospect Theory, SP/A Theory, Framing, Mental Accounting, From theory to practice. (Simple/Easy to grasp practical problems involving value function and choice between prospects can be included).

**Module No 6: Challenge to market efficiency**

Theoretical foundations of EMH, Empirical for EMH, Theoretical Challenges for EMH, Noise trading and limits to Arbitrage, Keynes Beauty contest and guess- a number game, Assessment of EMH.

**Module No 7: Emotional factors and social forces**

The substance of emotion, Theories of Emotion, evolutionary perspective of emotions, Emotion styles, Emotions and investing- Fairness, Reciprocity and trust, Conformity, Brain-Emotion and reasoning, social influence: Social influence on investment and consumption

**Module No 8: Investor Behaviour**

Portrait of an individual investor, what the heuristics and biases mean for financial decision making, implications of: emotions and mental accounting. Behavioural portfolio theory, psychographic models, basic ingredients of sound investment philosophy, guidelines for overcoming psychological biases. Neurofinance.

**Module No 9: Market outcomes**

Size effect and seasonality, Momentum and reversal, post- earnings announcement drift, value premium, premium puzzle, excessive volatility, Bubbles, Behavioural Asset Pricing Model. Inefficient market hypothesis, Adaptive market hypothesis

**Module No 10: Value Investing**

Central tenets of value investing, Evidence and prospects of value investing, Strategies of well-known value investors, academic research on value investing.

**Books for Reference:**

1. Chandra Prasanna (2016): *Behavioral Finance*, Tata Mc Graw Hill Education ( India) Private Limited, Chennai.
2. Acket Lucy F and Deaves Richard (2011): *Understanding Behavioral Finance*, CENGAGE Learning.
3. Wood, Arnold Ed (2010), *Behavioral Finance and Investment Management*, Charlottesville, Virginia: Research Foundation of CFA Institute.
4. PompianM (2006): *Behavioral Finance and Wealth Management: How to build optimal portfolio's That account for Investor Biases*, New Jersey: John Wiley and Sons.
5. Peterson Richard (2007): *Inside the investors Brain: The power of mind over money*, Hoboken, N.J.: John Wiley and Sons.

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 405: International Financial Management</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Provides the concepts and structure of International Financial</li> <li>2. Provides the details of sources of international finance.</li> <li>3. Provides the strategies to tackle the risk in forex market.</li> <li>4. Get an insight into the instruments traded in the international financial markets and financing international trade.</li> <li>5. To study international capital budget.</li> <li>6. To study international trade finance.</li> <li>7. To study international tax laws</li> </ol>		
<b>Course Outcomes:</b> On completion of this course students will be able to:		
<ol style="list-style-type: none"> <li>1. Understand the global financial environment and International Flow of funds.</li> <li>2. Interpret the operation of financial market and exchange rate determination.</li> <li>3. Recognize foreign exchange risk management.</li> <li>4. Assess the various factors and methods to evaluate the country risk in the context of FDI.</li> <li>5. Address the special issues involved in multinational capital budgeting and cash management.</li> <li>6. Able to manage international fund flow.</li> <li>7. Able to analyze and manage Country risk.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Foundations of International Financial Management</b>		
Introduction, From International Economics to International Financial management, Domestic Vs international financial management- foreign exchange and political risk, market imperfections. Scope of International Financial Management, Need for International Financial management- Globalization of World Economy- Multinational Corporations- International Monetary system- Corporate Governance Around the World.		
<b>Module No. 2: International Flow of Funds</b>		
Balance of payments- Meaning- Components- Principles for recording- significance and limitations- Recent trends in Indian balance of payment- Capital Account Convertibility.		
<b>Module No.3: Foreign Exchange Market</b>		
Functions of the Foreign Exchange Market- structure of foreign Exchange Market Transactions the Foreign Exchange market- Foreign Exchange Rates and Quotations- computation of outright rates, cross rates, Arbitrage- Two point Arbitrage, Triangular Arbitrage, Covered Interest Arbitrage. International Parity conditions- Interest Rate Parity Theory and exchange rate determination, Purchasing per Parity Theory-Absolute version, relative version, expectation form, Fisher Effect, International fisher effect- Techniques of forecasting exchange rates in practice.		
<b>Module No. 4: Foreign Exchange Exposure and Managing Foreign Exchange Exposure</b>		
Exchange Rate Risk, Arguments for and against Hedging exchange rate risk, Types of Foreign exchange exposure. Hedging Transaction exposure using: Forward market- Money market,		

Futures Market and options. Measuring Economic Exposure- Determinants of Economic Exposure- Managing Economic Exposure Translation or Accounting exposure: Methods of Translation- Current/ Non-Current, Monetary/ Non-Monetary, Temporal and all current method.

**Module No 5: FDI and Country risk Analysis**

FDI And motives of FDI- Firm specific advantages , Internationalization advantages, Country specific advantages, Modern Approach to investment Appraisal- NPV, Real options, Game theory and strategy and combined approach. Country risk analysis- Significance- Factors to be considered- Techniques to assess the country risk- country risk rating, Measuring country risk, Market approach, Incorporating country Risk in capital budget, reducing exposure to takeovers.

**Module No 6: International Capital budgeting**

Multinational capital budgeting- special issues- evaluating international projects using adjusted present value model (APV) - Risk adjustment in the capital budgeting analysis- sensitivity analysis- purchasing power assumption- real options.

**Module No 7: International Cash Management**

Need for International Cash Management, Cash flow analysis from subsidiary perspective- Bilateral netting of internal and external cash flows- Techniques to optimize cash flows- Accelerating cash inflows- Minimizing currency conversion costs, managing blocked funds, managing inter-subsidiary cash transfer- Investing excess cash- Centralized cash management- Diversifying cash across currency- Dynamic hedging.

**Module No 8: Financial Markets and Instruments**

International Capital Market – Instruments Traded, International Money Market and Instruments Traded.

**Module No 9: International Trade Finance**

The Trade relationship , benefits of system, key documents, government programmes to help finance exports, trade financing alternatives, forfeiting medium and long term financing.

**Module No 10: Multinational Tax Management**

The tax principle, types of tax, multinational tax management – transfer pricing policy (High mark-up policy & Low mark-up policy), Tax havens and international offshore financial centres.

**Books for Reference:**

1. Eun CS and Resnick BG (2017), International financial management, Tata Mc Graw hill Education (India) Pvt Ltd.
2. Madura Jeff (2015), International Financial Management 12<sup>th</sup> Edition, Cengage Learning.
3. Eiteman David K., Stonehill Arthur I. , Moffett Michael H. (2018) Multinational Business Finance, 14<sup>th</sup> Edition Pearson publication.
4. Madura Jeff (2010), International Corporate Finance, 10<sup>th</sup> Edition Cengage Learning.
5. Apte Prakash G., (2018) International Finance, Tata Mc Graw hill Education (India) Pvt Ltd.
6. Sharan Y. International Financial Management, PHI.
7. Dun and Broad Street, Foreign Exchange Market, Tata Mc Grawhill Education (India) Pvt Ltd.
8. Levi Maurice, International Finance, Routledge Publication.
9. Shapiro C. Alan, (2010) Multi National Financial Management, 9<sup>th</sup> edition, Wiley India Pvt Ltd.
10. Shapiro C. Alan and Moles Peter, (2016) International Financial Management, Wiley India Pvt Ltd.
11. Jacque Laurent L. (2014): International Corporate Finance, John Wiley and Sons, Inc., New Jersey.

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 406: CORPORATE RESTRUCTURING</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To provides need for and scope of corporate restructuring</li> <li>2. To provide different forms of corporate restructures</li> <li>3. To provide different strategies of corporate restructuring.</li> <li>4. To study the tax issues associated with corporate restructuring.</li> <li>5. To study the sources of financing mergers and acquisitions.</li> <li>6. To study the revival, rehabilitation and restructuring of sick companies&amp; winding up.</li> <li>7. To study the valuation aspects of corporate restructuring</li> </ol>		
<b>Course Outcomes:</b> After completing the course, students will be able to:		
<ol style="list-style-type: none"> <li>1. Acquire and demonstrate expert knowledge in the specific subject area of corporate restructuring.</li> <li>2. Critically evaluate different types of Merger and Acquisition, take over and different strategies.</li> <li>3. Understand the principles and techniques of corporate restructuring.</li> <li>4. Able to manage tax issues associated with corporate restructuring.</li> <li>5. Evaluate synergies of mergers &amp; acquisition deals.</li> <li>6. Able to procure financing for mergers and acquisitions.</li> <li>7. Able to manage revival, rehabilitation and restructuring of sick companies</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction</b>		
Meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition Merger – types and characteristic, major types of mergers: Motives behind M&A, role of industry life cycle, Theories of Mergers: Efficiency theories and non-efficiency theories		
<b>Module No. 2: Funding of Merger</b>		
Financial Alternatives; Merits and Demerits - Funding through various Types of Financial Instruments including Equity and Preference Shares, Debentures, Securities with Differential Rights, Swaps, Stock Options; ECBs, Funding through Financial Institutions and Banks - Rehabilitation Finance - Management Buyouts/Leveraged Buyouts.		
<b>Module No.3: Corporate Demerger and Reverse Merger</b>		
Concept of Demerger; Modes of Demerger - by Agreement, under Scheme of Arrangement - Demerger and Voluntary Winding Up -Legal and Procedural Aspects; Tax Aspects and Reliefs -Reverse Mergers – Procedural Aspects and Tax Implications.		
<b>Module No. 4: Valuation Aspects Of Corporate Restructuring</b>		
Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Valuation Techniques: Historical Earnings Valuation , Asset Based Valuation, Market Based Valuation, Different approaches of valuation – Comparable company & Comparable transaction analysis method, DCF, Real Option method.		
<b>Module No 5: Methods of Financing Mergers</b>		
Cash offer, share exchange and both cash offer and share exchange – mergers as a capital		

budgeting decision, Synergies from M&A: Operating and Financial synergy.	
<b>Module No 6: Takeover</b>	
Meaning and Concept; Types of Takeovers; Legal Aspects – SEBI Takeover Regulations Disclosure and Open Offer Requirements; Bail Out Takeovers and Takeover of Sick Units; Takeover Defenses, Cross Border Takeovers.	
<b>Module No 7: Accounting for amalgamation</b>	
amalgamation in the nature of merger and amalgamation in the nature of purchase- pooling of interest method, purchase method– procedure laid down under Indian companies act	
<b>Module No 8: Legal Aspects of Mergers/Amalgamations And Acquisitions/Takeovers</b>	
Combination and Competition Act- Competition Commission of India (CCI)- CCI Procedure in Regard to the transactions of Business Relating to combination of Regulations 2011- Scheme of Merger/Amalgamation-essential features of the scheme of amalgamation-Approvals for the scheme-Step wise procedure- Acquisitions/Takeovers- Listing agreement-The SEBI Substantial Acquisition of Shares and Takeover code.	
<b>Module No 9: Revival, Rehabilitation and Restructuring of Sick Companies and Winding Up:</b>	
Concept of Insolvency, Historical Developments- History of Bankruptcy Laws in India, Tribunal, Procedure; Compromises and Arrangements with Banks and Creditors; Concept; Modes of Winding Up; Administrative Machinery for Winding Up- Winding up Process and Procedure; Managing Stakeholders and Parties in Liquidation; Conducting Meetings of Shareholders/Creditors; Dealing with Contracts.	
<b>Books for Reference:</b>	
<ol style="list-style-type: none"> <li>1. A N Shreedhar, Strategic Financial Management, Shroff Publications</li> <li>2. J B Gupta, Strategic Financial Management, Taxmann Publications</li> <li>3. Ravi M Kishore, Strategic Financial Management, Taxmann Publications</li> <li>4. Chandrashekar Krishna Murthy &amp; Vishwanath - Merger Acquisitions &amp; Corporate Restructuring– S.R– Sage Publication</li> <li>5. Godbole Prasad G- Mergers, Acquisitions &amp; Corporate Restructuring in India Vikas Publication</li> <li>6. Nishikant Jha-Mergers, acquisitions and Corporate Restructuring -Himalaya Publishing House</li> <li>7. Aurora, Rajinder S, and Kale, Sharad., , “Mergers and Acquisitions” Oxford Higher Education</li> <li>8. Sudarsanam, S. 2016, “Creating Value from Mergers and Acquisitions”, Pearson Education.</li> <li>9. M.C. Kuchhal and Vivek Kuchhal by Business Legislation for Management, 4/e, Vikas Publishing House</li> <li>10. A N Sridhar Financial management – problems and solutions- shroff publishers pvt limited</li> <li>11. Prasad Godbole- Mergers, Acquisitions and Corporate Restructuring, Vikas, Edition</li> <li>12. Sudi Sudarsanam- Value Creation from Mergers and Acquisitions, Pearson, Edition</li> </ol>	

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 407: INTERNATIONAL MARKETING MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, discussions, seminars, case analysis, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To get an insight to international marketing.</li> <li>2. To Analyze international marketing opportunities.</li> <li>3. To get knowledge about import and export practices and policies.</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making. To integrate tools and concepts from multiple functional areas.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Get practical experiences about import/export documentation.</li> <li>2. Visualize the role of commercial banks and other financial institutions in export and import management.</li> <li>3. Practical experience in export/import documentation</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasonings informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions</li> </ol>		
Syllabus		Hours
<b>Module No.1: International Marketing</b>		
Scope, need and importance. International marketing environment. Export Barriers: Tariff and non-tariff. Kinds of tariffs, measuring the effect of tariffs and non-tariffs, foreign exchange control (recent trends).		
<b>Module No. 2: Export Procedure and Documentation</b>		
Processing of an export order. Principal documents- invoices, LIC, Certificate of origin, SIB, Bill of Exchange, Mate receipt, Documents for claiming export assistance, Duty draw back bill, Av 4 form.		
<b>Module No.3: Export Product Planning and Policy</b>		
Product planning and development, product strategies, product positioning, product standardisation V/s adaptation, factors affecting standardisation of product line, brand policy, product adaptation strategies, planning for overseas market		
<b>Module No. 4: Export Pricing (pricing in international marketing)</b>		
Export pricing and terms of trade, pricing policies, pricing strategies. Methods of payment.		
<b>Module No 5: Distribution</b>		
Distribution channels - and overview, direct V/s indirect export, forms of direct exporting: Built-in export department, self-contained export department, separate export company, combination of export manager, joint marketing groups indirect exporting. Merchant exporters		

- visiting, resident buyers. Distribution logistics. Role of multinationals in International marketing - Joint ventures and turn-key projects.

**Module No 6: Export Promotion**

Export promotion (E.P.) measure, institutional arrangement to promote India's exports. Export promotion councils, commodity boards, trade development authority, federation of Indian export organization (FIEO), export processing zones, Indian institute of foreign trade, export inspection council, state trading corporation of India (STC), export houses, trading houses, star trading houses, super star trading houses.

**Module No 7: Export Financing**

Role of commercial banks, export credit guarantee corporation, export import bank, terms of payment: Payment in advance, open account, documentary bills D/P and D/A, documentary credit under letter of credit.

**Books for Reference:**

1. T.A.S Balagopal- Export management- Himalaya Publishing House.
2. Francis Cherunillam- International Marketing– Himalaya Publishing House.
3. Varshney, Bhattacharya – International Marketing- Sulthan Chand & Sons publication.
4. Francis Cherunillam- International Trade and Export Management- Himalaya Publishing House.
5. M.Y. Koul- International marketing – Anmol Publications.
6. B. S. Rathor - Export Marketing – Himalaya Publishing House,
7. Ken Wainwright- Practical Export Marketing - Littlehampton Book Services Ltd.
8. Rajan, Saxena& M C Kapoor -International Marketing Concepts, Techniques and Cases- Tata McGraw hill.
9. V. Kripalani -International Marketing - Prentice Hall, New Delhi.
10. S.A. Chunawalla -Essentials of Export Marketing - Himalaya Publishing House.
11. Warren Keegan -Global Marketing Management - Pearson / PHI.
12. Rakesh Mohan Joshi - International Marketing - Oxford.
13. Johny K. Johannson - Global Marketing - TMH.
14. Justine Paul- International Marketing: Text & Cases - Tata McGraw-Hill Education.
15. Rajagopal – International Marketing – Vikas Publishing House, New Delhi.

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 408: SERVICE MARKETING</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To know theoretical and practical basis for service performance.</li> <li>2. To utilize the key services frameworks and concepts</li> <li>3. To understand the service blueprinting and the integration of new technologies.</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Creates an understanding what quality means and how customers develop perceptions of service quality</li> <li>2. In depth knowledge on consumer behavior in service delivery.</li> <li>3. Practicality of service design and service standards.</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasonings informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction to services</b>		
Concepts, Contribution of service sector in the economy, reasons for the growth of services sector, Characteristics of Services, Different service Marketing activities, Categorizing Service Processes , Service Marketing Mix – 7P’s of Services Marketing, Concept of service marketing triangle, Marketing challenges in service industry.		
<b>Module No. 2: Consumer behaviour in services</b>		
Search, Experience and Credence property of services, Customer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services; Customer perception of services - Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception; The purchase process for services – customer behaviour at different points in the service experience; Managing demand and capacity– Lack of inventory capability, Understanding demand patterns, Strategies and Tools for matching capacity and demand, coping with fluctuating demand, Waiting line strategies.		
<b>Module No.3: Managing Relationships</b>		
Building customer relationship through retention strategies, Relationship marketing, Evaluation of customer relationships, Benefits of customer relationship; Market segmentation - Basis and targeting in services; complaint handling and service recovery.		
<b>Module No. 4: Service standards and Managing service quality and productivity</b>		

<p>Concept of Service quality, Contrasting quality components in manufacturing and services, capturing the customer’s perspective of service quality, generic dimensions customers use to evaluate service quality, The SERVQUAL Scale, The GAP Model, measuring and improving service quality, Tools for analysing and addressing service quality problems, Defining and measuring productivity, improving service productivity, TQM .</p>	
<p><b>Module No 5: Designing and managing service processes and Planning the service environment</b></p>	
<p>New service development types, stages; blueprinting, steps, identifying failure points, failure proofing, fail-safe methods for service personnel, fail-safe methods for the customer, service process redesign; the customer as co-producer, levels of customer participation, self-service technologies, service firms as teachers, Customers as partial employees; the problem of customer misbehaviour, addressing the challenge of Jay customers.</p>	
<p><b>Module No 6: Pricing of services</b></p>	
<p>Pricing Revenue Management and Distribution of services – objectives of pricing, foundations of setting prices- cost based, value based, competition based, Revenue management –meaning, strategies, ethical concerns and perceived fairness of pricing policies, pricing issues, pricing fences. Distribution in the service context, the type of contact: options for service delivery, decisions about place and time, service delivery in cyberspace, role of intermediaries, internationally distributed services.</p>	
<p><b>Module No 7: Customer’s role in service delivery</b></p>	
<p>Importance of customer &amp; customer’s role in service delivery, Strategies for enhancing Customer participation, Delivery through intermediaries- Key intermediaries for service delivery, Intermediary control strategies.</p>	
<p><b>Module No 8: Role of marketing communication and Physical evidence in services</b></p>	
<p>Importance of communication in service marketing, four categories of strategies to match service promises with delivery, Methodology to exceed customer expectation; Types of services capes, Role of services capes, Frame work to understand services capes and their effect on behaviours, Guidance for physical evidence strategies.</p>	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Valarie A. Zeithmal&amp; Mary Jo Bitner- Services Marketing - TMH.</li> <li>2. Christopher Lovelock- Services Marketing- Pearson Education.</li> <li>3. Kenneth E Clow&amp; David L Kurtz- Services Marketing: Operation, Management, and Strategy- Biztantra.</li> <li>4. Ravi Shankar -Services Marketing: The Indian Perspective- Excel Books.</li> <li>5. RajendraNargundkar-Services Marketing -TMH.</li> <li>6. GovindApte-Services Marketing - Oxford.</li> <li>7. Hoffman&amp; Bateson- Services Marketing - Cenage Learning.</li> <li>8. Peter Mudie and Angela Pirrie-Services Marketing - Elsevier.</li> <li>9. Audrey Gilmore -Services Marketing and Management- Response Books - Sage India.</li> <li>10. Jha S. M- Service Marketing - HPH.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 409: RURAL MARKETING</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To know the emerging trends of rural marketing.</li> <li>2. To understand the profile of rural consumers.</li> <li>3. To realize the trends in rural marketing.</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Develop required skills to manage rural customers.</li> <li>2. Strategies to overcome the practical difficulties of rural marketing</li> <li>3. Explore the job opportunities in rural marketing</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasonings informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Overview of Rural Marketing</b>		
Evolution of Rural Marketing in India Definition- Nature –Scope- Characteristics and potentials of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Size &Structure of Rural Marketing – Emerging challenges and Opportunities in Rural Marketing.		
<b>Module No. 2: Rural Markets &amp; Decisions</b>		
Profile of Rural Marketing, Consumer Profile- Rural Market Equilibrium-Classification of Rural Marketing, Regulated and Non-Regulated. Marketing Mix- Segmentation, Targeting, Position. Rural Marketing Strategies. Role of Central, State Government and other Institutions in Rural Marketing. Integrated Marketing Communication in Rural Marketing.		
<b>Module No.3: Product &amp; Distribution</b>		
Product / Service Classification in Rural Marketing, New Product Development, Brand Management in Rural Marketing. Rural Distribution channel management- Managing Physical distribution in Rural Marketing- Fostering Creativity& Innovation in Rural Marketing- - Sales force Management in Rural Marketing		
<b>Module No. 4: Rural Services Marketing</b>		
Telecommunication in Rural India, Financial Services in Rural India, Banking Services , Information and Communication Technology, Rural Health Care Services,		
<b>Module No. 5: Segmentation and Targeting</b>		

Rural Market Segmentation, Bases for Rural Consumer Markets, Targeting Strategies, Rural Market Positioning.

**Module No 6: Rural Consumer Behaviour**

Consumer Behaviour Model in Rural Marketing- Rural Marketing Research-Retail & IT models in Rural Marketing-CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies. Advertising & Media Role in Rural Marketing.

**Module No 7: Trends in Rural Marketing**

E- Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing, Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing, Advancement of Technology in Rural Marketing- Structure of Competition in Rural India

**Module No 8: Rural Marketing Research**

Rural Market Research, marketing research Process, Evolution of, rural marketing research, Sources and methods of data collection, Data collection approaches in rural area, Data collection tools for rural market, research tools for rural market. Limitations and challenges in rural marketing research

**Books for Reference:**

1. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh Satyaprakash Pandey New age publishers
3. Rural Marketing – U.C.Mathur, excel books, 1/e 4. Indian Rural Marketing Rajagopal Rawat Publishers
4. Pradeep Kashyap and Siddhartha Raut, The Rural Marketing Book (Paperback) 2005, BIZTANTRA,
5. Dogra Balram and Karminder Ghuman, Rural Marketing: Concepts and Practices (Paperback) 2007, Tata McGraw-Hill Publishing Company Ltd.
6. Pradeep Kashyap , Rural Marketing (Old Edition) Paperback – 2011, 2nd Edition, Pearson.
7. C.S.G. Krishnamacharyulu and Lalitha Ramakrishnanan, Rural Marketing Text and Cases, 2nd Edition, (Paperback) – 2010, Pearson Education.

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 410: GLOBAL HUMAN RESOURCE MANAGEMENT</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, Assignments, Practical exercises, case studies, seminars, Role play Game play, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To expose the students with GHRM concepts and practices.</li> <li>2. To understand the domestic HRM and global HRM.</li> <li>3. To know the recent trends and challenges of GHRM</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Get in-depth knowledge about the different dimension of GHRM.</li> <li>2. Understand MNCs and their HR practices.</li> <li>3. Acquire required competencies for international HR managers.</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasonings informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction to Global HRM</b>		
Nature and scope, domestic versus Global HRM, types of global business, Globalization and HRM, Impact of national culture on HRM and employee management issues, multi-culturalism, HRM in Cross-Border Mergers& Acquisitions, the Role of HR Departments in MNCs – Competencies for International HR Managers.		
<b>Module No. 2: Theoretical framework</b>		
Approaches to the study of GHRM – Convergence Theory, Marxist theory, cultural approach, Hofstede model and Trompennar Model – Confucian Dynamism - Andre Lawrent, Models of International HRM – Pooles adaptation of the Harvard Model – Brewster and Bournois Model, Organisational structure and design in global organisations.		
<b>Module No.3: International staffing</b>		
policies and practices, techniques and sources of global recruitment, selection process, global labour market differences, global compensation factors, components, approaches and cultural impact on compensation, global compensation practices and recent trends in global staffing – expatriates failures & their minimization		

<b>Module No. 4: Global Management Development</b>	
Role of expatriate training, pre-departure training, development of staff and international assignments, training strategies, HCN & TCN training, repatriate training, emerging trends in training.	
<b>Module No 5: Performance Management</b>	
Significance and concerns of performance management, setting individual performance goals, performance variables, performance appraisal for expatriates, feedback, linking rewards and results, challenges in managing performance, country – specific management practices.	
<b>Module No 6: Repatriation</b>	
Re-entry and career issues, culture shock, benefits from repatriates, challenges of re-entry, repatriation process, managing repatriation, designing a successful repatriation programme.	
<b>Module No 7: Comparative Labour Relations</b>	
Key issues, international pressures on national practices, multinational ownership and collective bargaining, women in global business, Quality Circles, participative management, responses of Labour Unions to MNCs.	
<b>Module No 8: Global HRM practices</b>	
An overview of HRM in USA, UK, Japan, Germany, China & India, innovative management techniques and their influences, social responsibility and global business ethics and International HR managers, future of GHRM.	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Evans, Pucik &amp; Barsoure, The Global Challenges – Framework for International Human Resource Management - Tata McGraw Hill/Irwin.</li> <li>2. Peter J. Dowling and Welsh – International Human Resource Management - Thomson Publications.</li> <li>3. Aswathappa, K &amp; Sadhna Dash– International Human Resource Management - McGraw-Hill.</li> <li>4. Tony Edwards &amp; Chris Rees, International Human Resource Management - Pearson Education.</li> <li>5. Monir H. Tayeb – International Human Resource Management, Oxford University Press.</li> <li>6. Rao P.L. – International Human Resource Management - Excel Books.</li> <li>7. Dennis R. Briscoe and Randall S.Schuler- International Human Resource Management, Routledge Publications. Hilary Harris- Chris Brewester and Paul Sparrow Publications,</li> <li>8. Hilary Harris, Chris Brewester and Paul Sparros– International Human Resource Management- Routledge Publications.</li> <li>9. Bartlett C., Ghoshal S. and Birkinshaw, J– Transnational Management: Text, Cases and Readings in Cross Border Management, Boston, M.A. McGraw-Hill/Irwin</li> <li>10. Geert Hofstede (1980) – Cultures, Consequences: International differences in work related values- Sage Publishers.</li> <li>11. IAN Beard Well&amp; Len Holden - Human Resource Management- Macmillan Publishers.</li> <li>12. Gary Dessler, Human Resource Management, Prentice Hall.</li> <li>13. Willy McCourt and Derek Eldridge- Global Human Resource Management- Edward Elgar Publishing Ltd.</li> <li>14. Gordon Redding &amp; Bruce W Stening - Cross-Cultural Management-Edward Eelgar Publishing Limited.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 411: COMPENSATION MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To understand the significance of compensation management.</li> <li>2. To develop a clarity about economical behavioural dimension of compensation management.</li> <li>3. To analyse the emerging issue and trends in compensation methods.</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Develop remuneration and reward strategies.</li> <li>2. Have an insight to compensation methods at different levels.</li> <li>3. Get theoretical and practical input about salary structure of employees.</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasonings informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction</b>		
Concept, historical development of payment systems and importance. Components and Dimensions of compensation program, Factors influencing compensation, The 3-p compensation concept.		
<b>Module No. 2: Economic and Behavioural Dimensions of Compensation Management</b>		
Economic theory of wages and its limitations. Motivational issues in compensation management, organizational justice and compensation, impact of Compensation on employee behaviours, consequences of dissatisfaction with compensation. Job evaluation and compensation.		
<b>Module No.3: Managing Compensation</b>		
Designing a compensation system, Internal and external equity in compensation system, Framework of compensation policy, compensation as a retention strategy.		
<b>Module No. 4: Performance Based Compensation</b>		
Significance of performance appraisal system, effect of compensation on performance and motivation, pay for performance system, meeting the challenges of pay for performance system, types of pay for performance plan, compensation and performance, competency based compensation.		

<b>Module No 5: Wages and Salary Administration</b>	
Concept of wages, the wage determination process, methods of wage fixation, theories of wages, types of wages, wage differentials, wage policy and its importance, legal framework and compensation, objective of national wage policy.	
<b>Module No 6: Benefits and Administration</b>	
Benefits determination process, Employees benefits and services, legally required benefits-dearness allowance, employee stock option plan (ESOP), types of retirement benefit plans, Flexible compensation/benefits plans, significance and types of various incentives.	
<b>Module No 7: Compensation of special groups</b>	
Top executives, special features and components, Compensation for CEO, fringe and retirement benefits, perquisites, culture and pay.	
<b>Module No 8: Emerging Issues and Trends</b>	
Tax implication of Employee Compensation package to the employer, tax efficient compensation package, Salary structuring, recent changes in taxation, comparative international compensation, new trends in compensation management.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Milkovich G. T, Newman J .M, &amp;VenkataRatnam C. S- Compensation -McGraw Hill Irwin.</li> <li>2. Deb Tapomoy-Compensation Management, 1<sup>st</sup>edn-Excel Books, New Delhi.</li> <li>3. Armstrong, M and H Murlis Reward Management: A Hand Book of Remuneration Strategy and Practice - Kogan Page, London.</li> <li>4. Martocchio J. J.-Strategic Compensation - Pearson Education.</li> <li>5. Gerhart B &amp;Rynes S L-Compensation Theory, Evidence and Strategic Implications-Sage Publishers, New Delhi.</li> <li>6. Sarma A.M- Understanding Wages and Compensation Management -Himalaya Publishing House, Mumbai.</li> <li>7. Dr. Kanchan Batia- Compensation Management, 1<sup>st</sup>edn - Himalaya Publishing House, Mumbai.</li> <li>8. B.D.Singh- Compensation and Reward Management, 1<sup>st</sup>edn - Excel Books, New Delhi.</li> <li>9. Wallace M.J. and Fay C.H- Compensation Theory and Practice - Tata Mc Graw Hill.</li> <li>10. Henderson, Richard I- Compensation Management in a knowledge Based World -Printice Hall.</li> <li>11. Director Soms, MS- 27, Wage and Salary Administration IGNOU, New Delhi.</li> <li>12. Decenzo A, David and Robbins P Stephen- Personnel/HRM, Prentice Hall of India, New Delhi.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 412: PERFORMANCE MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. To get into the practices of performance management.</li> <li>2. To have a clear understanding of performance management techniques.</li> <li>3. To realise performance management as a motivation, employees to excel greater performance.</li> <li>4. To engage students in independent and life-long learning.</li> <li>5. To identify the key issues facing a business or business subdivision.</li> <li>6. To develop analytical and critical thinking abilities for decision making.</li> <li>7. To integrate tools and concepts from multiple functional areas.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Get practical experience to build high performing.</li> <li>2. Understand the role of HR managers in performance management.</li> <li>3. Able to build high performing teams.</li> <li>4. Demonstrate the knowledge in this area and solve complex corporate problems.</li> <li>5. Identify business opportunities, design and implement innovations in work space.</li> <li>6. Apply reasoning informed by the contextual knowledge in the given area.</li> <li>7. Apply ethical principles for making judicious managerial decisions</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction</b>		
Definition, concerns and scope - Historical developments in Performance Management - Performance appraisal Vs performance management - performance management Vs Human resource management - processes for managing performance - Essence and Implications of Performance Management-critical appraisal.		
<b>Module No. 2: Planning Performance Management</b>		
Designing and Implementing Performance Management Process – Performance Planning, defining objectives and performance standards, defining capability requirements, performance management system implementation, automation of performance management process, legal requirements		
<b>Module No.3: Performance and Development</b>		
Setting objectives - Organizational and individual performance plans - Components of Managers performance and development plan - setting mutual expectations and performance criteria. Performance and potential management		
<b>Module No. 4: Monitoring and Mentoring</b>		
Introduction - Supervision - Objectives and Principles of Monitoring - monitoring process - periodic reviews - problem solving - engendering trust - role efficacy. Measuring Performance – Managing for results, managing behaviour, managing competencies, conducting performance reviews		

<b>Module No 5: Annual Stocktaking</b>	
Stock taking performance - process of Judgment vs process of analysis - stock taking discussions - Delivering efficient feedback - 360- Degree Feedback- stocktaking potential - Tools for stocktaking potential.	
<b>Module No 6: Appraising for Recognition &amp; Reward</b>	
Purpose of Appraising - Methods of appraisal - appraisal system design - Implementing the appraisal system - Appraisals and HR decisions.	
<b>Module No 7: Organisational effectiveness</b>	
Role of Leadership and Change in organizational effectiveness - rules of thumb for change agents - performance management skills - Operationalizing change through performance management.	
<b>Module No 8: High Performing Teams</b>	
Building and leading High performing teams - team oriented organizations - developing and leading high performing teams. Management team performance, managing organizational performance, performance management and pay, performance management training, evaluating performance management	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Prem Chadha: Performance Management, Macmillan India, New Delhi, 2003.</li> <li>2. Michael Armstrong &amp; Angela Baron, Performance Management: The New Realities, Jaico Publishing House, New Delhi, 2002.</li> <li>3. T.V.Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.</li> <li>4. David Wade and Ronad Recardo, Corporate Performance Management, Butter Heinemann, New Delhi, 2002.</li> <li>5. Henderson, Compensation Management in a Knowledge Based World 9/e Pearson Education</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 413: LEGAL ASPECTS OF BANKING AND INSURANCE</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Describe the legal aspects of banking and insurance</li> <li>2. Write down the law relating to securities</li> <li>3. Comprehend the legal framework of the insurance contract</li> <li>4. Identify the various laws relating to insurance and various insurance documents.</li> <li>5. To study insurance contract analysis.</li> <li>6. To study SARFAESI Act and its impact.</li> <li>7. To study the recovery of assets due to banks</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Understand the legal framework of regulation of Banking operations</li> <li>2. Understand the legal framework of aspects of banking operations.</li> <li>3. Understand the law relating to securities and modes of charging</li> <li>4. Understand the legal aspects of Insurance,</li> <li>5. Able to manage insurance contract and documents.</li> <li>6. Able to recover assets due to banks.</li> <li>7. Able to manage redressal of grievances – Arbitration procedure.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Legal framework of regulation of Banks</b>		
Control over organization of Banks; Regulation of Banking Business; Returns - Inspection and winding up; Banking Regulation Act 1949; RBI Act 1934.		
<b>Module No. 2: Legal aspects of Banking Operations</b>		
Responsibility of Paying Banker – Collecting Banker – Indemnities – Bank guarantees – Letters of Credit – Bill Finance; Cases.		
<b>Module No.3: : Law relating to securities and modes of charging</b>		
Types of borrowers – Types of Credit facilities – Secured and unsecured loans – Registration & satisfaction of charges; Cases.		
<b>Module No. 4: SARFAESI Act, 2002</b>		
Introduction – Securitization of financial assets – Enforcement of security interest – Banking Ombudsman scheme 2002- Procedure for redressal of grievances – Arbitration procedure – Conciliation; Cases.		
<b>Module No 5: Recovery of Assets due to Banks</b>		
FI Act of 1993 – Tribunal and appellate tribunals, Provisions and procedure of tribunals – Bankers Book of Evidence Act 1891; Cases.		
<b>Module No 6: Insurance Contract Analysis</b>		
Legal framework of Insurance Business – Claims Negotiation – Understanding Contracts Structure – Standard Contract; Cases		

<b>Module No 7: Legal aspects of Insurance</b>	
Insurance Act 1938; Indian contract Act 1872; Consumer protection Act 1986; Life Insurance Act 1956; IRDA Act 1999, Re-insurance and Double Insurance; Motor Vehicles Act 1938 and 1988- Public Liability Clause 1991; Case.	
<b>Module No 8: Insurance Documents</b>	
Insurance forms- proposal forms; Cover notes – Certificate of Insurance; Policy forms – Endorsements – Other Documents; Cases.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Legal and Regulatory Aspects of Banking Operations – IIBF, 2/e, Mcmilan, New Delhi.</li> <li>2. P.K.Gupta-Insurance &amp; Risk Management ,2/e-Himlaya Publishing House, Mumbai.</li> <li>3. Natarajan &amp; Gorden-Banking Theory Law &amp; Practice - Himalaya Publishing, Mumbai.</li> <li>4. Shekhar KC, Shekhar Lekshmy- Banking Theory and practices - Vikas Publishing House, New Delhi.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 414: TREASURY AND RISK MANAGEMENT</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Describe the functions and objectives of treasury management</li> <li>2. To study the Treasury Products used by participants.</li> <li>3. To study asset liability management.</li> <li>4. Identify various capital market instruments and the instruments used for risk management</li> <li>5. Identify the tools used for risk analysis and the derivative instruments used for managing risk</li> <li>6. Comprehend the operational risk and its management.</li> <li>7. To describe financial futures.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Understand the need for Treasury and Risk Management</li> <li>2. Able to handle Treasury products of a business.</li> <li>3. Able to identify various capital market instruments and the instruments used for risk management.</li> <li>4. Able to manage the risk associated with the Treasury Management</li> <li>5. Able to conduct risk exposure analysis.</li> <li>6. Able to measure the risk.</li> <li>7. Able to understand the sound practices for management and supervision of operational risk.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction to Treasure Management</b>		
Objectives – Concept – Functions of integrated treasury; Process of Globalization – Evolving role of Treasury as profit centre – Organization of treasury.		
<b>Module No. 2: Treasury Products</b>		
Short term funds and investment management – Financial Marketing – Money Market – Capital Market - Call money – Government Securities – REPOs Repo Rate – Repo Pricing Types of Repos – certificate of deposits – rediscounting bills- commercial papers – Inter – Bank Participation certificate – Collagenised Borrowing and Lending Obligations (CBLO); Foreign Exchange Markets and treasury – Linkage of domestic operations with foreign operations.		
<b>Module No.3: Asset Liability Management</b>		
Risk Management Process – Risk Organization – Asset Liability Management (ALM) – Objectives – Organization - Functions of ALCO – Risks – Interest Rate Risk Liquidity Risk – Assessment of Liquidity – Maturity Profile and Interest rate Ladder Credit Risk – Currency Risk – Capital Risk – contingent Risk – Basel Norms I, II, and III.		
<b>Module No. 4: Asset Liability Management</b>		
Interest Rate risk and management (IRRM) Interest rate risk – GAP analysis – Rate sensitive Gap Report – Duration and Immunization – Managing IRRM with Derivatives – Simulation technique- Asset Securitization.		

<b>Module No 5: Asset Liability Management</b>	
Risk Exposure analysis - Stress Testing – exposure Document – open position – stop-loss limit – Modified Duration – Convexity- Risk Adjusted Return on capital (RAROC) – Audit Risk Management	
<b>Module No 6: Financial futures</b>	
Forwards – FRA and interest rate swaps – Cross currency swaps – options – Caps – Floors and complex swaps for managing interest rate risk – Foreign Exchange risk management using Derivatives.	
<b>Module No 7: SPOR</b>	
<b>Sound practices for management and supervision of operational risk (SPOR);</b> Three approaches to SPOR; Operational risks – Identification – effects and Causes – Assessment – Measurement – Scenario Analysis- Market Risk - types – Market risk identification – Model Risk – Risk identification in practice	
<b>Module No 8: Risk Measurement</b>	
Nominal Amount approach – Sensitivity Based approach – Basis point value – Value at Risk (VaR) – Computation of VaR – VaR and absolute VaR – Usefulness and Limitations of VaR – Back Testing – Stress Testing	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Treasury Management- IIBF, Mcmilan, New Delhi, 2011.</li> <li>2. Kotreshwar G -Risk Management: Insurance &amp; Derivatives- 2/e, Himalaya Publishing, Mumbai.</li> <li>3. Chance -Introduction to Derivatives &amp; Risk Management-, Cengage Learning, New Delhi.</li> <li>4. Saita.F- Value at Risk and Bank Capital Management,1/e- Elsevier Inc., U.K.</li> <li>5. Rejda, George E.-Principles of Risk Management and Insurance- Addison Wesley Longman.</li> <li>6. McNamara- Principles of Risk Management and Insurance-Addison-Wesley</li> <li>7. Dorfman- Introduction to Risk Management and Insurance- Prentice Hall.</li> <li>8. Williams &amp;Heins - Risk Management and Insurance-McGraw Hill.</li> <li>9. James S. Treischmann, Sandra G. Gustavson - Risk Management and Insurance- South Western Thomson Learning.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 415: Rural Banking</b>		
<b>Course Credits</b>	<b>No. of Hours per Week</b>	<b>Total No. of Teaching Hours</b>
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Appreciate the challenges and opportunities of rural banking</li> <li>2. Understand the structure and functions of co-operative banking</li> <li>3. Describe the process and objectives of cash management by rural banks</li> <li>4. To study the methods used for liquidity management.</li> <li>5. To study the significance of internal and external audit.</li> <li>6. To describe different cost centers.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Able to work in rural banking sector.</li> <li>2. Able Analyze the rural banking customers requirements</li> <li>3. Understand the Regulation, Supervision and Compliance of rural banking.</li> <li>4. Able to identify the methods used for liquidity management.</li> <li>5. Able to conduct internal and external audit.</li> <li>6. Able to comply Regulation, Supervision and Compliance.</li> <li>7. Able to manage banker customer relationship.</li> </ol>		
<b>Syllabus</b>		<b>Hours</b>
<b>Module No.1: Introduction to Rural Banking</b>		
Principles and functions of banking, Co-operative banking, Special features, Negotiable instruments, Cheques, bill of exchange, Promissory Notes. An insight into the rural banking scenario with special focus on prevailing opportunities and challenges.		
<b>Module No. 2: Banker Customer Relationship</b>		
Banker customer relationship, Psycho-demographic approach, Customer centric vs business centric approach.		
<b>Module No.3: Co-operative Banking</b>		
Co-operative banking, agriculture and non-agriculture organization, function of State Apex Co-operative banks and District Central Co-operative Banks, RBI functions and role, NABARD, Lead Bank Scheme, RRB objective and functions. Strengthening the Regional Rural Banks (RRBs), reforms in cooperatives, expansion of the purview of the priority sector.		
<b>Module No. 4: Banking and I.T</b>		
Banking and I.T., E-banking. ATM. M-banking in rural banking, opportunities and challenges.		
<b>Module No 5: Cash Management</b>		
Domestic Cash Management, ST/MT Funding, Meaning and importance cash management, Objectives, Cash flow cycle, Cash flow budgeting and forecasting, Electronic cash management, MT and LT funding, Term loans, Securitization, Cost center, Profit center, Planning and control, Capital Budgeting.		
<b>Module No 6: Management of Liquidity</b>		

Liquidity Management- Objectives-Sources-Maturity concerns: Projected cash and core sources- Contingency Plans- ST/NT Liquidity – Maturity Ladder Limit- Internal control- Information- Netting.

**Module No 7: Banking Regulations**

Regulation, Supervision and Compliance- Need and significance of internal and external audit.

**Books for Reference:**

1. Banking Regulation Act. K C Shekhar and Lekshmy Shekhar, Banking Theory and Practice, 21st Edition, Vikas Publishing House
2. IIBF (Indian Institute of Banking and Finance), Rural Banking, Macmillan
3. IIBF –Principles and practices of Banking –, 2/e, Macmillan, 2011.
4. Bala Krishna A V and Sohani A K, Indian Rural Banking: Changing Paradigm (Banking Series), ICFAI UNIVERSITY PRESS (2008).
5. Indian Institute of Banking Finance, Rural Banking Operations, Taxmann's Publications (2012)
6. SSM Desai, Rural Banking in India, HPH
7. Gordon and Natrajan, Banking theory law & practice, Himalaya Publishing House
8. Premkumar Shrivastav, Banking theory and practice, Himalaya Publishing House
9. Bhaktapada Roy, Rural Banking and Poverty Alleviation, Abhijeet, 1 edition, 2008
10. Basu. A.K. Fundamentals of Banking Theory and Practice.
11. Chatterjee, A., Bank Credit Management.
12. Choubay, B.N., Principles and Practice of Co-operative Banking.
13. Tanan, M.L. Banking Law and Practice in Negotiable Instrument India Act.
14. Tanan, M.L., Banking Law and Practice

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 416: Quality Management in Healthcare Organization</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. Appreciate the importance of quality in healthcare service</li> <li>2. delivery</li> <li>3. To describe different dimensions of quality in health care organization.</li> <li>4. Use quality tools and techniques in attaining total healthcare.</li> <li>5. Be familiar with accreditation bodies and processes.</li> <li>6. Promote patient safety and its importance.</li> <li>7. To describe medical audit.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Understand the importance of quality management in healthcare organization</li> <li>2. Able to identify quality control components.</li> <li>3. Understand the quality control tools and techniques</li> <li>4. Able to Evaluate of Quality Management</li> <li>5. Able to manage the hospital Accreditation</li> <li>6. Able to conduct medical audit.</li> <li>7. Able to assist in quality control.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction Concepts of quality and total quality.</b> <b>Components of quality</b>		
Objectives and importance of quality improvement in health care organization, continuous quality improvement, steps in quality improvement. Quality Management philosopher. Dimensions of quality in health care organization.		
<b>Module No. 2: Quality control tools and techniques</b>		
TQM models, Quality standards, ISO and its implementation. Brain storming – bench marketing initiation taken by the ministry of health and family welfare statistical quality control, process charts, six sigma concept, POKA YOKE and quality control tools, quality circle.		
<b>Module No.3: Evaluation of Quality Management</b>		
Concurrent, terminal and cyclical evaluate, audit in Health care, Nursing audit – Antibiotic audit, clinical audit, patient satisfaction survey.		
<b>Module No. 4: Hospital Accreditation</b>		
Concept importance, benefits, accreditation bodies, overview of standards, patient focused quality standards, quality improvement and patient safety.		
<b>Module No 5: Medical Audit</b>		
Meaning – Protocols – Audit Elements, Audit team duties and responsibilities, Medical record audit, audit types, Audit methods, audit monitoring, audit practice, constraints implementation.		
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Donald Lighter and Douglas C Fair - Quality Management in Health Care, Principles and Methods -Jones and Bartlett Publishers.</li> </ol>		

2. James R. Evans -Total Quality Management– South Western Publishers 2<sup>nd</sup> edition,
3. Pena, Jesus – Hospital Quality Assurance - Aspen Pub.
4. Hugh C.H. Koch – Total Quality Management in healthcare- Longman.
5. A.V. Srinivasan (Ed) - Managing Modern Hospital – Response Books.
6. Sarasmith Don S. M Clair, Rosalind Raine and Barnaby Reeves - Health care Evaluation TMH

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 417: LEGAL ISSUES IN HEALTHCARE &amp; BUSINESS ETHICS</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. Understand the legal implications of provision of medical advice, diagnosis and treatment.</li> <li>2. Be familiar with the medical legal procedures and the provisions of various acts related to healthcare.</li> <li>3. Trace the development of professional and ethical obligations in the health care.</li> <li>4. Be aware of the occupational hazards, safety and measures in healthcare.</li> <li>5. To describe the MCI Act.</li> <li>6. To describe the issues relates to Consumer Protection Act – Patient Rights.</li> <li>7. To describe the Contract Labour and casual Labour Acts in Health care business.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Understand the legal and ethical issues in healthcare organization</li> <li>2. Understand the Contract Labour and casual Labour Acts</li> <li>3. Able to Medical Legal Procedures</li> <li>4. Able to manage the Contract Labour and casual Labour</li> <li>5. Able to handle the issues relates to Consumer Protection and Patient Rights.</li> <li>6. Able to advice the issues relates to healthcare business ethics.</li> <li>7. Able to handle issues in ethics in management.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
Overview of laws in business and healthcare – Source of law – interpretation of law – Trade Union Act – Trust Act – Societies Registration Act.		
<b>Module No. 2: Medical Legal Procedures</b>		
Medical Jurisprudence – Patient confidentiality – Law of Torts – Law on Communicable diseases – Notifiable diseases – WHO – International Health Regulations		
<b>Module No.3: Environment Protection Act</b>		
Salient Features Occupational hazards, Safety and Health Measures – Food and Drugs Laws – Drugs and Cosmetics Act – Mental Health Act – Birth & Death Registrations Act – Biomedical Waste management Act and their applications and relevance in healthcare		
<b>Module No. 4: An overview of MCI Act</b>		
Pre Natal Diagnostic Test Act, Medical Termination of Pregnancy Act, Organ Transplantation Act – Medical Negligence – Consumer Protection Act – Patient Rights.		
<b>Module No 5: Contract Labour and casual Labour Acts</b>		
An over view of Shops and Establishment Act, Minimum Wages Act, Payment of Wages Act, Employees State Insurance Act, Provident Fund Act, Payment of Gratuity and Equal Remuneration Act.		
<b>Module No 6: Introduction to ethics; nature, scope and purpose</b>		
Importance of ethics and moral standards – Values, Norms, Beliefs and Standards – Normative ethics in management – ethics and morals.		

<b>Module No 7: Managing ethics</b>	
Ethics and the organization – Myths about business ethics – Ethical dilemma – Ethics and the Environment – Ethical decision making – Moral Reasoning; Psychological perspectives – Moral Reasoning and Organization Culture: Cultures based on fear, punishment and exchange.	
<b>Module No 8: Organisational Ethics</b>	
Ethics in HRM – Ethics in Marketing – Ethics in Finance – Corporate Social responsibility: Pyramid of corporate social responsibility, domains of corporate social responsibility – Ethical codes of conduct – Protection of employees: guarding against sexual harassment	
<p><b>Books for Reference:</b></p> <ol style="list-style-type: none"> <li>1. Kuchhal M C– Business Laws -Vikas Publishing House Pvt. Ltd., New Delhi.</li> <li>2. Goswani V.G.–Labour&amp; Industrial Laws - Central Law Agency, Allahabad.</li> <li>3. Kapur N D - A Handbook of Industrial Law- Sultan Chand and Sons New Delhi.</li> <li>4. Raj kumar –Acts applicable to hospitals in India.</li> <li>5. Knight Bernard – Legal Aspects of Medical Practice- Churchill Livingstone.</li> <li>6. Saravanavel&amp; Others – Labour Laws – Himalaya Publishing House, Bangalore.</li> <li>7. Bhatia S.K. – Business Ethics and Managerial Values -Deep &amp; Deep Publications Pvt. Ltd., New Delhi.</li> <li>8. Murthy CSV – Business Ethics: Text &amp; Cases - Himalaya Publishing House, Bangalore.</li> <li>9. Biswanath Ghosh – Ethics in Management and the Indian ethos -Vikas Publishing House Pvt. Ltd., New Delhi.</li> </ol>	

<b>Name of the Program: Master of Business Administration (MBA)</b> <b>MBAS 418: HEALTH INFORMATION SYSTEM</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. To utilize current and emerging technologies to support the healthcare Management.</li> <li>2. To assess the significance of DBMS in handling healthcare big data</li> <li>3. To assess the significance of DBMS in handling healthcare big data.</li> <li>4. To evaluate the functions of HIS</li> <li>5. To adapt to multiple roles and work setting with new set of skills.</li> <li>6. To identify the users of health records and importance of health records.</li> <li>7. To assess the impact of Tele-health in healthcare management system.</li> </ol>		
<b>Course Outcomes:</b> <ol style="list-style-type: none"> <li>1. Students are able to identify the role and importance of information technology in hospital management.</li> <li>2. Able to categorize and manage health care data.</li> <li>3. Able to identify and use different types of EMR and EHR management systems.</li> <li>4. Able to analyze the importance of healthcare information systems.</li> <li>5. Able to develop and manage applications and processes for Clinical classification.</li> <li>6. Able to determine the emerging trends in Tele-health and telemedicine</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
MIS - Concept, roles & objectives, emergence of MIS, factors responsible for development of MIS, MIS and Computers, Impact of MIS, System approach to MIS, Advantages and disadvantages to computer based MIS		
<b>Module No. 2: The Information Explosion</b>		
Levels of information, Importance of Information in healthcare and its impact, Organizing information technology services. The future of healthcare technology–Major trends of Healthcare.		
<b>Module No.3: Health Information System</b>		
Introduction, Healthcare Information literacy, database management system, Types of Healthcare data, application of health information system. Big data in healthcare, Expert support system, Medical expert systems		
<b>Module No. 4: Healthcare Information System Management</b>		
Systems development lifecycle, Hospital Management software, software applications in registration, billing, reporting, ward management and bed distribution, pharmacy management, dietary services management, Major health care information systems		
<b>Module No 5: Clinical Information System</b>		
Overview, Functions and components of CIS, Health Record users, Functions of the health record, Electronic health record, clinical and administrative need for an EHR, applications of EHR, advantages and disadvantages of EHR, Roadblocks and challenges to EHR implementation, the future trends, benefits of EHR over paper records, Personal health		

record, Electronic medical records, legal aspects of Electronic medical records, advantages and disadvantages of EMR, Privacy and confidentiality of medical records.

**Module No 6: Tele-health**

Introduction to Tele-health, Historical perspective on Tele – health – Types of Tele - health Technology, Advantages and Barriers of Tele - health, Telemedicine, Types of Tele medicine Systems, Advantages and Barriers of Tele medicine – Future trends

**Books for Reference:**

1. Javedkar, W.S.-Management Information Systems(Tata McGraw-Hill Publishing Company Ltd., New Delhi)
2. Mardic R.G., RossJ.E. & Clagget J.R. – Information System for Modern Management (Prentice Hall of India)
3. JamesA.O.Brien Management Information Systems, (Galgota Publications) Locus, Analysis, Design and Implementation of Information System(McGraw-Hill Book Co.)
4. Anderson, Lavid L. Post, Gerald V., Management Information System (Tata-McGraw Hill Publishing Co.)
5. Kathleen M., Informatics for Healthcare Professional
6. JamesO’Brien, Tata Mc Graw Hill, Management Information System
7. Peter Norton, Introduction to Computer, Tata Mc. Graw Hill.
8. Kenneth, Laudon and Jane Laud on MIS: Managing the Digital Firm, Pearson Education.
9. Turban, E., Mc Lean, E.and Wether be, J., Information Technology for Management: Making
10. Karen A. Wager, Healthcare Information System.
11. Joseph Tan, E-Healthcare Information System.
12. Joel Rodrigues, Health Information systems.

Name of the Program: Master of Business Administration (MBA)		
MBAS 419: INTERNATIONAL TRADE DOCUMENTATION AND MARITIME LAW		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Be familiar with international trade documentation and maritime law</li> <li>2. To provide with trade procedures and documentation formalities pertaining to export and import.</li> <li>2. Acquire knowledge of Export Incentives.</li> <li>3. To describe the export order processing and its legal implications</li> <li>4. Gain knowledge on Maritime Laws of India: Emerging Challenges in international trade.</li> <li>5. To study different export import strategies.</li> <li>6. To describe the emerging challenges of maritime laws.</li> </ol>		
<b>Course Outcomes:</b>		
<ol style="list-style-type: none"> <li>1. Able to prepare trade procedures and documentation formalities pertaining to export and import.</li> <li>2. Apply the structured approach to handling trade transactions and incidental paper work.</li> <li>3. Able to avail the Export Incentives.</li> <li>4. Able to process export order.</li> <li>5. Able to frame export import strategy for the firm.</li> <li>6. Understand the Maritime Laws of India: Emerging Challenges.</li> <li>7. Able to handle and manage any problems associated with law and enforcement.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction to Export and Import &amp; its Institutional Framework</b>		
Features & Importance of External Trade. FEMA, role of WTO in cross border transaction. Essentials for Starting Export Business. Export and Import procedure. Export documentation framework in India. India's place in World's Business		
<b>Module No. 2: Export Procedure &amp; Documentation</b>		
Important terms used in Export & Import, Requirement and Framework of Documentation (aspects including DGFT requirements), ADS (Aligned documentation system), Principal documents used in Export Procedure, Auxiliary documents used in Export Procedure. Processing an Export Order, Negotiation of Documents, EDI (Electronic data Interchange).		
<b>Module No.3:</b>		
Import Procedure & Documentation: Essentials for Starting Import Business, Types of importers, Steps involved in Import Procedure. Registration of Importers. Categories on Importers. Important documents used in Import Procedure. Provisions Regarding Obtaining Import License. Special Schemes for Imports. Provisions Regarding Imports for Personal Use. Provisions Regarding Imports of Gifts. Import of Passenger Baggage.		
<b>Module No. 4: Export Incentives</b>		
Export incentives for Indian exporters, Duty free import authorization scheme, importance of special economic zones (SEZs) in industrial development, Risk management for exporter, various types of risk, Role of ECGC, Export Promotion Councils.		
<b>Module No 5: Export Order Processing &amp; its Legal Implications</b>		
Methods of Payment , Role of bank in an Export- Import Transaction, Financing Exporters &		

Importers, Instruments of Payments, Pre-shipment finance, Post-shipment finance, INCO Terms , Responsibilities and Liabilities of Shipper, Carrier, Custodian etc. Terms and Conditions of Carriage, Packing, marking, labelling, pre-shipment inspections, Legal & Commercial aspects of UCP600, Overview of Marine Insurance.

**Module No 6: Export-Import Bank of India**

Emergence, Organisation Structure, Objectives and Functions of EXIM Bank. Stages of Export Financing. Financing Programs of EXIM Bank for Domestic Companies, Foreign Companies, Govts & Financial Institutions and Commercial Banks in India

**Module No 7: Export- Import Strategies**

Export Strategy Formulation , Import Strategy (Sourcing Strategy), International Marketing, Export Marketing- Going Global , Globalization , Forms of International Trade ( International consumer behaviour, Selecting Markets for Exporters, Selecting Channels of Distribution, Selecting prospective buyers) , Effects of Internet on Global Marketing.

**Module No 8: Maritime Laws of India: Emerging Challenges**

Maritime Security, Maritime Capacity of India: Strengths and Challenges, Coastal Zone Regulation 2011 and Impact on Maritime Policy of India, Draft Marine Fisheries (Regulation and Management) Bill, 2009, Maritime Piracy Bill 2012. Maritime Terrorism: Codification of National and Counter Terrorism Laws, Transnational Maritime Crimes, Piracy and National Anti-Piracy Regime: Laws and Problems of Enforcement.

**Books for Reference:**

1. Khurana P K, 2007, Export Management, Galgotia Publications, 7th edition.
2. Justin Paul & Rajiv Aserkar, 2013, Exort Import management, Oxford Publication.
3. Rakesh Mohan Joshi, 2009, International Business, Oxford Publication.
4. Notes of Amity Distance Education Course for EIDL
5. E. Johnson, Export/Import Procedures And Documentation (Export/Import Procedures & Documentation, 2002)
6. Thomas A. Cook, The Ultimate Guide To Export Management, 2001
7. Michael B. Stroh, A Practical Guide To Transportation And Logistics, 2006
8. Donald F. Wood, Anthony Barone, Paul Murphy, And Daniel L. Wardlow, International Logistics, 2002
9. Usha Kiran Rai, 2012, Exort Import & Logistics management, PHI publication.
10. C.Rama Gopal, 2011, Export Import Procedures Documentation & Logistics, New Age International Publication
11. Kumar Aseem , Export and Import management, Excel books Latest edition
12. Paul Justin and Aserkar Rajiv, Export Import Management, Oxford Latest edition
13. C Kapoor Export management Vikas Latest edition
14. Francis Cherunilam International trade and export management Himalaya Latest edition
15. O P Arora Foreign Trade and Foreign Exchange Himalaya Latest Edition
16. Hand book of Export-Import Procedures –Ministry of Commerce, Govt. of India Vol. I & II.
17. Maritime Law of India - Gopalan Nair
18. Maritime Liens. - Dr. Thomas
19. The Outline of Maritime Law, Dr. S P Gupta, Allahabad Law Agency
20. Understanding of the modern maritime law, 2019 by M E Aliyar, swamy law house.
21. Maritime Jurisdiction and Admiralty Law in India, Samareshwar Mohanthy, Universal Law Publishing.

Name of the Program: Master of Business Administration (MBA) MBAS 420: STRATEGIC LOGISTICS MANAGEMENT		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b>		
<ol style="list-style-type: none"> <li>1. Understand the significance of logistics management</li> <li>2. Understand the structure of logistics management</li> <li>3. To provide with the strategies of logistics management</li> <li>4. Understand the significance of IT in logistics management.</li> <li>5. To study the logistic planning.</li> <li>6. To study the best logistic for different locations.</li> <li>7. To describe recent trends in logistic management</li> </ol>		
<b>Course Outcomes:</b> After completion of the course the students will be able to:		
<ol style="list-style-type: none"> <li>1. Explore the conceptual and theoretical backgrounds of strategic logistic management.</li> <li>2. Understand the process of strategic planning and execution.</li> <li>3. Explore the logistics in strategic decisions</li> <li>4. Interpret the various issues in Logistics integration</li> <li>5. Evaluate the performance of Logistics.</li> <li>6. Able to plan for logistic management.</li> <li>7. Able to choose best logistic for different locations.</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction to Logistics</b>		
An introduction to the strategic logistics management: meaning, strategic logistics planning; the importance of strategic logistics planning; the operating plan vs the strategic plan, logistic competitive frame work, logistic strategies across PLC, Logistic strategies – cost leadership, differentiation, value addition, outsourcing, diversification. Significance of logistics in strategic decisions, Logistics as backbone of business propositions.		
<b>Module No. 2: Logistics system design</b>		
Logistics reengineering, Logistical environmental assessment, Time based logistics, Anticipatory and Response based strategies, Alternative strategies, Logistical operational arrangements, Time based control techniques; Integration theory – Location structure, Transportation economies, Inventory economies, Formulating logistics strategy.		
<b>Module No.3: Logistics Strategy and Planning</b>		
Strategic Role of logistics, designing Logistic strategy and operation, Logistics planning Triangle, Network appraisal; Guidelines for strategy formulation – total cost concept, setting customer service level, setting number of warehouses in logistics system, setting safety stock levels, Differential distribution, Postponement, Consolidation, Selecting proper channel strategy.		
<b>Module No. 4: Introduction to Shipping and Port Management</b>		

Introduction to Shipping and Port Management; Key players- Principals, operators, agents, and cargo charters; Overview of owners' protective agents; Exploring technical terms in shipping; Differentiating between operators and head owners; Types of hire in shipping contracts; Vessel dimensions- LOA, draft, LBP, and moulded depth; Various vessel types and their specific uses; Implications of vessel dimensions on port operations; Understanding tariff rates in shipping; Anchorage procedures and regulations; Mooring and unmooring techniques; The crucial role of tugboats in port operations; Launch operations and their importance.	
<b>Module No 5: Transportation, Location and Warehousing strategy</b>	
Importance of effective transportation system, service choice and its characteristics, inter model service, agencies and small shipments centre, agencies and small shipment centre, transportation cost, international transportation, transportation decisions. Location strategy - single facility location, multi facility, retail / service location, importance of location decisions, choosing geographical region. Inventory forecasting, inventory policy decisions, supply scheduling decisions, Warehousing- role and function; types warehouse location decisions and IT in warehousing	
<b>Module No 6: Strategy Implementation and performance Measurement</b>	
Relating strategy to lower decisions, areas for decisions in implementation, managing change, Business process reengineering. Requirements for Global Strategy – Global Strategy implementation.– Performance measurement and reporting, logistic measurement, levels of measurement and reporting structures. Logistic costing.	
<b>Module No 7: Costing in the Shipping Industry</b>	
Introduction to Costing in Shipping ;Understanding the importance of cost management in shipping; Costing principles and methodologies in the maritime industry; Differentiating between cost heads: port charges, head owner costs, and cargo charter costs; Vessel Types and Their Cost Implications; Analysis of cost factors for different vessel types: Project, Bulk, Tanker, and Chemical Carriers; Cost-effective maintenance practices for diverse fleets; Documentation in Costing; Statement of Facts (SOF); Importance of NOR (Notice of Readiness) in cost calculations; How accurate documentation impacts cost control; Strategies for optimizing port charges, head owner costs, and cargo charter costs.	
<b>Module No 8: Recent Trends in Logistics</b>	
Reverse Logistics- scope of reverse Logistics, scope design consideration, reverse Logistics a competitive tool, Green Logistics- introduction, drivers of green Logistics, Green Logistics Management: control and compliances.	
<b>Books for Reference:</b> <ol style="list-style-type: none"> <li>1. Vinod.V.Sople, Logistics Management, Pearson Education, 3rd edition 2012.</li> <li>2. Business Logistics / Supply chain management Ronald H Ballou, Samir K Srivastava</li> <li>3. Logistic management, an introduction to supply chain management, Donald Waters 2004.</li> <li>4. Logistic management Ganapathi Nandi, Oxford publication 2015</li> <li>5. John Mangan, Chandra Lalwani, “Global Logistics and Supply Chain Management”, Tim Butcher John Wiley &amp; Sons, 2nd Edition, 2011.</li> <li>6. Pierre A. David International Logistics: the Management of International Trade Operations 5th Edition 2017.</li> <li>7. R.H.Ballou, Business Logistics Management, Prentice-Hall, 2004</li> <li>8. Richard Lloyd Successful Integrated Planning for the Supply Chain: Key Organizational and Human Dynamics Kogan Page; 1 edition March 2018</li> <li>9. John J. Coyle, Edward J. Bardi and C. John Langley Jr., The Management of Business Logistics -</li> </ol>	

- A supply chain Perspective, Thomson Business Information, 10th edition 2016.
10. Sunil Chopra and Peter Meindl, Supply Chain management - Strategy, Planning and Operation, Pearson Education 2018.
  11. Bowersox&Closs, Logistical Management, McGraw-Hill Companies, 1996.
  12. Strategy, planning and operation, Sunil Chopra and Dharma VirKalra, Pearsons publication second edition
  13. Supply Chain Management, Janat Shah ,Pearsonspublication,second edition
  14. Shipping Operations Management by I.D. Visvikis, P.M. Panayides Springer Cham, First edition
  15. Maritime Economics by Martin Stopford , Tylor & Francis e-Library 2008, Third edition
  16. Elements of Shipping by Alan Edward Branch, Routledge 2014, Ninth edition
  17. Port Management and Operations by Maria G. Burns, CRC Press, First edition

<b>Name of the Program:</b> Master of Business Administration (MBA) <b>MBAS 421: WAREHOUSING, ICD AND PACKAGING</b>		
Course Credits	No. of Hours per Week	Total No. of Teaching Hours
4 Credits	4 hours	56 hours
<b>Pedagogy:</b> Lectures, assignments, practical exercises, discussions, seminars, etc.		
<b>Examination:</b> 30 marks continuous evaluation and 70 marks final examination.		
<b>Objectives:</b> <ol style="list-style-type: none"> <li>1. Understand the significance of warehousing, ICD and packaging</li> <li>2. Understand the structure of warehousing, ICD and packaging</li> <li>3. To provide with the strategies of warehousing, ICD and packaging</li> <li>4. Understand the significance of IT in warehousing, ICD</li> <li>5. To describe the significance of material handling in warehousing, ICD and packaging.</li> <li>6. To study Packaging for transportation and marking.</li> <li>7. To study Warehouse- Environment, Health and safety Issues</li> </ol>		
<b>Course Outcomes:</b> After completion of the course the students will be able to: <ol style="list-style-type: none"> <li>1. Understand the significance of warehousing management techniques and warehouse activity profiling</li> <li>2. Examine the role and functions of Inland Container Depot</li> <li>3. Evaluate the various warehouse performance techniques.</li> <li>4. Suggest packing design based on its cost and requirements for transportation and marking.</li> <li>5. Able to manage the issues relates to Warehouse- and Environment,</li> <li>6. Capable to manage the Health and safety Issues in warehousing, ICD and packaging.</li> <li>7. Able to manage warehousing information system</li> </ol>		
Syllabus		Hours
<b>Module No.1: Introduction</b>		
Evolution of the concept of warehousing – importance and benefits of warehousing – legal aspects– warehouse operating principles – developing the warehouse resource – warehousing strategy. Inland Container Depot (ICDs): roles and functions – export clearance at ICDs – clearance procedure for imports – CONCOR – establishment and operation of ICDS under CONCOR – International scenario.		
<b>Module No. 2: Warehouse activity profiling</b>		
Profiling motivation – customer order profiling – item activity profiling – inventory profile – calendar and clock profile – activity relationship profile – investment profile. Warehouse layout: space requirements – material flow planning – adjacency planning – process location – expansion / contraction planning. Warehouse management systems: paperless and wireless warehouse systems – WMS justification, selection and implementation.		
<b>Module No.3: Storage and Warehousing Information system.</b>		
Storage Equipment: storage option - shuttle technology - very high bay warehouse - warehouse handling equipment - vertical and horizontal movement – Automated Storage/ Retrieval System (AS/RS)-specialized equipment-Technical advancements- Resourcing warehouse-warehouse costs- Types of cost - Return on Investment (ROI) - Charging for shared-user		

warehouse service - Logistics charging methods Warehousing Information System (WIS)- Performance management- outsourcing decisions.	
<b>Module No. 4: Material handling</b>	
Introduction - managing warehouse resources – material handling – handling equipment– automated material handling – order selection systems – ASRS systems – information directed systems – special handling considerations. Measuring and benchmarking: Benchmarking warehouse operations – warehouse performance measures – warehouse performance gap analysis – warehouse performance index	
<b>Module No 5: Packaging and packing</b>	
Introduction – labeling function – forms of labels – labels and preferences for colours, numbers and shapes – functions of packaging – packaging design – packaging materials and kinds of packaging – preparing for packaging	
<b>Module No 6: Packaging for transportation and marking</b>	
Introduction – types of packing boxes – containers for transportation of export cargo – procedure for packing goods – cost of packing – marking on the export boxes – types of marking – features of marking	
<b>Module No 7: Warehouse- Environment, Health and safety Issues</b>	
Legislation and other pressures, warehouse energy usage, energy production, the environment and waste, packaging, pallets, stretch wrap, cartons, labelling, product waste, waste disposal, Hazardous waste, forklift trucks. Warehouse health and safety-risk assessment, fire safety, slips and trips, manual handling, working at height, vehicles, ware house equipment legislation, First AID.	
<b>Books for Reference:</b>	
<ol style="list-style-type: none"> <li>1. Gwynne Richards ,Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse</li> <li>2. Bill Stewart ,Packaging as an Effective Marketing Tool , Pira International</li> <li>3. David Mulcahy, Warehouse Distribution and Operations Handbook, Mc Graw Hill</li> <li>4. Edward Frazelle, World-Class Warehousing and Material Handling, Mc Graw Hill</li> <li>5. James A. Tompkins, Warehouse Management Handbook, Tompkins Press.</li> <li>6. Donald J Bowersox, David J Closs, Logistical Management-The Integrated Supply chain process, TATA Mc Graw Hill Edition</li> <li>7. S.L.Ganapathi,S.K Nandi, Logistics Management, Oxford University Press</li> </ol>	