

VELALAR COLLEGE OF ENGINEERING AND TECHNOLOGY
(Autonomous)

Thindal, Erode - 638 012

(Approved by AICTE, New Delhi, Affiliated to Anna University, Chennai)
(Accredited by NAAC with 'A+' grade)




REGULATIONS 2022

CURRICULUM AND SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (MBA)


Choice Based Credit System (CBCS)

	VELALAR COLLEGE OF ENGINEERING AND TECHNOLOGY (Autonomous)
Department	Department of Management Studies
Programme	MBA – Master of Business Administration
Regulations	2022

SUMMARY OF CREDIT

S.No	Course Category	Credits per Semester				Total Credits
		I	II	III	IV	
1	FC	4	4	0	0	8
2	PC	20	18	3	6	47
3	PE	0	0	18	6	24
4	RM	0	3	0	0	3
5	EC	2	2	5	10	19
6	OC	0	0	0	1	1
7	VC	✓				-
Total Credits / Sem		26	27	26	23	102

PC	–	Professional Core	FC	–	Foundation Course
PE	–	Professional Elective	OC	–	One Credit Course
RM	–	Research Methodology and IPR	VC	–	Value Added Course
EC	–	Employability Enhancement Course (Project, Seminar, Industrial Training, Internship etc.)			
L	–	Lecture Period	T	–	Tutorial
P	–	Practical Period	C	–	Credits
CA	–	Continuous Assessment	SE	–	Semester Examination

	VELALAR COLLEGE OF ENGINEERING AND TECHNOLOGY (Autonomous)	CURRICULUM
		PG
		R - 2022
Department	Department of Management Studies	
Programme	MBA – Master of Business Administration	

SEMESTER 1										
S. No	Course Code	Course Title	Category	Hours / Week			Credits	Max. Marks		
				L	T	P		CA	SE	Tot.
Theory										
1	22MST11	Principles and Practice of Management	PC	3	0	0	3	40	60	100
2	22MST12	Statistics for Management	FC	3	2	0	4	40	60	100
3	22MST13	Managerial Economics	PC	3	2	0	4	40	60	100
4	22MST14	Business Ethics and Corporate Social Responsibility	PC	3	0	0	3	40	60	100
5	22MST15	Organizational Behaviour	PC	3	0	0	3	40	60	100
6	22MST16	Accounting for Decision Making	PC	3	2	0	4	40	60	100
7	22MST17	Business Law	PC	3	0	0	3	40	60	100
Practical										
8	22MSL11	Business Communication – Laboratory	EC	0	0	4	2	100	0	100
Total Credits							26			

SEMESTER 2										
S. No	Course Code	Course Title	Category	Hours / Week			Credits	Max. Marks		
				L	T	P		CA	SE	Tot.
Theory										
1	22MST21	Operations Management	PC	3	2	0	4	40	60	100
2	22MST22	Financial Management	PC	3	2	0	4	40	60	100
3	22MST23	Marketing Management	PC	3	2	0	4	40	60	100
4	22MST24	Human Resource Management	PC	3	0	0	3	40	60	100
5	22MST25	Management Information System	PC	3	0	0	3	40	60	100
6	22MST26	Operations Research	FC	3	2	0	4	40	60	100
7	22MST27	Business Research Methods	PC	3	0	0	3	40	60	100
Practical										
8	22MSL21	Data Analysis and Business Modelling – Laboratory	EC	0	0	4	2	60	40	100
Total Credits							27			

SUMMER SEMESTER (4 WEEKS)**SUMMER TRAINING**

The Students will undergo Summer Training for four weeks before third semester to focus about practical knowledge of the industry. The training report along with the company certificate should be submitted within the two weeks of the reopening date of 3rd Semester. The training report should be around 50 pages containing the details of training undergone, the departments wherein he/she was trained with duration (Attendance cum Progress Report from the company), along with the type of managerial skills developed during training. The training report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 3rd Semester.

SEMESTER 3										
S. No	Course Code	Course Title	Category	Hours / Week			Credits	Max. Marks		
				L	T	P		CA	SE	Tot.
Theory										
1	22MST31	Strategic Management	PC	3	0	0	3	40	60	100
2		Professional Elective – I	PE*	3	0	0	3	40	60	100
3		Professional Elective – II	PE*	3	0	0	3	40	60	100
4		Professional Elective – III	PE*	3	0	0	3	40	60	100
5		Professional Elective – IV	PE*	3	0	0	3	40	60	100
6		Professional Elective – V	PE*	3	0	0	3	40	60	100
7		Professional Elective – VI	PE*	3	0	0	3	40	60	100
Practical										
8	22MSL31	Professional Skill Development – Laboratory	EC	0	0	4	2	100	0	100
9	22MSL32	Summer Training	EC	0	0	6	3	60	40	100
Total Credits							26			

SEMESTER 4										
S. No	Course Code	Course Title	Category	Hours / Week			Credits	Max. Marks		
				L	T	P		CA	SE	Tot.
Theory										
1	22MST41	Entrepreneurship Development	PC	3	0	0	3	40	60	100
2	22MST42	Export Management	PC	3	0	0	3	40	60	100
3		Professional Elective – VII	PE*	3	0	0	3	40	60	100
4		Professional Elective – VIII	PE*	3	0	0	3	40	60	100
Practical										
5	22MSL41	Goods and Services Tax – Laboratory	EC	0	0	4	2	60	40	100
6	22MSL42	Project Work	EC	0	0	18	9	60	40	100
Total Credits							23			

Total No. of Credits for 2 Years (26+27+26+23) = 102 Credits

PROFESSIONAL ELECTIVES										
S. No	Course Code	Course Title	Category	Hours / Week			Credits	Max. Marks		
				L	T	P		CA	SE	Tot.
Professional Elective – 1 - Marketing Management										
1	22MSE01	Retail Marketing								
2	22MSE02	Product and Brand Management	PE	3	0	0	3	40	60	100
3	22MSE03	Consumer Behaviour	PE	3	0	0	3	40	60	100
4	22MSE04	Business to Business Marketing	PE	3	0	0	3	40	60	100
5	22MSE05	Advertising and Sales Promotion	PE	3	0	0	3	40	60	100
6	22MSE06	Services Marketing	PE	3	0	0	3	40	60	100
7	22MSE07	Rural Marketing	PE	3	0	0	3	40	60	100
8	22MSE08	Digital Marketing	PE	3	0	0	3	40	60	100
Professional Elective – 2 - Financial Management										
1	22MSE09	Security Analysis and Portfolio Management	PE	2	2	0	3	40	60	100
2	22MSE10	Banking and Financial Services	PE	3	0	0	3	40	60	100
3	22MSE11	International Trade Finance	PE	3	0	0	3	40	60	100
4	22MSE12	Financial Derivatives	PE	2	2	0	3	40	60	100
5	22MSE13	Corporate Finance	PE	3	0	0	3	40	60	100
6	22MSE14	Insurance and Risk Management	PE	3	0	0	3	40	60	100
7	22MSE15	Strategic Investment and Financing Decisions	PE	3	0	0	3	40	60	100
8	22MSE16	Forex Management	PE	3	0	0	3	40	60	100
Professional Elective – 3 - Human Resource Management										
1	22MSE17	Managerial Behavior and Effectiveness	PE	3	0	0	3	40	60	100
2	22MSE18	Talent Management	PE	3	0	0	3	40	60	100
3	22MSE19	Industrial Relations and Labour Welfare	PE	3	0	0	3	40	60	100
4	22MSE20	Organizational Change and Development	PE	3	0	0	3	40	60	100
5	22MSE21	Event Management	PE	3	0	0	3	40	60	100
6	22MSE22	HR Analytics	PE	3	0	0	3	40	60	100
7	22MSE23	Human Capital Planning	PE	3	0	0	3	40	60	100
8	22MSE24	Stress Management	PE	3	0	0	3	40	60	100
Professional Elective – 4 - Systems Management										
1	22MSE25	Social Media Web Analytics	PE	3	0	0	3	40	60	100
2	22MSE26	Relational Database Management Systems	PE	3	0	0	3	40	60	100
3	22MSE27	Data Warehousing and Data Mining	PE	3	0	0	3	40	60	100

4	22MSE28	Enterprise Resource Planning	PE	3	0	0	3	40	60	100
5	22MSE29	Information Management for Business Intelligence	PE	3	0	0	3	40	60	100
6	22MSE30	e.Commerce and Digital Marketing	PE	3	0	0	3	40	60	100
7	22MSE31	Multimedia Technologies for Web Development	PE	3	0	0	3	40	60	100
8	22MSE32	E – Customer Relationship Management	PE	3	0	0	3	40	60	100
Professional Elective – 5 - Operations Management										
1	22MSE33	Product Design	PE	3	0	0	3	40	60	100
2	22MSE34	World Class Manufacturing	PE	3	0	0	3	40	60	100
3	22MSE35	Materials Management	PE	3	0	0	3	40	60	100
4	22MSE36	Process Management	PE	3	0	0	3	40	60	100
5	22MSE37	Total Quality Management	PE	3	0	0	3	40	60	100
6	22MSE38	Services Operations Management	PE	3	0	0	3	40	60	100
7	22MSE39	Lean Manufacturing	PE	3	0	0	3	40	60	100
8	22MSE40	Project Management	PE	3	0	0	3	40	60	100
Professional Elective – 6 - Shipping and Logistics Management										
1	22MSE41	Shipping Management	PE	3	0	0	3	40	60	100
2	22MSE42	Port and Terminal Management	PE	3	0	0	3	40	60	100
3	22MSE43	Logistics Management	PE	3	0	0	3	40	60	100
4	22MSE44	Shipping Finance and Insurance	PE	3	0	0	3	40	60	100
5	22MSE45	Green Supply Chain Management	PE	3	0	0	3	40	60	100
6	22MSE46	Warehousing & Distribution Management	PE	3	0	0	3	40	60	100
7	22MSE47	Inland Waterways Management	PE	3	0	0	3	40	60	100
8	22MSE48	Logistics and Multimodal Transport	PE	3	0	0	3	40	60	100
Professional Elective – 7 - Hospital Management										
1	22MSE49	Hospital Organization & Management Theory	PE	3	0	0	3	40	60	100
2	22MSE50	Management of Hospital Services	PE	3	0	0	3	40	60	100
3	22MSE51	Legal and Medical Issues in Hospitals	PE	3	0	0	3	40	60	100
4	22MSE52	Patient Care Management	PE	3	0	0	3	40	60	100
5	22MSE53	Hospital Planning and Management	PE	3	0	0	3	40	60	100
6	22MSE54	Hospital Core Services	PE	3	0	0	3	40	60	100
7	22MSE55	Operations Management in Health Care	PE	3	0	0	3	40	60	100
8	22MSE56	Health Care Governance and Technology	PE	3	0	0	3	40	60	100
Professional Elective – 8 - Hotel and Tourism Management										
1	22MSE57	Tourism and Travel Management	PE	3	0	0	3	40	60	100
2	22MSE58	Hotel Management	PE	3	0	0	3	40	60	100

3	22MSE59	Hospitality Management	PE	3	0	0	3	40	60	100
4	22MSE60	Tourism Marketing and Communication	PE	3	0	0	3	40	60	100
5	22MSE61	Travel Agency and Tour Operation Management	PE	3	0	0	3	40	60	100
6	22MSE62	Resort Planning and Development	PE	3	0	0	3	40	60	100
7	22MSE63	Food and Beverage Management	PE	3	0	0	3	40	60	100
8	22MSE64	Accommodation Management	PE	3	0	0	3	40	60	100

ONE CREDIT COURSES										
S. No	Course Code	Course Title	Category	Hours / Week			Credits	Max. Marks		
				L	T	P		CA	SE	Tot.
OFFERED BY DEPARTMENT OF MANAGEMENT STUDIES (MBA)										
1	22MSC41	e-Retailing and e-Payments	OC	1	0	0	1	60	40	100

VALUE ADDED / CERTIFIED COURSES:

Sl.No	COURSE CODE	COURSE TITLE	L	T	P	C
1	22MSV01	Transactional Analysis	1	0	0	1
2	22MSV02	Interpersonal Effectiveness	1	0	0	1
3	22MSV03	Ms Excel and Advanced Excel lab	1	0	0	1
4	22MSV04	Entrepreneurial Management	1	0	0	1
5	22MSV05	EXIM Documentation	1	0	0	1
6	22MSV06	Stock Exchange	1	0	0	1
7	22MSV07	Personality Development	1	0	0	1
8	22MSV08	Accounting practices through Tally	1	0	0	1
9	22MSV09	Performance Management	1	0	0	1

SEMESTER – I

22MST11	PRINCIPLES AND PRACTICE OF MANAGEMENT	L	T	P	C
		3	0	0	3

Pre-requisites: Basic knowledge in Management

Preamble

The knowledge of management is very essential for an executive. The knowledge on environmental factors and the ethics in management will enable them to be socially responsible. Strategic planning and decision making play a vital role in the success of an individual. Leadership style and communication ability determine the growth of the individual and the organization. Control techniques and knowledge on emerging trends will assist to solve realistic problems.

UNIT 1 INTRODUCTION TO MANAGEMENT 9

Management – Definition – Role of Managers - Evolution of Management Thought – Organization and the Environmental factors – Global and Comparative Management.

UNIT 2 PLANNING 9

Need for Planning - Types of Plans – objectives - MBO - Strategic Planning - Planning Premises - Strategic Planning Process - Policies - Managerial Decision Making - Types of Managerial Decisions -Decision Making Process.

UNIT 3 ORGANISING 9

Nature and Purpose of Organizing - Organization Levels and the Span of Management- structure of organizing - Line/Staff Authority – Empowerment-Centralization – Decentralization - Delegation of authority – Departmentation- Organization Charts.

UNIT 4 DIRECTING AND STAFFING 9

Fundamentals of Directing - Human factors in managing-Creativity and Innovation – Motivation - Job Enrichment – Leadership - Styles - Definition of Staffing- an overview of Staffing Function- Fundamentals of Staffing-Recruitment and Selection - Training and Development - Performance Appraisal.

UNIT 5 CONTROLLING 9

Process of Control- Types of Control and Information Technology - Overall and Preventive Control -Emerging Trends in Management.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Discuss the Organizational Environment for a business.
- CO2 Demonstrate the knowledge of the planning and decision making process.
- CO3 Describe organization structure, authority relationship and the fundamentals of staffing.
- CO4 Explain various leadership and motivational theories.
- CO5 Discuss the Emerging Trends in Management.

TEXT BOOKS:

1. Heinz Weihrich, Harold Koontz, "Management- A Global Perspective", Tata McGraw Hill, 14th Edition, New Delhi, 2013
2. L.M.Prasad, "Principles and Practice of Management", 8th Edition, Sultan Chand and Sons, Educational Publishers, New Delhi, 2019.

REFERENCES:

1. Samuel C. Certo, "Modern Management", 11th Edition, Prentice Hall of India, New Delhi, 2009.
2. Harold Koontz, Heinz Weihrich, "Principles of Management", 15th Edition, McGraw Hill Education, New Delhi, 2015.
3. P.C.Tripathy and P.N.Reddy, "Principles of Management", 5th Edition, McGraw Hill Education, New Delhi, 2012.

e-RESOURCES:

1. <https://nptel.ac.in/courses/122108038>, "Management by Objectives", Prof. K. B. Akhilesh, Indian Institute of Studies, Bangalore.
2. <http://nptel.ac.in/courses/122106031/>, "Management Concepts", Dr.M. Thenmozhi Professor Department of Management Studies, Indian Institute of Technology Madras.

Pre-requisites: Basic Analysis techniques using Statistical tools

Preamble

The entire business of insurance and the share market are based on probability theory. Managers need estimation theory to draw the analogy between design uncertainty and measurement noise. Business managers may use the results of hypothesis test when making management decision. Managers use non-parametric tests when quick or preliminary data analysis is needed. Time series analysis is helpful to evaluate current achievements in business.

UNIT 1 INTRODUCTION

9+3

Statistics – Definition, Types. Types of variables – Organizing data - Descriptive Measures- Measures of central tendency. Basic definitions and rules for probability, Conditional probability, Independence of events, Baye's theorem, and random variables, Probability distributions: Binomial, Poisson, Uniform and Normal distributions

UNIT 2 SAMPLING DISTRIBUTION AND ESTIMATION

9+3

Introduction to sampling distributions, sampling distribution of the mean. Estimation: Point and Interval estimates for Population parameters of large sample and small samples, Determining the sample size.

UNIT 3 TESTING OF HYPOTHESIS - PARAMETRIC TESTS

9+3

Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. One way and two way classifications - Completely randomized design – Randomized block design.

UNIT 4 NON-PARAMETRIC TESTS

9+3

Chi-square test for goodness of fit and independence of attributes. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – Test for goodness of fit, Comparing two populations. Mann – Whitney U test and Kruskal Wallis test.

UNIT 5 CORRELATION, REGRESSION AND TIME SERIES ANALYSIS

9+3

Correlation analysis, Rank correlation and Estimation of regression line. Time series analysis: Variations in time series, Trend analysis, Cyclical variations, Seasonal variations and Irregular variations.

Lecture : 45, Tutorial : 15, Total : 60

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

- CO1 Solve the problems involving discrete and continuous distributions using the properties of probability and statistics.
- CO2 Analyses the estimation problems using suitable estimators.
- CO3 Test the hypothesis of small and large samples based on their means variance.
- CO4 Determine the goodness of fit of the sample using non-parametric tests.
- CO5 Solve problems using statistical components such as correlation, regression and time series.

TEXT BOOKS:

1. Richard I. Levin, David S. Rubin, “Statistics for Management”, Pearson Education, 7th Edition, New Delhi, 2011.
2. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, 6th Edition, McGraw – Hill Publishing Company Ltd., New Delhi, 2012.

REFERENCES:

1. Srivatsava TN and ShailajaRego, “Statistics for Management”, 2nd Edition, McGraw Hill, New Delhi, 2012.
2. Ken Black, “Applied Business Statistics”, 7th Edition, Wiley India Edition, 2015.
3. N. D. Vohra, “Business Statistics”, McGraw Hill, New Delhi, 2015.

e-RESOURCES:

1. <http://nptel.ac.in/courses/111105041/3>, “Introduction to Probability”, Prof. Dr. Somesh Kumar Department of Mathematics Indian Institute of Technology, Kharagpur.
2. <http://nptel.ac.in/courses/111105041/33>, “Testing of Hypothesis-I”, Prof. Dr. Somesh Kumar Department of Mathematics Indian Institute of Technology, Kharagpur.

Pre-requisites: Micro and Macro Economics Concepts

Preamble:

Managerial economics deals with the application of the economic concepts, theories, tools and methodologies to solve practical problems in a business. A successful manager makes good decisions. Managerial Economics decides how much to save, where to invest, and what goods to buy, among others. It teaches to know how markets work and how to make good decisions as a manager in a market environment.

UNIT 1 MANAGERIAL ECONOMICS – AN OVERVIEW 9+3

Meaning and Scope of Managerial Economics – Micro Economics and Macro Economics – Role and Responsibility of an Economist – Scarcity and Efficiency – Economics with other Disciplines – Production Possibility Frontier (PPF) – Business Environment – Positive Vs Negative Externalities.

UNIT 2 MARKET DEMAND AND PRODUCTION OUTCOME 9+3

Market – Demand and Supply – Law of Demand and Supply – Determinants of Demand – Classification of Demand – Demand Forecasting – Production – Production Function – Cost concepts – Cost-Output relationship in Short-run & Long-run – Profit Maximization: Meaning and Measures.

UNIT 3 PRODUCT MARKET AND PRICING THEORY 9+3

Product market – Different market structures – Perfect and imperfect competitive markets – Firm's equilibrium on demand and supply – Factor markets: Land, Labour, Capital and Entrepreneur – Price: Pricing policies – Pricing Strategies – Case Study.

UNIT 4 PERFORMANCE OF MACRO ECONOMICS 9+3

National Income – Concepts of National Income – Circular flow of Income – Measurement of National Income – Economic Indicators: PPP, PPI, WPI, CPI – Multiplier: Meaning and Methods of Multiplier – Fiscal Policy: Objectives and its Measures.

UNIT 5 MACROECONOMICS IN INDIAN PERSPECTIVES 9+3

Unemployment: Meaning, Types and its impact – Okun's law – Inflation and the impact – Inflation types – reasons for inflation – Phillips curve – Business Cycle – Money Market: Functions of Central Bank of India – Role of Monetary policy.

Lecture : 45, Tutorial :15, Total : 60

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Identify and explain the characteristics of Economic Analyst.
- CO2 Discuss various pricing strategies implemented in the business.
- CO3 Paves avenues to prepare their own budget and execution in Business.
- CO4 Apply the principles of micro and macro economics.
- CO5 Analyze the causes of unemployment and inflation and identify the solutions to solve them.

TEXT BOOKS:

1. R.L.Varshney, K.L.Maheshwari, "Managerial Economics", Twentieth Edition, Sultan Chand & Sons, New Delhi, 2019.
2. D.N.Dwivedi, "Managerial Economics", Seventh Edition, Vikas Publishing House (P) Limited, New Delhi, 2018.

REFERENCES:

1. H.Craig Peterson, W.Cris Lewis, “Managerial Economics”, Fourth Edition, Pearson Education Inc. Company, New Delhi, 2017.
2. Christopher.R.Thomas, S.Charles Maurice, “Managerial Economics – Concepts and Applications”, Eighth Edition, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2019.
3. Robert.J.Gordon, “Macro Economics”, Twelfth Edition, PHI Learning Private Limited, New Delhi, 2019.

e-RESOURCES:

1. <http://nptel.ac.in/courses/110101005/>, “Introduction to Managerial Economics”, Prof. Trupti Mishra S.J.M. School of Management Indian Institute of Technology, Bombay
2. <http://nptel.ac.in/courses/109106058/>, The Socio-Economic Role of Scarcity and Uncertainty, Prof. Dr. Shivakumar, Indian Institute of Technology, Madras.

Pre-requisites: Basics of Ethical and CSR aspects in business

Preamble

Business Ethics and Corporate Social Responsibility introduces acquire knowledge and capability to develop ethical practices to take managerial decisions for effective Management perspective and to assist in the sustainable development of the society through CSR.

UNIT 1 ETHICS: AN OVERVIEW

9

Definition and Nature of Business Ethics, Characteristics, Ethical Theories; Causes of Unethical Behaviour; Ethical Abuses; Work Ethics; Code of Conduct; Ethics v/s Ethos; Management lessons from Thirukural, Mahabharata and Ramayan..

UNIT 2 ETHICS THEORY AND ENVIRONMENTAL ETHICS

9

Management of Ethics-Ethics Analysis (Hosmer Model); Ethical Dilemma; Ethics in Practice-Ethics for Managers; Role and Function of Ethical Managers- Comparative Ethical Behaviour of Managers; Code of Ethics; Business and Ecological/Environmental Issues in the Indian Context and Case Studies; Economic Environment; Industrial Policy and Framework of Government Contract Over Business; Decision making case studies.

UNIT 3 LEGAL ASPECTS OF ETHICS

9

Political-Legal Environment; Provisions of Indian Constitution Pertaining to Business; Political Setup-Major Characteristics and their Implications for Business; Prominent features of MRTP&FERA. Social-Cultural Environment and their Impact On Business Operations, Salient features of Indian Culture and Values.

UNIT 4 CORPORATE SOCIAL RESPONSIBILITY

9

Objectives- Evolution- Need for CSR; CSR practices; Strategies for CSR; Challenges and Implementation; Innovative practices in CSR; Social responsibility of business stakeholders (owners, employees, consumers and community) - Response of Indian firms towards CSR; Ethical and CSR problems in management in India - Whistle Blowing

UNIT 5 SUSTAINABLE DEVELOPMENT

9

Sustainable guidelines and goals; Corporate citizenship; CSR through triple bottom line and Sustainable Business; Models of CSR in India, Carroll's model; Corporate Sustainability Footprint; Relationship between CSR and Corporate Governance; Case studies..

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Recognize importance of human values, harmony and ethical behaviour in real life situations
2. Understand ethical issues in workplace and environmental aspects in business
3. Describe and nurture the legal issues of business
4. Understand Ethical and social responsibility sensitivity.
5. Analyze the sustainability practices followed by Indian firms in modern world

TEXT BOOKS:

1. Fernando, A.C., "Business Ethics and Corporate Governance", Second Edition, Pearson India Education Services Pvt Ltd, 2017.
2. Ferrell, O.C., John Fraedrich, and Linda Ferrell, "Business Ethics-Ethical Decision Making And Cases", Ninth Edition, CENGAGE Learning, Delhi, 2019.
3. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications Inc., 2018

REFERENCES:

1. Chakraborty, S.K, "Foundations of Managerial Work – Contributions from Indian Thought", Himalaya Publishing House, New Delhi, 2018.
2. Chakraborty, S.K, "Ethics in Management: Vedantic Perspectives", Oxford University Press, Dell 2019.
3. Mitra, Nayan, Schmidpeter, Rene, "Corporate Social Responsibility in India: Cases and Developments after the Legal Mandate", Pearson Publications, New Delhi, 2019.

e-Resources:

1. <http://nptel.ac.in/courses/110/105/110105079>.
2. <http://nptel.ac.in/courses/110/105/110105081>.

Pre-requisites: Basic understanding of individual, inter-personal and group behavior in organizations.

Preamble

Organizational behavior is “the study of human behavior in organizational settings, the interface between human behavior and the organization, and the organization itself”.

UNIT 1 FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR 9

Definition, need and importance of Organizational Behaviour – Contributing Fields to OB – Nature and scope – Organizational Behaviour Models- Limitations of Organizational Behaviour..

UNIT 2 INDIVIDUAL BEHAVIOUR 9

Personality – types – Factors influencing Personality – Learning – Types of learners –The learning process – Organizational behaviour modification. Mis-behaviour – Types – Management Intervention. Perception – Attitudes – Characteristics – Components – Formation – Measurement-Values -.

UNIT 3 GROUP BEHAVIOUR 9

Organization Structure – Formation – Groups in Organizations – Influence – Group dynamics – Group decision making Techniques – Teambuilding – Interpersonal relations – Communication – Control.

UNIT 4 LEADERSHIP AND POWER 9

Meaning – Importance – Leadership styles – Theories – Emerging Approaches to Leadership- Leaders Vs Managers – Sources of power– Power centers – Power and Politics.

UNIT 5 DYNAMICS OF ORGANIZATIONAL BEHAVIOUR 9

Organizational Culture and Climate – Factors affecting Organizational Climate – Importance. Job satisfaction – Determinants. Organizational Change –Importance – Stability Vs Change – the change process –Resistance to change – Managing change. Stress – Work Stressors – Prevention and Management of stress.

Lecture : 45, Tutorial :0, Total : 45

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

- CO1 Identify and explain the Human Behaviors in Organization.
- CO2 Generalize problem solving and critical thinking abilities for developing alternative Organizational Behavior approaches in the Workplace.
- CO3 Determine the processes used in Group Behaviour and Teams
- CO4 Choose the various Leadership styles and the role of Leaders in a Decision making process.
- CO5 Generate and assess the basic design elements of Organizational Structure and evaluate their impact on Employees.

TEXT BOOKS:

1. Stephen P. Robins, “Organizational Behavior”, PHI Learning / Pearson Education, 18th edition, New Delhi, 2020.
2. Fred Luthans, “Organizational Behavior”, McGraw Hill, 11th Edition, New Delhi, 2020.

REFERENCES:

1. Mc Shane & Von Glinov, “Organizational Behaviour”, 9th Edition, McGraw Hill, New Delhi, 2018.
2. Ivancevich, Konopaske & Maheson, “Organizational Behaviour & Management”, 11th Edition, McGraw Hill, New Delhi, 2019.

e-RESOURCES:

- 1 <http://nptel.ac.in/courses/110105033/>, “Understanding Organizational Behaviour”, Vinod Gupta, Indian Institute of Technology, Kharagpur.
- 2 <http://nptel.ac.in/courses/122105021/>. “Leadership”, Prof. Kalyan Chakravarti Indian Institute of Technology, Kharagpur.

Pre-requisites: Basics of financial aspects in business

Preamble

Accounting for Managers introduces the accounting practices and develop analytical and interpretative skills necessary to take decisions from a Managerial perspective.

UNIT 1 FINANCIAL ACCOUNTING

9+3

Introduction to Financial, Cost and Management Accounting – Objectives of accounting – Generally accepted accounting principles– Accounting Concepts and Conventions – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet (Basic Problems).

UNIT 2 FINANCIAL STATEMENT ANALYSIS

9+3

Financial Statements, Characteristics, Limitations – Introduction to Du Pont Analysis – Analysis of financial statements with managerial perspective: Comparative statements – Common size statements, ratio analysis, Basic problems in Cash flow (as per Accounting Standard 3) and Funds flow statement analysis – Trend Analysis.

UNIT 3 COST ACCOUNTING

9+3

Objectives – Classification of costs – Elements of Costs–Preparation of cost sheet –An overview of Job order costing, Process costing Joint and By Product Costing, Activity Based Costing and Target Costing.

UNIT 4 MARGINAL COSTING

9+3

Marginal Costing and profit planning – Contribution, PV ratio, Margin of Safety – Break Even Point Analysis – Application of marginal costing in managerial decision making.

UNIT 5 BUDGET AND BUDGETARY CONTROL

9+3

Budgetary Control – Types of budgets – Merits and Demerits of Budget –Preparation of cash budget and flexible budget.

Lecture : 45, Tutorial : 15, Total : 60

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

- CO1 Prepare the financial statements by applying accounting principles.
- CO2 Apply the various financial statement tools to analyse and interpret the financial statements for effective decision making.
- CO3 Describe the fundamental concepts of cost accounting and explore reports for making pricing decisions.
- CO4 Gain knowledge on Break Even Analysis and applications of marginal costing at various levels of operations.
- CO5 Estimate the overheads and other costs across various products and predicts the future performance.

TEXT BOOKS:

1. N.P.Srinivasan and M.Sakthivel Murugan. "Accounting for Management", S.Chand and Company Ltd., New Delhi, 1st Edition, Reprint 2020.
2. N. Ramachandran Ram Kumar Kakani, "Financial Accounting for Management", Tata McGraw Hill, New Delhi, 5th Edition, 2020.

REFERENCES:

1. R. Narayanaswamy, "Financial Accounting - A Managerial Perspective", Prentice Hall India, New Delhi, 6th Edition, 2017.
2. M.Y. Khan and P. K. Jain, "Management Accounting- Text, Problems and Cases", Tata McGraw Hill, New Delhi, 4th Edition, 2019.
3. Maheshwari.S.N, Maheshwari.S.K, "Advance Accountancy", 11th Edition, Vikas Publishing House Pvt Ltd, New Delhi, 6th Edition, 2018.

e-RESOURCES:

1. <http://nptel.ac.in/courses/110101003/>, "Introduction to Management Accounting", Prof. Dr. Varadraj Bapat School of Management Indian Institute of Technology, Bombay.
2. <http://nptel.ac.in/courses/110105036/10>, "Financial Statement Analysis", Dr. Chandra Sekhar Mishra, IIT Campus, Kharagpur.

Pre-requisites: Basics of law in business

Preamble

Every constitution or Act has a preamble with which it begins and which embodies its objectives or basic purposes. Whereas it is expedient to define and amend certain parts of the law relating to contracts; In this course company, the rights and liabilities of a partner in partnership firm are also discussed for the benefit of students in long run. The preamble of consumer protection act provides for better protection of the interests of consumers and for that purpose to make provision for the establishment of consumer councils and other authorities for the settlement of disputes and for matters connected therewith.

UNIT 1 LEGAL FUNDAMENTALS & COMMERCIAL LAW 9

Introduction to Law: Definition & Purpose - Civil law & Common law - The Indian Contract Act 1872 Definition - Essentials elements - Types - Formation - Performance of contracts, Breach of contract and its Remedies, Quasi contracts.

UNIT 2 COMPANY LAW & PARTNERSHIP ACT 9

Nature and Types of companies, Formation - Power, Duties and Liabilities of Secretary and Directors, Winding up of companies - Indian Partnership Act 1932 Definition, Registration Procedure for partnership firms, Rights and Liabilities of Partnership firm.

UNIT 3 INDUSTRIAL LAW 9

An Overview of Factories Act – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes Act – Workman’s Compensation Act – Sexual Harassment for women in work place.

UNIT 4 BANKING REGULATION ACT, INCOME AND SALES TAX ACT 9

Banking Regulation Act 1949: SARFAESI Act and Rules, DRT Act & Procedure - Income Tax Act And Sales Tax Act: Corporate Tax Planning - GST - Concepts, Scope, Practical Implications.

UNIT 5 CONSUMER PROTECTION ACT AND CYBER LAWS 9

Consumer Protection Act – Consumer rights, Procedures for Consumer Grievances Redressal, Types of Consumer Redressal Machineries and Forums, RTI Act 2005 - Competition Act 2002 - IT Act 2000 and 2008, Cybercrimes, Cyber Laws, Meaning & importance of IPR – Copy rights, Trade marks, Patent Act and Registration procedures.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1. Explain the basic concepts and structure of the legal system in business.
- CO2. Describe how the law and regulations apply to business and the economy.
- CO3. Establish legal insight into the business practices, according to the situation of changing environment.
- CO4. Describe the relationship of ethics and law in business.
- CO5. Identify the fundamental legal principles behind contractual agreements.

TEXT BOOKS:

1. N. D. Kapoor, “Elements of Mercantile Law”, 38th Ed, Sultan Chand & Sons Ltd, New Delhi, 2020.
2. Akhileshwar Pathack, “Legal Aspects of Business”, 7th Edition, McGraw Hill, New Delhi, 2018.

REFERENCES:

1. P. P. S. Gogna, “Mercantile Law”, 8th Edition, S. Chand & Co. Ltd., New Delhi, 2020.
2. Dr. Vinod, K. Singhanian, “Direct Taxes Planning and Management”, 29th Edition, Taxman Publications (P) Ltd., New Delhi, 2018.
3. P. K. Goel, “Business Law for Managers”, 5st Edition, Biztantara Publishers, New Delhi, 2019.

e-RESOURCES:

1. <http://nptel.ac.in/courses/105103133/11>, “PPP Contractual package”, Dr. Laishram Boeing Singh, Indian Institute of Technology, Guwahati.
2. <http://nptel.ac.in/courses/110102058/38>, “Indian Industrial law and Managing Industrial Relations”, Prof. Vinayshil Gautam Department of Management Indian Institute of Technology, New Delhi.

22MSL11 BUSINESS COMMUNICATION – LABORATORY

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Pre-requisites: Basic Knowledge in Business Research Problems.

PREAMBLE:

This course is designed to expose students to the fundamentals of academic and professional communication in order to develop professionals who can effectively apply communication skills, theories and best practices to meet their academic, professional and career communication needs.

UNIT 1 MANAGERIAL COMMUNICATION 10

Essentials of Good Communication – Barriers to communication and overcoming them – Principles of successful oral communication – Reflection and Empathy: two sides of effective oral communication

UNIT 2 WRITTEN COMMUNICATION 12

Principles of Letter Writing – Structure and layout of letters, Sales letters, Claim and Adjustment Letters, Credit and Collection Letters, Circulars, Memoranda, Notices, Agenda and Minutes, Drafting Memos, Method of writing:- Notices, Agenda and Minutes of Meetings, Report Writing – Types of Reports – Importance of Reports – Structure of Reports – Writing Job Application Letters – Writing Résumés and CVs

UNIT 3 ORAL COMMUNICATION 12

Making an Oral Presentation – Importance of Body language in Oral Communication, Voice Modulation, Awareness of the Knowledge Level of the Audience, Presentation Plan – Making use of Visual Aids – Interview Skills – Types of Questions frequently asked – Group Discussion Strategies

UNIT 4 CASE ANALYSIS 11

What is case method of communication? Different types of cases – Difficulties and overcoming the difficulties of the case method – Reading a case properly (previewing, skimming, scanning) – Case analysis approaches (Systems, Behavioural, Decision, Strategy) – Analyzing the case – Do's and Don'ts in case preparation – Discussing and Presenting a Case Study.

Lecture : 45, Tutorial :0, Total : 45

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

- CO1 Use basic presentation skills and analytical skills for their academic pursuits, as well as for enhancing efficiency in their career.
- CO2 Employ suitable communication strategies in speaking and writing to achieve the organizational goal or undertake various business transactions.
- CO3 Communicate effectively during interviews as well as at the work place in a multicultural environment and in corporate meetings.
- CO4 Explain the nuances of the communication process in today's dynamic corporate world.

LAB RESOURCE / REFERENCE:

1. Globarena Communication Software.
2. English Lab – EL Client.
3. Career Lab - CL Client.

SEMESTER – II

22MST21

OPERATIONS MANAGEMENT

L T P C

3 2 0 4

Pre-requisites: Basics of operational functions in business

PREAMBLE:

Operations management handles various strategic issues including determining the size of manufacturing plants and project management methods, and implementing the structure of information technology networks. Other operational issues include the management of inventory levels, including work-in-process levels and raw materials acquisition; quality control; materials handling; and maintenance policies. Operations management entails studying the use of raw materials and ensuring minimal waste occurs.

UNIT 1 INTRODUCTION TO OPERATIONS MANAGEMENT

9+3

Operations Management – Nature, Importance, Historical development, Transformation processes, differences between services and goods. A system perspective, Functions, Challenges; Operations Strategy – Strategic fit, Elements and Competitive priorities – Productivity – Measuring Productivity and Methods to improve productivity.

UNIT 2 FORECASTING, PRODUCT, PROCESS AND WORK SYSTEMS DESIGN

9+3

Demand Forecasting – Need, Types, Objectives and Steps. Overview of Qualitative and Quantitative methods. Product Design – Influencing factors, Approaches, Legal, Ethical and Environmental issues. Process – Planning, Selection, Strategy. Work Study – Objectives, Procedure. Method Study and Motion Study. Work Measurement.

UNIT 3 CAPACITY PLANNING, FACILITY LAYOUT AND LOCATION

9+3

Capacity Planning –Types, Aggregate planning, Developing capacity alternatives. Facility Location – Theories, Steps in Selection, Location Models (Problems). Facility Layout – Principles, Types, Planning tools and techniques.

UNIT 4 MATERIALS MANAGEMENT

9+3

Materials Management – Objectives, Planning, Budgeting and Control. Purchasing – Objectives, Functions, Policies, Vendor rating and Value Analysis. Overview of MRP, MRP II and ERP. Stores Management – Nature, Layout, Classification and Coding. Inventory – Objectives, Costs and control techniques. Six Sigma - Overview of JIT.

UNIT 5 SCHEDULING AND SEQUENCING

9+3

Project Management – Scheduling Techniques, Scheduling of Work centers; Sequencing – Priority rules and techniques, Shop floor control; Flow shop scheduling – Johnson's Algorithm (Problems) – Gantt charts; Recent trends in Operations Management.

Lecture : 45, Tutorial :15, Total : 60

COURSE OUTCOMES: Upon completion of the course, students will be able to:

CO1. Describe the boundaries of an operations system, and organize at its interfaces with other functional areas within the organization and with its external environment.

CO2. Select and apply relevant concepts and tools to optimize the process/production system.

CO3. Develop the strategic and operational decisions in managing manufacturing and service organizations and appreciation of the role of operations management function in an organization.

CO4. Forecast the Production functions, Enhanced Planning of Product Design and Service Operations.

CO5. Develop the ability to identify operational methodologies to assess and improve an organizations performance.

TEXT BOOKS:

1. William J Stevenson, “Operations Management”, 14th Ed, McGraw Hill, New Delhi, 2020.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, “Operations and Supply Management”, 17th Edition, McGraw Hill, New Delhi, 2019.

REFERENCES:

1. Norman Gaither and Gregory Frazier, “Operations Management”, 18th Reprint, South Western Cengage Learning, New Delhi, 2020.
2. Mahadevan.B, “Operations Management Theory and Practice”, 5th Edition, Pearson Education, New Delhi, 2019.
3. PanneerselvamR, “Production and Operations Management”, 6th Ed, Prentice Hall, New Delhi, 2019.

e-RESOURCES:

1. <http://nptel.ac.in/courses/110106045/>, “Operations and Supply Chain Management”, Prof. G. Srinivasan Department of Management Studies, Indian Institute of Technology, Madras.
2. <http://nptel.ac.in/courses/112107143/22>, “Materials Management”, Prof. Inderdeep Singh, Department of Mechanical & Industrial Engineering, Indian Institute of Technology, Roorkee.

Pre-requisites: Basics in flow of Funds at all areas in business enterprises

Preamble

Financial Management aims to acquaint students with various issues involved in management of finance in an organization and also equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.

UNIT 1 INTRODUCTION TO FINANCIAL MANAGEMENT

6+2

Financial management – Nature – Scope – Functions – Role of Financial manager – Time value of money – Present and future value of money.

UNIT 2 INVESTMENT DECISION AND COST OF CAPITAL

10+4

Capital Budgeting: Nature, Principles and techniques – Evaluation Techniques (Problems): Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index – Comparison of DCF techniques. Concept of Cost of Capital, Specific Costs and Overall Cost of Capital.

UNIT 3 CAPITAL STRUCTURE AND DIVIDEND DECISION

11+3

EBIT (Problems) – EPS Analysis (Problems) – Indifference Point (Problems) – Capital structure – Designing capital structure- Theory of capital structure. Leverage, Operating and Financial Leverage– Dividend policy – Forms of dividend and Dividend theories.

UNIT 4 WORKING CAPITAL MANAGEMENT

10+3

Working Capital: Concepts, Needs, Determinants, and Requirements (Problems) – Operating cycle – Working capital finance – Sources of working capital finance.

UNIT 5 LONG TERM SOURCES OF FINANCE

8+3

Indian capital market – New Issues Market- Secondary market – Long term finance: Shares, Debentures and term loans, lease, hire purchase, venture capital financing, Private Equity.

Lecture : 45, Tutorial :15, Total : 60

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

- CO1 Describe the principles and techniques of financial management to make effective financial decisions.
- CO2 Apply appropriate Capital Budgeting Techniques.
- CO3 Apply appropriate Capital Structure and Dividend Policy for optimal risk return trade-off.
- CO4 Capable of applying different Working Capital policies to improve liquidity
- CO5 Identify long term sources of finance for business.

TEXT BOOKS:

1. I.M. Pandey, “Financial Management”, 11th Edition, Vikas Publishing House, New Delhi, 2018.
2. Prasanna Chandra., “Financial Management Theory and Practice”, 9th Edition, McGraw-Hill Education, New Delhi, 2019.

REFERENCES:

1. Khan.M.Y and Jain.P.K, “Basic Financial Management”, 3rd Edition, Mc Graw Hill Publishing Co., Ltd, New Delhi, 2017.
2. R.P.Rustag, “Financial Analysis and Financial Management”, 3rd Edition, Reprint, Sultan Chand & Sons, New Delhi, 2009.
3. Rajiv Srinivastava and Anil Misra, “Financial Management”, 2nd Impression Oxford Higher Education, New Delhi,

e-RESOURCES:

1. <https://archive.nptel.ac.in/courses/110/107/110107144/>, “Financial Management for Managers”, Prof.. Anil. K. Sharma, Department of Management Studies Indian Institute of Technology,Roorkee.
2. <http://nptel.ac.in/courses/110106043/3>, “Basics of Financial Management”, Prof. A. ThillaiRajan Department of Management Studies Indian Institute of Technology, Madras.

REFERENCES:

1. V S Ramasamy, S Namakumari, “ Marketing Management”, Global perspective – Indian Context, 5th Edition, Macmillan Publishers India Ltd., New Delhi, 2019.
2. William G Zikmund, Michael d’Amico, “The Power of Marketing”, 7th Edition South Western Thomson Learning, Eastern Press Pvt.Ltd., Bengaluru, 2017.
3. NAG, “Marketing successfully-A Professional Perspective”, 4th Edition, Macmillan India Ltd., New Delhi, 2019.

e-RESOURCES:

1. <http://nptel.ac.in/courses/110104055/37>, “Strategic Marketing-Contemporary Issues”, Prof. Jayanta Chatterjee Department of Industrial and Management Engineering Indian Institute of Technology, Kanpur
2. <http://nptel.ac.in/syllabus/110105029/>, ”Consumer Behaviour”, Dr.Sangeeta Sahney, IIT Kharagpur.

Pre-requisites: Basic understanding to create innovative HR initiatives that can ensure business growth.

Preamble

Human resource management (HRM or HR) is the strategic approach to the effective management of organizing workers so that they help the business gain a competitive advantage, commonly referred to as the HR Department; it is designed to maximize [employee performance](#) in service of an employer's strategic objectives.

UNIT 1 PERSPECTIVES IN HUMAN RESOURCE MANAGEMENT 9

Evolution of Human Resource Management – The importance of the Human Factor – Challenges –Inclusive growth and Affirmative action –Role of Human Resource Manager – Human Resource Policies – Human Resource Accounting and Audit.

UNIT 2 THE CONCEPT OF BEST FIT EMPLOYEE 9

Importance of Human Resource Planning – Forecasting Human Resource Requirement –Matching Supply and Demand – Internal and External sources of Recruitment – E Recruitment - Selection - Induction –Socialization benefits.

UNIT 3 TRAINING AND EXECUTIVE DEVELOPMENT 9

Types of Training Methods –Purpose- Benefits- Resistance. Executive Development Programmes – Common Practices – Benefits – Self development – Knowledge Management .

UNIT 4 SUSTAINING EMPLOYEE INTEREST 9

Compensation plan – Reward –Employee Benefits – Motivation – Application of theories of motivation – Career management – Development of mentor – Protégé relationships – Employee Engagement.

UNIT 5 PERFORMANCE EVALUATION AND CONTROL PROCESS 9

Industrial Recruitment – Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation. –The control process – Importance – Methods– Requirement of effective control systems - Grievances – Causes – Implications – Redressal Methods – Emerging Trends in HR.

Lecture : 45, Tutorial :0, Total : 45

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

- CO1 Discuss the Skills needed for success as a Human Resources Professional.
- CO2 Identify and explain changing environment and its implication for managing the Human Resources.
- CO3 Evaluate the effectiveness of HRM practices in supporting the strategic and operational needs of the organization in a global economy.
- CO4 Integrate complex qualitative and quantitative data to support strategic and operational decisions.
- CO5 Express the dynamic of the global business environment from a competitive and economic Perspective.

TEXT BOOKS:

1. Gary Dessler, "Human Resource Management", Pearson Education Limited, 16th Edition, New Delhi, 2020.
2. K. Aswathapa, "Human Resource Management" Mc Graw-Hill 8th Edition, New Delhi, 2020.

REFERENCES:

1. Bernadin, "Human Resource Management", Mcgraw Hill, 5th Edition, New Delhi, 2017.
2. P. Subba Rao, "Human Resource Management", Himalaya publishing House, Mumbai, 2017.
3. Decenzo and Robbins, "Human Resource Management", 12th Edition, Wiley, New Delhi, 2020.

e-RESOURCES:

- 1 <http://nptel.ac.in/courses/122105020/9>, "Training and Development", Prof. Kalyan Chakravarti, Indian Institute of Technology, Kharagpur.
- 2 <http://nptel.ac.in/courses/109104068/>"Exploring Human Values", Prof.A K Sharma, IIT Kanpur.

Pre-requisites: Basic knowledge in Management Information System

Preamble

Management Information Systems (MIS) are an integral part of today's professional landscape. This course gives an outline on handling the day to day interactions with clients and prospects. This course will focus on what MIS is, how they influence your current or prospective jobs and operational procedures, and how to use this knowledge to your advantage in the professional life.

UNIT 1 INTRODUCTION

9

MIS importance, definition, nature and scope of MIS, Structure and Classification of MIS, Information and Systems Concept, Types of Information, Information systems for competitive Advantage

UNIT 2 SYSTEMS DEVELOPMENT

9

E-Commerce: E-commerce features & Business Models - Decision Support Systems - Business Process Reengineering - Business Intelligence and Knowledge Management System.

UNIT 3 INFORMATION SYSTEMS

9

Information system planning, system acquisition, systems implementation, evaluation & maintenance of IS, IS Security and Control. Global perspective on cybercrime - Cybercrime era.

UNIT 4 SECURITY AND CONTROL

9

ERP System: Overview of ERP Systems, Business benefits of ERP, Vendor Analysis, Challenges of implementing ERP Systems - ERP Maintenance - Emerging Trends in ERP

UNIT 5 NEW IT INITIATIVES

9

e- business – e-governance – ERP – SCM – e-CRM – m-commerce – Data warehousing and Data Mining. Modules: Business Modules in an ERP Package - Manufacturing, Human Resources, Plant Maintenance, Materials Management, Sales and Distribution.

Lecture : 45, Tutorial :0, Total : 45

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

- CO1 Compete effectively in the ever-changing in technology management.
- CO2 Apply information system concepts in the management which supports to add more value for the organization.
- CO3 Describe the role of information technology and information systems in business
- CO4 Identify fundamental processes and functional business units in contemporary and emerging business technology models.
- CO5 Evaluate the integration of Internet technologies into business at every level, from manufacturing, supply chain, and inventory management to customer relationships.

TEXT BOOKS:

1. James O Brien, "Management Information Systems – Managing Information Technology in the E-business Enterprise", 4th Edition, McGraw Hill, New Delhi, 2014.
2. Robert Schultheis and Mary Summer, "Management Information Systems – The Managers View", 4th edition (9th reprint) Tata McGraw Hill, New Delhi, 2008.

REFERENCES:

1. Gordon Davis, “Management Information System: Conceptual Foundations, Structure and Development”, 2nd edition (21st reprint), McGraw Hill, New Delhi, 2008.
2. Haag, Cummings and Mc Cubbrey, “Management Information Systems for the Information Age”, McGraw Hill, New Delhi, 2005.
3. Turban, McLean and Wetherbe, “Information Technology for Management – Transforming Organizations in the Digital Economy”, 7th edition, John Wiley & Sons, Canada, 2010.

e-RESOURCES

1. <http://nptel.ac.in/courses/122105022/>, “Management Information System”, Prof. Biswajit Mahanty, Indian Institute of Technology, Kharagpur
2. https://onlinecourses.nptel.ac.in/noc16_cs07/preview, “Privacy and Security in Online Social Media”, Prof. Ponnurangam Kumaraguru Indraprastha, Institute of Information Technology (IIT), Delhi.

Pre-requisites: Basic practices of movement of goods and work hours of machines and labours are evaluated.

Preamble

Operational Research is a discipline to aid decision making and improving efficiency of the system by applying advanced analytical methods. Simplex Algorithm is a powerful method for solving linear programming problems. The Transportation and Assignment problems deal with assigning sources and jobs to destinations and machines and minimize the Transportation cost. PERT and CPM are techniques of project management useful in the basic managerial functions of planning, scheduling and control.

UNIT 1 INTRODUCTION TO LINEAR PROGRAMMING (LP) 9+3

Introduction to applications of operations research in functional areas of management. Linear Programming - formulation, solution by graphical, simplex methods and Big-M method.

UNIT 2 LINEAR PROGRAMMING EXTENSIONS 9+3

Transportation Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods. Check for optimality. Solution by MODI method. Case of Degeneracy. Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems. Solution by Hungarian method.

UNIT 3 PROJECT MANAGEMENT: PERT AND CPM 9+3

Introduction –Phases of Project management – determining the critical path method, project scheduling with uncertain activity times, calculation of floats, Programme Evaluation and Review Technique (PERT), Difference between PERT and CPM.

UNIT 4 GAME THEORY AND DECISION THEORY 9+3

Game Theory-Two person Zero sum games- Game with and without Saddle point, Dominance Rule, Solution of $2 \times n$ and $m \times 2$ games by graphical method. Decision Theory – Decision trees – Decision making under risk.

UNIT 5 QUEUING MODELS AND REPLACEMENT MODELS 9+3

Markovian Queuing models – Single and multi-channel models: $(M/M/1):(\infty/\text{FIFO})$ - $(M/M/1):(N/\text{FIFO})$ – $(M/M/C):(\infty/\text{FIFO})$ - $(M/M/C):(N/\text{FIFO})$. Replacement Models-Individuals replacement Models (With time value of money) – Group Replacement Models.

Lecture : 45, Tutorial : 15, Total : 60

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

CO1 Formulate and solve the Linear programming problems using graphical, simplex and Big M methods.

CO2 Solve transportation and assignment Problems and get the optimal solutions using Hungarian method.

CO3 Construct and solve the network problems using CPM and PERT.

CO4 Solve the decision-making problems in game theory using graphical methods.

CO5 Analyse the queuing system using Markovian queuing models.

TEXT BOOKS:

1. Paneerselvam.R, “Operations Research”, Fourth Print, Prentice Hall of India, New Delhi, 2003.
2. antiSwarup, P.K.Gupta and Manmohan, “Operations Research”, 10th Edition, Sultan Chand & KSons Publishers, New Delhi, 2002.

REFERENCES:

1. Hamdy A Taha, “Introduction to Operations Research”, Seventh Edition, Prentice Hall India, Third Indian Reprint, New Delhi, 2004.
2. Gupta P.K, Hira D.S, “Problem in Operations Research – Principles and Solutions”, 9th Reprint, S.Chand and Co, New Delhi, 2003.
3. A. Ravindran, Don T. Phillips, James J. Solberg, “Operations Research: Principles and Practice”, 2nd Edition, Wiley India Edition, New Delhi, 2007.

e-RESOURCES:

1. <http://nptel.ac.in/courses/112106134/1>,” Linear Programming Formulations”, Prof. G. Srinivasan Department of Management Studies Indian Institute of Technology, Madras.
2. <http://nptel.ac.in/courses/112106134/5>, “Simplex Algorithm Minimization problems Big M and Two Phase Methods”, Prof. G. Srinivasan Department of Management Studies Indian Institute of Technology Madras.

Pre-requisites: Basic knowledge on Research Techniques in Business

Preamble

Business Research Methods introduces the philosophical and methodological dimensions of research and provides a guideline to the write the research report.

UNIT 1 BUSINESS RESEARCH

9

Business Research – Definition and Significance – characteristics–Research process – Types of Research –Research questions / Problems – Research objectives – Research hypotheses – the role of theory in research.

UNIT 2 RESEARCH DESIGN AND MEASUREMENT

9

Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design –Variables in Research – Measurement and scaling – Different scales – Validity and Reliability of instrument.

UNIT 3 SAMPLING AND DATA COLLECTION

9

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Types of Validity – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Sampling methods.

UNIT 4 DATA PREPARATION AND ANALYSIS

9

Data Preparation – editing – Coding – Data entry – Validity of data – Qualitative Vs Quantitative data analysis – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.

UNIT 5 REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH

9

Research report –Types – Contents of report – need for executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.

Lecture : 45, Tutorial :0, Total : 45

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

- CO1 Solve the research problems in scientific way by following the research steps.
- CO2 Select appropriate research design, apply measurement tools and test for the validity and reliability.
- CO3 Choose suitable data collection method and sampling technique for carrying out the research.
- CO4 Categorize the data and apply relevant analytical tools for analyzing the collected data to interpret the result.
- CO5 Prepare the research report by choosing theright tools in order to enhance the quality of research report presentation.

TEXT BOOKS:

1. Donald R. Cooper and Pamela S. Schindler, "Business Research Methods", Tata McGraw Hill Publishing Company Limited, New Delhi, Special Edition, 2019.
2. Uma Sekaran and Roger Bougie, "Research Methods for Business: A Skill Building Approach", John Wiley India, New Delhi, 8th Edition, 2020.

REFERENCES:

1. C.R.Kothari, "Research Methodology – Methods and Techniques", New-age International (P) Limited, New Delhi, Second Revised Edition, 2019.
2. Panneerselvam. R, Research Methodology, PHI Learning, New Delhi, 2nd Edition, 2018.
3. Donald R. Cooper, Pamela S. Schindler and J K Sharma, "Business Research Methods", Tata McGraw Hill, New Delhi, 12th Edition, 2018.

e-RESOURCES:

1. <http://textofvideo.nptel.iitm.ac.in/109104045/lec8>, "Primary and Secondary Data and Related Issues", Prof. A. K. Sharma Department of Humanities and Social Sciences Indian Institute of Technology, Kanpur.
2. <http://nptel.ac.in/courses/107108011/20>, "Reviewing of Literature", Amaresh Chakrabarti, Professor, Centre for Product Design and Manufacturing Indian Institute of Science, Bangalore, India.

Pre-requisites: Basic knowledge in Business Application Software

PREAMBLE:

Data Analysis and Business Modeling are one of the essential elements of any business course as it focuses on the technological aspects and provides a practical insight. It helps the managers to adapt to fast technological changes so that they can keep them updated.

[Business models studied in theory to be practiced using Analysis Software]

S.No	Exp.No	Details of Experiments	Periods
		Name	
1	1	Mail Merge using Word	4
2	2	Formatting documents using Word	4
3	3	Descriptive Statistics using Excel	4
4	4	Correlation & Regression using Excel	4
5	5	Conditional & Auto Formatting using Excel	4
6	-	Extended Experiment – 1	4
7	6	Formating Slides using Powerpoint	4
8	7	Chi-Square test using SPSS	4
9	8	Frequency using SPSS	4
10	-	Extended Experiment – 2	4
11	9	Transportation using TORA	4
12	10	Networking Models using TORA	4
13	11	Assignment Problem using POM	4
14	12	Linear Programming using POM	4
15	-	Extended Experiment – 3	4
TOTAL:			60 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Carry out data analysis/statistical analysis.
2. Effectively visualize the data.
3. Select and deploy the correct statistical method for a given data analysis requirement. In particular, develop expertise in describing data, process management, hypothesis testing and model building.
4. Run a statistical software package that integrates with Excel and interpret its output.

Software Required:

- Microsoft Office.
- TORA (Temporally-Ordered Routing Algorithm - Taha).
- SPSS (Statistical Package for Social Sciences).
- Tally.

SEMESTER – III

22MST31

STRATEGIC MANAGEMENT

L T P C
3 0 0 3

PREAMBLE:

Strategic management aims at leading, driving and helping people, those inside the organisation and those outside (also involved in its development), to focus on the organisation's identity and image, to question its worth in a new environment, to fix its longer term growth, while using its present capacity and fostering its “potential” for development. Strategic management prepares people to project themselves into the future, i.e., to face new situations in the near future, at the cost of risk and uncertainty, when dealing with changes in structures, models of action, roles, relations and positions.

UNIT 1 STRATEGY AND PROCESS

8

The Concept of Strategy and the Strategic Management Process – Strategists and their Role in Strategic Management – Vision, Mission, Business definition, Objectives and Goals – Strategic Alignment

UNIT 2 COMPETITIVE ADVANTAGE

10

External Environment – Environmental Threat and Opportunity Profile (ETOP), SWOT Analysis; Porter's Five Forces Model - Strategic Groups - National Context and Competitive advantage - Resources- Capabilities and Competencies–Core Competencies, Distinctive Competencies; Generic Building Blocks of Competitive Advantage - Avoiding Failures and Sustaining Competitive Advantage.

UNIT 3 GRAND STRATEGIES AND MODELS

10

Corporate Strategies- Stability, Expansion, Retrenchment and Combination Strategies; Business Level Strategy; Strategy in the Global Environment - Diversification and Strategic Alliances- GAP Analysis - BCG Growth Share Matrix - Mc Kinsey's 7S Framework - GE 9 Cell Model - Balance Score Card.

UNIT 4 STRATEGY IMPLEMENTATION & EVALUATION

9

The implementation process, Resource allocation, Designing Organizational Structure-Designing Strategic Control Systems- Matching Structure and Control to Strategy - Implementing Strategic Change - Techniques of Strategic Evaluation & Control.

UNIT 5 STRATEGIC ISSUES

8

Managing Technology and Innovation - Strategic issues for Non Profit Organizations - New Business Models and Strategies for Internet Economy.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Apply the knowledge of fundamental concepts of strategic management.
2. Analyze the internal and external environment of a strategic business unit.
3. Discuss the types of corporate strategies and their application.
4. Evaluate and control the various strategies in strategic business units.
5. Discuss the strategic issues of managing technology and non-profit organizations.

TEXT BOOKS:

1. Azhar Kazmi and Adela Kazmi “Strategic Management”, 4th Edition, McGraw Hill, New Delhi, 2015.
2. Hill, “Strategic Management: An Integrated approach”, 4th Edition, Wiley, Bangalore, 2012.

REFERENCES:

1. John Pearce, Richard Robinson and Amita Mittal, “Strategic Management”, 14th Edition, McGraw Hill, New Delhi 2018.
2. John A. Parnell. “Strategic Management, Theory and Practice”, 5th edition, Academic Media Solutions, 2016.

3. Gupta, Gollakota and Srinivasan, “Business Policy and Strategic Management – Concepts and Application”, Revised Second Edition, Prentice Hall of India, New Delhi, 2009.

e-RESOURCES:

1. <http://nptel.ac.in/courses/110108047/2>, “Concept of Corporate strategy”, Prof. R. Srinivasan Department of Management Studies, Indian Institute of Science, Bangalore.
2. <http://nptel.ac.in/courses/110108047/35>, “Non Profit Organizations”, Prof. R. Srinivasan Department of Management Studies, Indian Institute of Science, Bangalore.

Pre-requisites: Basics of skill and development aspects in business

Preamble

This course provides an opportunity to develop the student's skills. The idea behind this initiative is to provide the necessary skills to youngsters to prepare them to either find a job or to start a business after graduation. It is not just about making them to find good jobs for themselves, but to develop such skills, necessary to develop a confident attitude and an Enterprising spirit so that they can become Job creators.

UNIT 1 PERSONAL COMMUNICATION

9

Day-to-Day Conversation - Context Specific – Agreeing/Disagreeing, Wishing, Counseling, Advising, Persuading, Expressing Opinions, Arguing – Self Introduction.

UNIT 2 SOCIAL COMMUNICATION

9

Values and Etiquettes -Telephone Calls - Discussing Issues (social, political, cultural) - Clubs (any social gathering) - Talking about Books - News Items, - T.V Programmes - Sharing Jokes. Online marketing – basics of social media etiquette.

UNIT 3 GROUP/MASS COMMUNICATION

9

Group Discussion – Debate - Anchoring/Master of Ceremony - Welcome Address - Vote of Thanks -Introducing Speakers -Conducting Meetings -Making Announcements -Just-a Minute (JAM) -Block and Tackle - Ship Wreck – Spoof - Conducting Quiz.

UNIT 4 INTEGRATED SPEAKING AND PRESENTATION SKILLS

9

Lecturing - PowerPoint Presentation - Interviews of Different Kinds (One to One, Many to One - Stress Interview - Telephonic Interview - Suggestions and Reviews.

UNIT 5 EMPLOYABILITY AND CORPORATE SKILLS

9

Mock Interview - Leadership and Co-Ordination - Time Management and Effective Planning – Simple Physical Exercises - Simple Yoga and Meditation Techniques - Relaxation Techniques - Decisionmaking - Teamwork.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Demonstrate interpersonal skills to allow effective functioning in diverse groups
2. Identify strengths and interests and match these to a chosen career path
3. Examine the effective techniques which promote learning for all students regardless of culture, gender, age, creed or ability
4. Describe the professionalism and ownership of professional growth and learning
5. Generalize the collaboration of colleagues and the community.

TEXT BOOKS:

1. Richard Denny, "Communication to Win", Kogan Page India Pvt.Ltd. New Delhi, 2008.
2. Aspin, David N., Chapman, Judith D, "Value Education and Life Long Learning", Springer, Netherlands, 2007.

REFERENCES:

1. Listening to/Watching great speeches such as Barack Obama, M.A.Chidambaram, Shiv Kera “You Can Win” – Mukesh Ambani – Shree Shree Ravi Shankar. Tedtalk TV channels (News, documentaries).

e-Resources:

1. https://onlinecourses.nptel.ac.in/noc17_hs11/ “Enhancing Soft Skills & Personality”, Dr. T. Ravichandran, Department of Humanities and Social Sciences at the Indian Institute of Technology, Kanpur.
2. <http://nptel.ac.in/courses/109104107/> “Self-Management Skills” Dr. T. Ravichandran Department of Humanities and Social Sciences, Indian Institute of Technology, Kanpur.

LIST OF PROFESSIONAL ELECTIVES (PEs):

MARKETING MANAGEMENT – ELECTIVES

22MSE01	RETAIL MARKETING	L	T	P	C
		3	0	0	3

Pre-Requisite : Nil

Preamble:

This course develops an understanding of the particular challenges, opportunities and strategies which are encountered by different types of retail business and it will examine the distinctive characteristics of retail. Attention will also be given to retail shop management. It is a set of processes for identifying or creating, communicating, and delivering value to customers and for managing customer relationship in a way that benefit the organization and stake-holders.

UNIT 1 INTRODUCTION 9

An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy - implications in Retail Industry.

UNIT 2 RETAIL FORMATS 9

Organized and unorganized formats – Organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.

UNIT 3 RETAILING DECISIONS 9

Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandizing and category management – buying.

UNIT 4 RETAIL SHOP MANAGEMENT 9

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 .

UNIT 5 RETAIL SHOPPER BEHAVIOUR 9

Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Relate insights on retail operation
2. Explain effective methods and strategies required for retail management.
3. Apply resources and techniques used in retail management.
4. Assess store location, merchandising, products and pricing.
5. Discuss knowledge about shopping behavior.

TEXT BOOK:

1. Michael Havy, Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, 8th Edition, 2018
2. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2019.

REFERENCES:

1. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 6th Edition, 2019.
2. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2018
3. Dunne, Retailing, Cengage Learning, 5th Edition, 2018

e-RESOURCES:

1. <https://archive.nptel.ac.in/courses/110/105/110105158/>, “Retail Marketing”, Dr.Swagaio Chaterjee, IIT, Kharagpur.
2. <http://www.nitttrc.edu.in/nptel/courses/video/110104070/L35.html>, “Retail Marketing”, Dr.Jayantra Chaterjee, IIT, Kanpur.

Pre-Requisite : Nil

Preamble:

This course develops an understanding of the new product development process, the organizational structures for new product development and product management functions within an organization and to explore the various issues related to Brand Management.

UNIT 1 INTRODUCTION

9

Management of New Product Development Process - Managing Product Life cycle -Brands and Branding- Introduction to Brand Management -Brand Management Process - Brand Choice Decisions and Models.

UNIT 2 BRAND COMMUNICATION

9

Product Plans-Elements of Branding- Brand Identity -Brand Communication -Brand Positioning -Brand Image and Personality - Valuation of Brands- Brand Valuation -Brand Tracking and Monitoring – Brand Preferences.

UNIT 3 BRANDING STRATEGIES

9

Marketing Mix Factors and Products- Building Brands in Indian Market - Launching a New Brand -Revitalizing Brands - Branding Strategies- Brand Extension Strategies - Brand Portfolio Management.

UNIT 4 BRANDING

9

Managing Brand Experience - Digital Branding-Employment Branding - Co-branding- Brand extension scorecard-Culture and branding-Brand flashbacks-Future brand priorities.

UNIT 5 PRODUCT MARKETING

9

Product Distribution Systems - Product Sales Management -Product and Public Relations - Service Product Marketing -Industrial Product Marketing - International Marketing -Critical Success Factors in Brand Management.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Recall the fundamental concepts of product and brand development and management.
2. Outline the brand positioning framework to develop a brand and keep it relevant.
3. Examine tools and metrics to analyse competitors and develop positioning strategies.
4. Decide the importance of using teams and organization to coordinate multiple interdisciplinary tasks in order to create and manage products within an organization.
5. Develop an understanding of the product manager's role in product pricing, sales, and promotion.

TEXT BOOK:

1. Strategic Brand Management: Building, Measuring, and Managing Brand Equity, by Kevin lane Keller;Ambi M. G. Parameswaran; IssacJacob;Fourth edition; Pearson Education India; 2019

2. Product and Brand Management Tapan K. Panda Paperback: 888 pages Publisher: Oxford University Press; First edition, 2018.

REFERENCES:

1. Product and brand management by U C Mathur;Publisher: Excel Books, 2019.
2. Kevin Lane Keller, M.G, Parameswaran MG and Jacob Isaac, Strategic Brand Management, 4th edition , Pearson education, 2018.
3. David Aaker, Aaker on Branding: 20 Principles That Drive Success, SAGE Harsh V. Verma (2013), Brand Management Text and Cases, Excel Books, 2019.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110107161/L38.html>, “Product and brand management”, Dr.Vinay Sharma, IIT, Roorkee.
2. <https://www.google.com/search?q=product+and+brand+management+nptel+video+links&ei=,“Product and brand management”, Dr.Vinay Sharma, IIT, Roorkee.>

Pre-Requisite : Nil

Preamble:

This course develops an understanding of consumer psychological processes in pre-purchase, purchase and post purchase situations and to evolve Marketing strategies based on Consumer Insights derived from purchase situations.

UNIT 1 INTRODUCTION

9

Concepts, Significance, Dimensions of Consumer Behavior, Relevance of Market Research with Consumer Behavior.

UNIT 2 THE CONSUMER DECISION MAKING PROCESS

9

Buying Motives and Roles, Consumer Decision Making Process , Models of Consumer BehaviorThe Economic model, Howard Sheth model of Buying Behaviour, Engel, Blackwell and Miniard (EBM) model.

UNIT 3 PSYCHOLOGICAL INFLUENCES ON CONSUMER DECISION MAKING

9

Consumer's Needs & Motivation, Personality and Consumer behaviour, Consumer Learning, memory, Consumer Attitude: Belief, Affect-Mood and Emotions, Attitude and Intention, Consumer Involvement, Influence

UNIT 4 SOCIOLOGICAL INFLUENCES ON CONSUMER DECISION MAKING

9

Consumer groups, reference groups, Family & Its social standing-Culture's influence on consumer behaviour- Cross cultural consumer behaviour.

UNIT 5 OTHER INFLUENCES AND TRENDS IN CONSUMER BEHAVIOUR

9

Diffusion and adoption of innovations- Marketing ethics and social responsibility, Dark side of consumer behaviour - contemporary tools used to capture factors influencing the consumer decision making.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Define the basic dimensions of consumer behaviour.
2. Explain the buying motives and consumer decision making.
3. Analyze the psychological insights in the consumer decision making process
4. Assess the sociological influence on consumer decision making.
5. Elaborate the trends in consumer behaviour.

TEXT BOOKS:

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, Consumer Behaviour, 11th edition, Pearson Education, Inc, 2018
2. Dheeraj Sharma, Jagdish Sheth, Banwari Mittal, Consumer Behaviour – A Managerial Perspective, Cengage Learning, 2019

REFERENCES:

1. Hawkins et al, Consumer Behaviour-Building Marketing Strategy, Tata McGraw Hill, 2019.
2. Hoyer, Mcinnis, Pieters, Consumer Behavior, 6th edition, Cengage Learning, 2018.
3. Michael R. Solomon, Consumer Behaviour-Buying Having and Being, 12th edition, Pearson Education, 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110105054/L01.html>, “Consumer Behaviour”, Dr.S.Shaney, IIT, Kharagpur.
2. <http://www.nitttrc.edu.in/nptel/courses/video/110105074/L38.html>, “Consumer Behaviour”, Dr.Srabandhi Mukarjee, IIT, Kharagpur.

Pre-Requisite : Nil

Preamble:

This course develops an understanding of complexities of Business to Business Marketing and gives exposure to the new issues of the market. Also allow students to understand the concepts of Product, Price, Promotion and Channel Strategies for B2B Marketers.

UNIT 1 INTRODUCTION 10

Business Marketing versus Consumer Marketing, Customer Value Proposition, Trends, Exploring Business to Business Environment, Customers, Organization and Marketing.

UNIT 2 ASSESSING MARKETING OPPORTUNITIES AND FORMULATING PRODUCT STRATEGY 8

Market Research, Segmenting, Targeting and Positioning, Developing Product, Service and Value of the offering, New Product Development Process, Innovation and Competitiveness, Business to Business Branding.

UNIT 3 CHANNEL RELATIONSHIPS AND COMMUNICATION 8

Channel Design and Management, Channel Opportunities and Relationships, Channel Motivation and Conflicts - Elements of the Promotion Mix, Managing B2B Advertising – Budget, Message and Media Strategy, Internet Communication with the Market, Trade Shows Strategy.

UNIT 4 DISTRIBUTION 9

Distinctive Nature, Channel Design, Managing and Administering Channel Members, Direct & Indirect Channels, Supply Chain and Logistics Management -

UNIT 5 CUSTOMER RETENTION AND ETHICS 10

Strategies for Customer Retention, Managing the Product Offering, Key Account Management, Corporate Requirement Analysis, Customer Relationship Management – Industrial Buyer Behaviour.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Find the problems and able to arrive at decision making in B2B market.
2. Relate the needs of the business market through comprehensive knowledge about the market.
3. Apply knowledge on Decision Making, communication skills required for Business marketing.
4. Explain negotiating skills learned in the dynamic business market.
5. Develop the concepts to Buyer-Seller Relationship, Supply Chain Management and Customer Relationship.

TEXT BOOK:

1. Michael D. Hutt, Dheeraj Sharma, Thomas W. Speh, B2B Marketing-A South Asian Perspective, 11th edition, Cengage Learning, 2018
2. Krishna K. Havaldar, Business Marketing- Text and Cases, McGraw Hill, 2017.

REFERENCES:

1. Robert Vitale, Joseph Giglier, Waldemar, Pfoertsch, Business to Business Marketing – Analysis and Practice, Person Education, 2019.

2. James C Anderson, James A. Narus, Das Narayandas, Business Market Management – Understanding, Creating, and Delivering Value, 3rd edition, Person Education, 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110104068/L01.html>, “Business to Business Marketing”, Dr. Jayanta Chatterjee, IIT, Kanpur.
2. <http://www.digimat.in/nptel/courses/video/110107112/L39.html>, “Business to Business Marketing”, Dr. Z. Rahman, IIT, Roorkee.

Pre-Requisite : Nil

Preamble:

This course develops an understanding of how advertising and promotions efforts adds value to organizations and also enables to learn how to develop an advertising and promotions plan.

UNIT 1 ADVERTISING AND THE MARKETING PROCESS

9

Concept – Definition- Scope-Objectives-Functions-Principles of Advertisement - Integrated Marketing Communications Functions, Advertising Planning Process- Consumer brand decision making, Roles of Segmentation, Targeting, and Positioning in Advertising and Promotions planning.

UNIT 2 ADVERTISING MODELS AND BUDGETS

8

Communications and Advertising models-Advertising objectives based on Brand outcomes Setting advertising and promotions budgets.

UNIT 3 CREATIVE AND MEDIA STRATEGY

9

Creative Strategy- Creative Concept and Messages, Message Execution, Appeal styles, Print, Broadcast, and Out-of-Home Media, Internet, Interactivity, and e-Commerce Media - Media planning and strategy, media budgeting, planning for different media, media scheduling and execution, Develop an ad plan.

UNIT 4 SALES PROMOTIONS

9

Consumer Sales Promotion, Channel Marketing: Trade Sales Promotions and Co-Marketing, Public Relations, Direct Marketing and Customer Service, Product Placements, Events, Sponsorship.

UNIT 5 MEASUREMENTS AND ETHICS

10

Different metrics for evaluation of different communication channels, Evaluation criteria for different communication channels, Measurement of effectiveness - Social, Legal, and Ethical Issues in Advertising & Promotions, Advertising in Global markets.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Choose advertising objectives based on the marketing situation.
2. Classify message and promotion budgets.
3. Apply a media plan and strategy.
4. Analyze a comprehensive promotions plan.
5. Elaborate the advertising and promotions effort.

TEXT BOOK:

1. Belch, Belch, Kerr, Powell, Advertising and Promotion: An Integrated Marketing Communication Perspective, 2nd edition, McGraw-Hill, 2017.
2. Kenneth Clow, Donald Back, Integrated Advertisements, Promotion and Marketing Communication 7th Edition, Prentice Hall, 2018.

REFERENCES:

1. Wells, Burnett, Morairty, Advertising Principles & Practices, 9th edition, Pearson Education, 2018.
2. William Chitty, Nigel Barker, Valos, Terence Shimp, Advertising, Promotion and other aspects of Integrated Marketing Communications, 9th edition, Cengage Learning, 2019.
3. Duncan T, Ouwersloot H, Integrated Marketing Communications. European, McGraw-Hill, 2018.

e-RESOURCES:

1. <https://www.google.com/search?q=advertising+and+sales+promotion+nptel+video+links&biw=>, “Advertising and sales promotion”, Dr. Vinay Sharma, IIT, Roorkee.
2. <https://www.google.com/search?q=advertising+and+sales+promotion+nptel+video+links&biw=>, “Advertising and sales promotion”, Dr. Zillur Rahman, IIT, Roorkee.

Pre-Requisite : Nil

Preamble:

This course develops an understanding of challenges involved in managing the services and analyse the strategies to deal with these challenges and will have insights about the foundations of services marketing, customer expectations of services and gap existing in the service delivery processes and service Quality.

UNIT 1 INTRODUCTION 10

Introduction– Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services –Difference between services and tangible products–Unique characteristics of services– Role of Technology in Services - Challenges and issues in Services Marketing.

UNIT 2 SERVICE MARKETING OPPORTUNITIES 8

Assessing service market potential – Classification of services – Expanded marketing mix – Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

UNIT 3 SERVICE DESIGN AND DEVELOPMENT 8

Service Life Cycle – New service development – Service Blue Printing – GAP model of service quality – Measuring service quality – SERVQUAL – Service Quality function development.

UNIT 4 SERVICE DELIVERY AND PROMOTION 9

Positioning of services – Designing service delivery System, Service Channel – Pricing of services, methods – Service marketing triangle – Managing Demand and Supply of Service– Integrated Service marketing communication.

UNIT 5 SERVICE STRATEGIES 10

Service Marketing Strategies for Health – Hospitality – Tourism – Financial – Logistics– Educational – Marketing of Online Services– Entertainment & public utility Services.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Outline an extended understanding of the similarities and differences in service based and physical product based marketing activities.
2. Organize marketing planning and control systems appropriate to service-based activities.
3. Discover integrative knowledge of marketing issues associated with service design and development.
4. Explain service delivery system and promotion.
5. Improve service marketing strategies.

TEXT BOOK:

1. Christropher H. Lovelock and JochenWirtz, Services Marketing: People, Technology, strategy Pearson Education, New Delhi,9th edition, 2018.
2. John.E.G.Bateson, K.Douglas Hoffman, Services Marketing, South Western Cengage learning, 6th Edition, 2019.

REFERENCES:

1. Kenneth E Clow, et al, Services Marketing Operation Management and Strategy, Biztantra, 8th Edition, New Delhi, 2019.
2. Valarie Zeithaml et al, Services Marketing, 8th International Edition, Tata McGraw Hill, 2018.
3. Vinnie Jauhari&kirti Dutta, Services Marketing, Text and cases, 5th edition, 2019.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110105078/L02.html>, “Services Marketing”, Dr.Biplab Datta, IIT, Kharagpur.
2. <https://kanchiuniv.ac.in/academics/department-of-management-studies/nptel-videos/>, “Services Marketing”, Dr.Jayanta Chatarjee, IIT, Kanpur.

Pre-Requisite : Nil

Preamble:

The emergence of rural markets as highly untapped potential emphasizes the need to explore them. Marketers over the past few decades, with innovative approaches, have attempted to understand and tap rural markets. Rural marketing is an evolving concept, and as a part of any economy, has untapped potential; marketers have realized the opportunity recently. Rural consumers are keen on branded goods nowadays, so the market size for products and services seems to have burgeoned.

UNIT 1 OVERVIEW OF RURAL MARKETING

10

Evolution of Rural Marketing in Indian and Global Context-Definition- Nature –Scope-Characteristics of Rural Marketing - Importance of Rural Marketing- Size & Structure of Rural Marketing – Emerging - Challenges & Opportunities in Rural Marketing.

UNIT 2 RURAL MARKETS & DECISION

8

Profile of Rural Marketing Dimensions & Consumer Profile –Classification of Rural Marketing – Regulated- Non Regulated- Marketing Mix- Segmentation- Targeting- Positioning-Rural Marketing Strategies- Role of Central, State Government and other Institutions in Rural Marketing.

UNIT 3 PRODUCT & DISTRIBUTION

8

Product / Service Classification in Rural Marketing - New Product Development in Rural Marketing- Rural Distribution in Channel Management- Managing - Physical Distribution in Rural Marketing- Fostering Creativity & Innovation in Rural Marketing.

UNIT 4 RURAL CONSUMER BEHAVIOUR

9

Consumer Buyer Behavior Model in Rural Marketing- Rural Marketing Research, CSR and Marketing Ethics in Rural Marketing- Consumer Education & Consumer Methods in Promotion of Rural Marketing-Advertisement & Media Role in Rural Marketing Promotion Methods.

UNIT 5 TRENDS IN RURAL MARKETING

10

Advanced Practices in Rural Marketing -Social Marketing - Network Marketing - Green Marketing in Indian and Global Context - Co-operative Marketing - Micro Credit Marketing - Advancement of Technology in Rural Marketing – Cold Storage – Common service centres.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Outline the Perspectives of rural marketing and relevant frameworks in rural marketing, institutions engaged in rural marketing.
2. Apply the different Classifications of Rural Marketing.
3. Analyze the consumer buying behavior in Rural Marketing.
4. Assess the recent practices in Rural Marketing.
5. Develop the advancement of technology in Rural Marketing.

TEXT BOOK:

1. C G Krishnamacharyulu, LalithaRamakrishnan, “Rural Marketing”, 7th Edition, Pearson Education, New Delhi, 2012.
2. Awadhesh Kumar Singh Satyaprakashpandey, “Rural Marketing”, 8th Edition, Indian Perspective By New age publishers, Bangalore, 2012.

REFERENCES:

1. Ramkishen Y, "New Perspectives on Rural Marketing: Includes Agricultural Marketing", 11th Edition, New Age International (P) Ltd, Bangalore, 2011.
2. Rajagopal, "Indian Rural Marketing", 12th Edition, Rawat Publishers, New Delhi, 2012.
3. PradeepKashyap& Siddhartha Raut, "Rural Marketing", 13th Edition, Biztantra, New Delhi, 2012.

e-RESOURCES:

1. <http://nptel.ac.in/courses/110108047/module1/Course%20Lecture%20Notes.pdf>, Strategic Management The Competitive Edge, Prof R. Srinivasan, Dept of Management Studies, Indian Institute of Science, Bangalore.
2. <http://nptel.ac.in/courses/110104055/>, Strategic Marketing - Contemporary Issues Prof. Jayanta Chatterjee Department of Industrial and Management Engineering Indian Institute of Technology, Kanpur.

Pre-Requisite : Nil

Preamble:

This course develops an understanding of the role and importance of digital marketing in today's business environment and also focusses on how digital marketing can be utilised by organisations and how its effectiveness can be measured.

UNIT 1 INTRODUCTION

10

Online Market space- Digital Marketing - Components -Opportunities for building Brand-Website - Planning and Creation- Content Marketing.

UNIT 2 SEO AND STRATEGY

8

Search Engine optimisation - SEO Strategy - SEO success factors On-Page Techniques - Off-Page Techniques. Search Engine Marketing- How Search Engine works- SEM components- PPC advertising -Display Advertisement.

UNIT 3 E – MAIL AND MOBILE MARKETING

8

E- Mail Marketing - Types of E- Mail Marketing - Email Automation. Mobile Marketing- Mobile Inventory/channels- Location based; Context based; Coupons and offers, Mobile Apps, Mobile Commerce, SMS Campaigns-Profiling and targeting.

UNIT 4 SOCIAL MEDIA

9

Social Media Marketing - Social Media Channels- Leveraging Social media for brand conversations -Engagement Marketing-Building Customer relationships - Creating Loyalty drivers - Influencer Marketing.

UNIT 5 DIGITAL TRANSFORMATION AND EMERGING TRENDS

10

Digital Transformation & Channel Attribution- Analytics- Ad-words, Email, Mobile, Social Media, Web Analytics - Changing your strategy based on analysis- Recent trends in Digital marketing.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Define the role and importance of digital marketing in today's business environment.
2. Outline on how digital marketing can be utilised by organisations and how its effectiveness can be measured.
3. Analyze the key elements of a digital marketing strategy.
4. Assess the effectiveness of a digital marketing campaign.
5. Develop advanced practical skills in common digital marketing tools such as SEO, SEM and Social media.

TEXT BOOK:

1. Fundamentals of Digital Marketing by Puneet Singh Bhatia;Publisher: Pearson Education; First edition , 2017.
2. Digital Marketing by Vandana Ahuja ;Publisher: Oxford University Press, 2018.

REFERENCES:

1. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 1st edition, 2018.
2. Ryan, D., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited, 2019.
3. Barker, Barker, Bormann and Neher, Social Media Marketing: A Strategic Approach, 2E South-Western ,Cengage Learning, 2018.

e-RESOURCES:

1. <http://www.digimat.in/nptel/courses/video/110104070/L42.html>, “Digital Marketing”, Dr.Jayanta Chaterjee, IIT, Kanpur.
2. <http://nitttrc.edu.in/nptel/courses/video/110104070/L46.html>, “Digital Marketing”, Dr.Jayanta Chaterjee, IIT, Kanpur.

FINANCE MANAGEMENT – ELECTIVES

22MSE09	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	L	T	P	C
		3	0	0	3

Pre-requisites: Nil

Preamble:

This course introduces the main theories and practice of investments and portfolio management. It is concerned with the analysis, evaluation, and trading of financial securities. It covers selection of assets with special emphasis on securities selection through technical analysis and fundamental analysis, computation of risk and return of individual assets, asset allocation and portfolio formation, computation of risk and return of portfolios, measurement of portfolio performance and rebalancing of portfolios.

UNIT 1 INVESTMENT

9

Financial and Economic meaning of Investment-Characteristics & Objectives of Investment-Types of Investment-Choice and Evaluation-Risk and Return Concepts: Measurement of risk through SD and Variance (Problem).

UNIT 2 SECURITIES MARKETS

9

Financial Market – Types - Participants in Financial Market – Primary Market and Secondary market – Primary market: Role – Methods of Floating New Issues, Book Building – Stock Exchanges in India – Overview of NSE, BSE,OTCEI,ISE– SEBI: Objectives, role and functions.

UNIT 3 FUNDAMENTAL ANALYSIS

9

Fundamental Analysis – Meaning – Economic Analysis: Factors, Economic Forecasting and Stock Investment Decisions. Industry Analysis: Industry Classification, Industry Life Cycle and factors. Company Analysis, introduction to Measuring Earnings.

UNIT 4 TECHNICAL ANALYSIS

9

Fundamental Analysis Vs Technical Analysis – Charting Methods – Market Indicators - Trend – Trend Reversals– Patterns– Moving Average –Exponential Moving Average–Dow Theory – Efficient Market Theory – Oscillators–Relative Strength Index(RSI)– Rate of change (ROC)– MACD.

UNIT 5 PORTFOLIO MANAGEMENT

9

Portfolio Analysis – Portfolio Selection: Markowitz Portfolio Selection Model. Capital Asset Pricing Model – Pricing with CAPM–Portfolio Evaluation (Problem) - Portfolio Revision.

Lecture : 45, Tutorial :0 Total : 45

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

- CO1 Identify the various alternatives available for investment.
- CO2 Familiarize with the terminologies of Indian stock markets and its indices.
- CO3 Inspect economic, industry and company information.
- CO4 Apply technical analysis tools for stock market analysis.
- CO5 Analyze and manage the portfolio construction.

TEXT BOOKS:

1. Punithavathy Pandian, “Securities Analysis and Portfolio Management”, 2nd Edition, Vikas Publishing House Pvt Ltd, New Delhi, 2015.
2. Donald E. Fischer & Ronald J. Jordan, “Security Analysis & Portfolio Management”, 10th Edition, PHI Learning., New Delhi, 2014.

REFERENCES:

1. S. Kevin, "Securities Analysis and Portfolio Management", 2nd Edition, PHI Learning, New Delhi, 2015.
2. R.P.Rustag, "Financial Analysis and Financial Management", 3rd Edition, Reprint, Sultan Chand & Sons, New Delhi, 2009.
3. Prasannachandra, "Investment analysis and Portfolio Management", (4th ed.) Tata McGraw Hill, 2015.

e-RESOURCES:

1. <https://archive.nptel.ac.in/courses/110/107/110107154/>
2. <https://archive.nptel.ac.in/courses/110/105/110105035/>

Pre-requisites: Nil

Preamble:

The banking industry is the foundation of the financial services group. It is most concerned with direct saving and lending, while the financial services sector incorporates investments, insurance, the redistribution of risk, and other financial activities. Financial products are the actual goods, accounts, or investments they provide. Basics of leasing and hire purchase enable the activities of fund based services. Knowledge on credit and risk based financial services will help the financial manager to lead the organisation successfully.

UNIT 1 INTRODUCTION TO INDIAN BANKING SYSTEM

9

Overview of Indian Banking system – Structure – Functions – Key Regulations in Indian Banking sector–RBI Act, 1934/2006–Banking Regulation Act, 1949–Negotiable Instruments Act 1881/ 2002 – Provisions Relating to CRR – Provision for NPA's - Overview of Financial Statements of banks–Balance Sheet–Income Statement.

UNIT 2 MANAGING BANK FUNDS/ PRODUCTS

9

Capital Adequacy – Deposit and Non-deposit sources – Designing deposit schemes and pricing of deposit sources – loan management – Investment Management – Asset and Liability Management – Financial Distress –Signal to borrowers – Prediction Models –NPA's– Current issues on NPA's – M&A's of banks into securities market

UNIT 3 DEVELOPMENT IN BANKING TECHNOLOGY

9

Payment system in India – paper based – e payment –electronic banking –plastic money – e- money – forecasting of cash demand at ATM's –The Information Technology Act, 2000 in India – RBI's Financial Sector Technology vision document – security threats in e-banking & RBI's Initiative.

UNIT 4 ASSET BASED FINANCIAL SERVICES

9

Introduction – Need for Financial Services – Financial Services Market in India–NBFC– RBI framework and act for NBFC– Leasing and Hire Purchase –Financial evaluation –underwriting–mutual funds

UNIT 5 INSURANCE AND OTHER FEE BASED FINANCIAL SERVICES

9

Insurance Act, 1938 –IRDA – Regulations – Products and services –Venture Capital Financing –Bill discounting –factoring – Merchant Banking

Lecture : 45, Tutorial :0 Total : 45

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

- CO1 Understand the overall structure and functions of Indian Financial System.
- CO2 Evaluate various types of loans proposed by banks to various prospective borrowers with different risk
- CO3 Familiarize the concept of e-banking services
- CO4 Analyze asset based financial services.
- CO5 Evaluate fee based financial services.

TEXT BOOKS:

1. Padmalatha Suresh and Justin Paul, "Management of Banking and Financial Services, Pearson, Delhi, 2017.
2. Meera Sharma, "Management of Financial Institutions – with emphasis on Bank and Risk Management", PHI Learning Pvt. Ltd., New Delhi 2010.

REFERENCES:

1. Peter S. Rose and Sylvia C. and Hudgins, "Bank Management and Financial Services", Tata McGraw Hill, New Delhi, 2017
2. M. Y. Khan, "Financial Services", 12th Edition, McGraw-Hill, New Delhi, 2012.
3. Nalini Prava Tripathy, "Financial Services", 4th Edition, PHI Learning, New Delhi, 2012.

e-RESOURCES:

1. <https://nptel.ac.in/courses/110106040>
2. <https://archive.nptel.ac.in/courses/110/105/110105121/>

Pre-requisites: Nil**Preamble:**

International trade finance creates opportunities for everyone. If the company wants to create own enterprise and distribute the product abroad or just simply want to access a wider range of products, need to know international trade finance. Trade finance likes to manifest itself in the form of guarantees or insurance and is usually provided by intermediaries, such as banks or financial institutions.

UNIT 1 INTERNATIONAL TRADE**9**

International Trade - Meaning and Benefits - Basis of International Trade - Barriers to International Trade - Balance of Trade - Balance of Payment - WTO - Indian EXIM Policy.

UNIT 2 EXPORT AND IMPORT FINANCE**9**

Special need for Finance in International Trade - Pre shipment finance - Post shipment Finance - Financial institutions - Forfaiting.

UNIT 3 FOREX MARKET**9**

Foreign Exchange Markets – Spot Prices and Forward Prices – Factors Influencing Exchange Rates – The Effects of Exchange Rates in Foreign Trade – Tools for Hedging against Exchange Rate Variability – Forward, Futures and Currency Options – FEMA.

UNIT 4 DOCUMENTATION IN INTERNATIONAL TRADE**9**

Export Trade Documents: Financial Documents – Bill of Exchange- Type- Commercial Documents - Transport Documents - Risk Covering Document- Official Document - GSPS – UPDC Norms.

UNIT 5 EXPORT PROMOTION SCHEMES**9**

Government Organizations Promoting Exports – Export Incentives: Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License.

Lecture: 45, Tutorial :0 Total : 45

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

- CO1 Describe the impact of international competitive forces on balance of payments and trade.
- CO2 Learn the major models of export import finance in international trade.
- CO3 Determine the basic concepts in FOREX market.
- CO4 Construct various documents involved in international trade.
- CO5 Evaluate the export promotion schemes.

TEXT BOOKS:

1. Apt P.G., “International Financial Management”, 3rd Edition, McGraw Hill, New Delhi, 2011.
2. Jeff Madura, “International Corporate Finance”, 9th Edition, Cengage Learning, New Delhi, 2011.

REFERENCES:

1. Alan C. Shapiro, “Multinational Financial Management”, 5th Edition, PHI Learning, New Delhi, 2010.
2. Eun and Resnik, “International Financial Management”, 5th Edition, McGraw Hill, New Delhi, 2011.
3. Anders Grath, “The Handbook of International Trade and Finance”, 2nd Edition, Nordia Publishing Ltd, United Kingdom, 2012.

e-RESOURCES:

1. http://nptel.ac.in/courses/110105031/pr_pdf/Module2-2.pdf, Dr. A.K.Misra, Professor, IIT.Kharagpur, “International Finance Vinod Gupta School of Management”.
2. http://nptel.ac.in/courses/110105031/pr_pdf/Module14.pdf, Dr. Prabina Rajib, Vinod Gupta School of Management, IIT. Kharagpur, “International Finance”.

Pre-requisites: Nil**Preamble**

Financial derivative is a financial instruments that links a specific financial instrument or indicator or commodity, and through which specific financial risks can be traded in financial markets in their own right. Transactions in financial derivatives should be treated as separate transactions rather than as integral parts of the value of underlying transactions to which they may be linked.

UNIT 1 DERIVATIVES**9**

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

UNIT 2 FUTURES CONTRACT**9**

Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options.

UNIT 3 OPTIONS**9**

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

UNIT 4 SWAPS**9**

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

UNIT 5 DERIVATIVES IN INDIA**9**

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

Lecture: 45, Tutorial :0 Total : 45

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

- CO1 Discuss the fundamental concepts of derivatives.
- CO2 Analyze the applications of future contracts.
- CO3 Illustrate the concepts of options in financial market.
- CO4 Demonstrates the uses and application of SWAP in stock market.
- CO5 Describe the history of derivatives in India.

TEXT BOOKS:

1. Keith Redhead, “Financial Derivatives – An Introduction to Futures, Forwards, Options and SWAPs”, PHI Learning, New Delhi, 2008.
2. John.C.Hull, “Options, Futures and other Derivative Securities”, 7th Edition, PHI Learning, New Delhi, 2008.

REFERENCES:

1. Stulz, “Risk Management and Derivaties”, 1st Edition, Cengage Learning, New Delhi, 2008.
2. JayanthVarma, “Derivatives and Risk Management”, Tata McGraw Hill Publishing Company Limited, New Delhi, 1st Edition, 2012.
3. David Dubofsky , “Option and Financial Futures - Valuation and Uses”, 1st Edition, McGraw Hill International Edition, US, 2010.

e-RESOURCES:

1. <https://archive.nptel.ac.in/courses/110/107/110107128/>
2. <https://www.youtube.com/watch?v=ZHvaTcpa6Yc>

Pre-requisites: Nil

Preamble:

Corporate finance is the area of finance dealing with the sources of funding and the capital structure of corporations, the actions that managers take to increase the value of the firm to the shareholders, and the tools and analysis used to allocate financial resources. The primary goal of corporate finance is to maximize or increase shareholder value. Everything from capital investment decisions to investment banking falls under the domain of corporate finance.

UNIT 1 INDUSTRIAL FINANCE

9

Indian Capital Market – Basic Problem of Industrial Finance in India. Equity – Debenture Financing – Sources of Finance and its uses - Finance from International Sources–Finance for Rehabilitation of Sick Units.

UNIT 2 SHORT TERM-WORKING CAPITAL FINANCE

9

Estimating Working Capital Requirements – Approach Adopted by Commercial banks - Public Deposits and Inter Corporate Investments.

UNIT 3 ADVANCED FINANCIAL MANAGEMENT

9

Appraisal of Risky Investments- Certainty Equivalent of Cash Flows and Risk Adjusted Discount Rate- Risk Analysis in the Context of DCF Methods Using Probability Information- Nature of Cash Flows, Sensitivity Analysis; Simulation and Investment Decision, Decision Tree Approach in Investment Decisions.

UNIT 4 FINANCING DECISION

9

Financing Decision - Cash Inadequacy, Cash Insolvency- Determining the Probability of Cash Insolvency- Financing Decision in the Context of Option Pricing Model and Agency Costs- Interdependence of Investment- Financing and Dividend Decisions.

UNIT 5 CORPORATE GOVERNANCE

9

Corporate Governance – SEBI guidelines – Corporate Disasters and Ethics – Corporate Social Responsibility and Ethics, Managers and Professionalism.

Lecture : 45, Tutorial :0 Total : 45

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

- CO1 Identify the problems faced by the corporation.
- CO2 Estimate the short term finance requirements of corporates.
- CO3 Assess the risks in corporate decisions related to investment.
- CO4 Construct the methods of managing short term finance.
- CO5 Evaluate the issues and restructuring of Corporate finance.

TEXT BOOKS:

1. Richard A. Brealey, Stewart C. Myers and Mohanthy, "Principles of Corporate Finance", 5th Reprint, McGraw Hill, New Delhi, 2014.
2. I.M.Pandey, "Financial Management", 11th Edition, Vikas Publishing House Pvt., Ltd., New Delhi, 2015.

REFERENCES:

1. Brigham and Ehrhardt, "Corporate Finance - A focused Approach", 6th Edition, Cengage Learning, New Delhi, 2016.
2. M.Y Khan, "Indian Financial System", 8th Edition, McGraw Hill, New Delhi, 2013.
3. Krishnamurthy and Viswanathan, "Advanced Corporate Finance", Illustrated Edition, PHI Learning, New Delhi, 2011.

e-RESOURCES:

1. <https://archive.nptel.ac.in/courses/110/105/110105156/#>
2. <https://www.youtube.com/watch?v=YMCotdTIPXM>

Pre-requisites: Nil

Preamble:

The insurance industry employs many people in a variety of functional jobs, including opportunities in accounting, finance, information systems, advertising, sales and marketing, human resources, law and operations. Risk management is conducted by specially trained professionals who identify and strategically manage the risks inherent in doing business in a variety of different industries, including financial services, healthcare, entertainment, manufacturing and construction.

UNIT 1 INTRODUCTION TO INSURANCE

9

General Insurance – Principles of general insurance – General Insurance Products (Fire, Motor, Health) – Insurance Contracts – Objectives of Insurance Contracts – Elements of a valid contract – Characteristics of Insurance Contracts – Insurance Pricing – Insurance Market & Regulation – Solvency regulation.

UNIT 2 INSURANCE AS A RISK MANAGEMENT TECHNIQUE

9

Insurance Principles – Policies – Insurance Cost & Fair Pricing – Expected claim costs – Contractual provisions that limit Insurance Coverage.

UNIT 3 INTRODUCTION TO RISK MANAGEMENT

9

Risk - Types of Risk – Objectives of risk management – Sources of risk – Risk Identification – Measurement of risk – Risk Management Process.

UNIT 4 RISK AVERSION & MANAGEMENT TECHNIQUES

9

Risk Avoidance – Loss Control – Risk retention – risk transfer – Value of risk Management – Pooling and diversification of risk.

UNIT 5 ADVANCED ISSUES IN RISK MANAGEMENT

9

The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management --Decision Making- Other Risk Management Tools.

Lecture : 45, Tutorial :0 Total : 45

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

- CO1 Understand the principles and characteristics of General Insurance
- CO2 Apply insurance as a risk management techniques
- CO3 Identify the risks involved in business
- CO4 Evaluate the risk and avoid losses
- CO5 Analyze the risk management dynamics and tools.

TEXT BOOKS:

1. Harrington and Niehaus, „Risk management and Insurance, Tata Mcgraw Hill Publishing, New Delhi, 3rd Edition, 2010.
2. Trieschman, Hoyt, Sommer, „Risk management and Insurance, Cengage Learning, 3rd Edition, 2011.

REFERENCES:

1. Mark S. Dorfman, Introduction to Risk management and Insurance, 10th Edition, Prentice hall of India, 2011.
2. Skipper and Kwon, Risk management and Insurance, Blackwell Publishing, 2009.
3. Stulz, Risk management and Derivatives, Cengage Learning, 2nd Edition, 2011.

e-RESOURCES:

1. <https://www.youtube.com/watch?v=mktNDebfF3o>
2. <https://www.youtube.com/watch?v=fbuMCgQPN3E>

22MSE15 STRATEGIC INVESTMENT AND FINANCING DECISIONS

L	T	P	C
3	0	0	3

Pre-requisites: Nil

Strategic financial management is about creating profit for the business and ensuring an acceptable return on investment (ROI). Strategic management also involves understanding and properly controlling, allocating, and obtaining a company's assets and liabilities, including monitoring operational financing items like expenditures, revenues, accounts receivable and payable, cash flow, and profitability

UNIT 1 INVESTMENT DECISIONS**9**

Project Investment Management Vs Project Management – Introduction to profitable projects – evaluation of Investment opportunities – Investment decisions under conditions of uncertainty –Risk analysis in Investment decision – Types of investments and disinvestments.

UNIT 2 CRITICAL ANALYSIS OF PROJECTS**9**

Market and Demand Analysis - Analysis of Technical arrangements – Investment decisions under capital constraints – Capital rationing, Portfolio – Portfolio risk and diversified projects.

UNIT 3 FINANCING DECISIONS**9**

Financial estimates and projections – estimates of sales, production, working capital, profitability – Financing of projects – various sources of funds – Raising capital in international markets and through venture capital.

UNIT 4 STRATEGIC ANALYSIS OF SELECT INVESTMENT DECISIONS**9**

Lease Financing, Operating Risk, borrowing vs. procuring– Hire purchase and Installment decisions – Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT 5 FINANCIAL DISTRESS**9**

Consequences, Issues, Bankruptcy, Settlements, reorganization and Liquidation in bankruptcy

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Identify the project management methods
- CO2 Do critical analysis on projects..
- CO3 Estimate the finance requirements for a business.
- CO4 Capable of doing strategic analysis
- CO5 Handle financial distress.

TEXT BOOKS:

1. Prasanna Chandra, Financial Management, 9th Edition, Tata McGraw Hill, 2012.
2. Prasanna Chandra, Projects : planning, Analysis, Financing implementation and review, TMH, New Delhi, 2011.

REFERENCES:

1. Bodie, Kane, Marcus: Investment, Edition 10th, Tata McGraw Hill, New Delhi 2013.
2. Brigham E. F & Houston J.F. Financial Management, kindle edition, Thomson Publications, 2012

e-RESOURCES:

1. <https://www.youtube.com/watch?v=1va8ryAuEdc>
2. <https://www.youtube.com/watch?v=eWaBfL6sJyk>

Pre-requisites: Nil**Preamble:**

Forex management is the management of forex rate and take the big business decisions on the basis of foreign currency rates. It develops knowledge of different types of forex markets and various quotations in Forex markets, Identify the risk in the Forex market as well as volatility in Forex market,

UNIT 1 FOREX MARKET OVERVIEW**9**

Introduction – Participants – Settlement of transactions– Functions of foreign exchange markets – Foreign currency accounts – VOSTRO –NOSTRO -LORO - Determination of exchange rates – Foreign Exchange Management Act –Administration of foreign exchange.

UNIT 2 FOREX TRANSACTIONS**9**

Foreign Exchange transactions – Spot - Forward - Swap transactions – Exchange quotations – Direct Quotations – Indirect Quotations - Foreign exchange rates – Bases – Types of rates – Buying Rate - Selling rates – Cross rates.

UNIT 3 FOREX MARGINS**9**

Forward Exchange Contract – Features of Forward Margin – Factors Determining Forward Margin – Calculations – Interbank Deals – Cover deals – Trading – Arbitrage operations – Futures Trading - Options Trading - Features & Benefits.

UNIT 4 FOREIGN EXCHANGE RISK AND EXPOSURE OVERVIEW**9**

Introduction – Types of exchange risk & exposure – Transaction Risk – Economic Risk – Translation Risk – Contingent Risk – Other Risks - Internal techniques of exposure – Futures, Hedging & Options - External techniques of exposure – Forward Market.

UNIT 5 FOREX POLICIES IN INDIA**9**

Exchange rate arrangements in India – Fixed rate - Fluctuating – Exchange control – Direct Methods - Indirect methods – Merits and demerits of Direct Method – Merits and demerits of In Direct Method - Monetary Policy in India - Fiscal policies in India – FOREX regulations.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Understand how the foreign Exchange Market operates
- CO2 Familiarize FOREX transactions
- CO3 Evaluate FOREX Margins
- CO4 Estimate Foreign exchange risk and exposure.
- CO5 Analyze forex policies in India

TEXT BOOKS:

1. Jeevanandam C, Foreign Exchange & Risk Management, Sultan Chand & Sons, 2020.
2. Shah Paresh, Forex Management, Dreamtech Press India Pvt. Ltd, 2019.

REFERENCES:

1. Seethalekshmy C: by Foreign Exchange Management, MISHA Books, 2019.
2. Day Edward, FOREX Trading, Kinloch Publishing, 2020
3. 10 Essentials of FOREX Trading, Jared F.Martinez, McGraw Hill, 2020.

e-RESOURCES:

1. <https://www.youtube.com/watch?v=OPxco5ynC10>
2. https://www.youtube.com/watch?v=CeOMISxYvig&list=RDCMUC640y4UvDAIya_WOj5U4pfA&start_radio=1&rv=CeOMISxYvig&t=4

HUMAN RESOURCE MANAGEMENT – ELECTIVES

22MSE17	MANAGERIAL BEHAVIOR AND EFFECTIVENESS	L	T	P	C
		3	0	0	3

Pre-requisites: Basic understanding of Managerial behavior and effectiveness in organizations.

Preamble

Appreciate the importance of adopting an appropriate style of managerial behavior and approach to the management of people; Review basic, underlying philosophies for the successful management of people; Analyze managerial effectiveness and suggest criteria for evaluating the effectiveness of managers; Recognize the importance of the management of time and distinguish activity from effectiveness.

UNIT 1 THE MANAGERIAL JOBS 9

Descriptive Dimensions of Managerial Jobs – Methods – Model – Time Dimensions in Managerial Jobs –Effective and Ineffective Job behavior – Functional and Level Differences in Managerial Job Behavior

UNIT 2 MANAGERIAL JOB DESIGN 9

Identifying Managerial Talent – Managerial Skills Development – Managerial Motivation – Effective Management of Self – Self Knowledge –Self Development - Self Assessment - Career Management.

UNIT 3 THE CONCEPT OF MANAGERIAL EFFECTIVENESS 9

Definition – The Person, Process, Product Approaches – Bridging the Gap – Measuring Managerial Effectiveness – Current Industrial and Government Practices in the Management of Managerial Effectiveness- The EffectiveManager as an Optimizer.

UNIT 4 ORGANISATIONAL EFFECTIVENESS 9

Organizational Processes – Organizational Climate – Group Influences – Job Challenge – Competition –Organizational Culture – Counseling – Feed Back – Review - Managerial Styles.

UNIT 5 DEVELOPING THE WINNING EDGE 9

Organizational and Managerial Efforts – Self Development – Negotiation Skills – Development of the Competitive Spirit – Knowledge Management – Fostering Creativity and innovation.

Lecture : 45, Tutorial :0, Total : 45

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

- CO1 Identify and explain the knowledge about the appropriate style of managerial behavior.
- CO2 Select and apply relevant concepts for Effective Manager as an Optimizer.
- CO3 Describe Managerial effectiveness in the organization.
- CO4 Develop the competitive spirit.
- CO5 Select the suitable managerial styles in the organization.

TEXT BOOKS:

1. Blanchard and Thacker, “Effective Training Systems”, Strategies and Practices, 11th Edition, Pearson, New Delhi, 2020.
2. T. V. Rao, “Appraising and Developing Managerial Performance”, Excel Books, 9th Edition, New Delhi, 2020.

REFERENCES:

1. Peter Drucker, "Management", Harper Row, 10th Edition, Newyork, 2021.
2. Joe Tidd, John Bessant, Keith Pavitt, "Managing Innovation", 11th Edition, Wiley, San Francisco, 2021.

e-RESOURCES:

- 1 http://nptel.ac.in/courses/122106031/Pdfs/7_1.pdf, GROUP BEHAVIOUR, Dr. M. Thenmozhi, IndianInstitute of Technology Madras.
- 2 <http://nptel.ac.in/courses/110105051/m34l34.pdf>, Communication and Leadership, Aradhna Malik (PhD), Indian Institute of Technology Kharagpur.

Pre-requisites: understanding of the concept of talent management and its role, Talent Planning, Talent Acquisition & Retention and Competency Mapping.

Preamble

Analyzes the processes of selecting, developing and maintaining talent within an organization. The course focuses on talent management strategies and initiatives which are integrated with organizational strategy and bottom line objectives.

UNIT 1 MANAGING TALENT

9

Definition, Meaning of Talent Management, Objectives & Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Benefits of Talent Management, Talent vs. knowledge people, Source of Talent, Consequences of failure in managing talent, Tools for Managing Talent.

UNIT 2 PROCESS AND BUILDING BLOCKS OF TALENTS MANAGEMENT

9

Talent Management Process - Stages of Talent Management-Essentials of Talent Management Process. Competencies – performance management, conducting performance reviews, Appraising executive talent, selecting the right appraisal.

UNIT 3 TALENT PLANNING

9

Succession management process, Integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent, compensation management within the context of talent management.

UNIT 4 TALENT ACQUISITION AND RETENTION

9

Talent Acquisition- Defining Talent Acquisition, Develop high potential employees, High performance workforce, Importance of Talent Development Process, Steps in developing talent. Talent Retention: SMR Model (Satisfy, Motivate and Reward), Employee Retention Programs, Career Planning and Development, Best practices in employee retention.

UNIT 5 COMPETENCY MAPPING

9

Concepts and definition of competency; types of competencies, Features of competency, approaches to mapping methods, Competency mapping procedures and steps, 5 level competency model, Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models, how competencies relate to career development and organizational goals.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Discuss the process of linking talent management to organizational strategy.
- CO2 Examine the process for identifying high potential talent and developing a pipeline of talent to serve organizational present and future needs.
- CO3 Examine the processes for talent development and succession planning.
- CO4 Discuss the Talent Acquisition and Retention
- CO5 Evaluate the concept of competency mapping and models of competency mapping

TEXT BOOKS:

1. R., Hollenbeck, J., Gerhart, B., & Wright, P. "Human Resource Management: Gaining a Competitive Advantage", 6th Edition, McGraw-Hill/Irwin, New Delhi, 2008.
2. Lance A Berger, Dorothy R Berger, "The Talent Management Handbook:

Creating a Sustainable Competitive Advantage by Selecting, Developing, and Promoting the Best People”, Tata Mcgraw Hill, 2011.

3. Merlevede, P, “Talent Management: A Focus on Excellence Managing Human Resources in a Knowledge Economy” London, UK: Bookboon e publishing company, 2013.

REFERENCES:

1. Lance A.Berger and Dorothy R.Berger, “The Talent Management Handbook”,Tata McGraw-Hill Publishing Company Limited, New Delhi, 2014.
2. Dr. T V Rao, “Hurconomics for Talent Management”, Pearson Publications, 2018.
3. Shukla Ravinder, “Global India Publications, Talent Management: Process of Developing & Integrating Skilled Workers”, Pearson Education, New Delhi, 2020.

e-RESOURCES:

1. https://nptel.ac.in/courses/122106031/Pdfs/4_1.pdf; Human Resource Management in the next millennium dr.t.j.kamalanabhan professor department of management studies Indian Institute of Technology Madras Chennai.
2. https://nptel.ac.in/courses/110105034/sm_web/module%20two-lec-4-12.pdf; Human Resource Management in the next millennium dr.t.j.kamalanabhan professor department of management studies Indian Institute of Technology Madras Chennai.

Pre-requisites: Basics contemporary knowledge and gain a conceptual understanding of industrial relations.

Preamble

In the wake of industrialization human problems always follow. Such problems have many facets, one of them being the problem of providing adequate welfare for those who work. The situation is all the more complex in India where welfare must simultaneously meet the demands of social justice, political democracy as well as the needs of a developing economy.

UNIT 1 INDUSTRIAL RELATIONS

9

Concepts – Objectives of Industrial Relations – Functions of Trade Unions – Registration of Trade Unions - Collective Bargaining - Code of Discipline - Causes of Grievances – Understanding Employee Grievances.

UNIT 2 INDUSTRIAL DISPUTES

9

Disputes – Causes – Impact - Strikes & Lock out – Prevention of Industrial Disputes – Dispute settlement mechanisms: Conciliation – Arbitration – Adjudication.

UNIT 3 LABOUR WELFARE

9

Concept – Need – Scope – Voluntary Welfare Measures – Statutory Welfare Measures – Participative Management, QWL, Empowerment - Wages Act

UNIT 4 INDUSTRIAL SAFETY

9

Causes of Accidents – Prevention – Safety Provisions – Industrial Health and Hygiene – Problems – Occupational Hazards – Diseases – Psychological Problems – Counseling.

UNIT 5 WELFARE OF SPECIAL CATEGORIES OF LABOUR

9

Prohibition of Child Labour – Female Labour – Contract Labour – Construction Labour – Agricultural Labour – Differently abled Labour – Social Security.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Apply better understanding of contemporary industrial relations practices.
- CO2 Describe the causes of industrial disputes and its settlement mechanisms.
- CO3 Examine the importance of various employment related legal issues with reference to industry and labor.
- CO4 Solve industrial relations and human relations problems and promote industrial safety.
- CO5 Discuss the various social assistance and social security schemes offered to the special categories of labours.

TEXT BOOKS:

1. Sharma, R.C, "Industrial Relations and labour legislation", 7th Edition, PHI Learning Private Limited, New Delhi, 2020.
2. Arun Monappa, Ranjeet Nambudiri, Patturaja Selvaraj, "Industrial relations & Labor Laws", 6th Edition, McGraw Hill, New Delhi, 2021.

REFERENCES:

1. Ratna Sen, “Industrial Relations in India, Shifting Paradigms”, 11th Edition, Macmillan India Ltd., New Delhi, 2020.
2. C. S. Venkata Ratnam, “Globalization and Labor Management Relations”, 11th Edition, Response Books, New Delhi, 2020.
3. Srivastava, “Industrial Relations and Labor laws”, 11th Edition, Vikas, New Delhi, 2022.

e-RESOURCES:

1. <http://nptel.ac.in/courses/122105020/12#>, “ Nature of Industrial Relations” , Prof. Kalyan Chakravarti, Indian Institute of Technology, Kharagpur.
2. <http://nptel.ac.in/courses/109103022/1>. “ Industrial Conflicts”, Dr. Sambit Mallick & Dr. Liz Das, Dept. of Humanities and Social Sciences, Indian Institute of Technology Guwahati.

Pre-requisites: Basics knowledge about the concepts of change management and to acquire the skills required to manage any change effectively.

Preamble

Today, as never before, organisations are facing an environment that is changing rapidly, and the task facing managers is to help organisations respond and adjust to the changes taking place. Organisation change and development discusses the various types of change that organisations must undergo, and how organisations can manage the process of change to stay ahead in today's competitive environments. Organisational Development increases the level of self and group responsibility in planning and implementation.

UNIT 1 ORGANIZATIONAL CHANGE

9

Concept and Significance-Nature of Change -Analyzing the Environment-Targets of change – Role of Change Agents - Perspectives on Change.

UNIT 2 TYPES OF CHANGE

9

Bipolarity of Change - Continuous or Incremental Change-Discontinuous or Radical Change- Participative Change and Directive Change-Knowledge Change-Attitudinal Change – Planned and Unplanned change.

UNIT 3 IMPLEMENTING CHANGE

9

Change Management Process – Managing change: Action Research - Lewin's Model of Change – Forces for organizational change – Resistance: Nature – Factors contributing to resistance – Methods of handling resistance.

UNIT 4 ORGANIZATIONAL DEVELOPMENT (OD)

9

Definition – Objectives - Characteristics of OD – Phases of OD Program – Classifying OD interventions – OD's future – OD in Indian Industry – Criticism of OD.

UNIT 5 OD INTERVENTIONS

9

Individual and small group interventions - Team & Inter Team interventions - Structural Interventions –Comprehensive interventions.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Understand the relationship among organizational change and organizational effectiveness.
- CO2 Distinguish among the major types of change organisations must manage.
- CO3 Recognize the problems inherent in managing change and the obstacles that must be overcome.
- CO4 Identify organizational situations that would benefit from OD interventions.
- CO5 Analyze ongoing activities within an organization and design and plan the implementation of selected OD interventions.

TEXT BOOKS:

1. Wendell L. French, Cecil H. Bell and Vohra, "Organization Development: Behavioral Science Interventions for Organization Improvement", 6th Edition, Pearson Education India, New Delhi, 2013.
2. Radha R.Sharma, "Change Management: Concepts & Applications", McGraw Hill, New Delhi, 2011.

REFERENCES:

1. Gareth R.Jones, "Organisational Theory, Design and Change", 4th Edition, Pearson education, New Delhi, 2016.
2. Tripathi.P.C, "Organisation Effectiveness and Change", Sultan Chand and Sons, New Delhi, 2017.
3. Ramanarayan, S. and Rao, T.V., "Organization Development: Accelerating Learning and Transformation", 2nd Edition, Sage India, 2021.

e-RESOURCES:

1. https://nptel.ac.in/courses/122106032/Pdf/6_1.pdf; Dr. Sangamithra, Management Science II, Indian Institute of Technology Madras.
2. <https://nptel.ac.in/courses/103107088/module8/lecture1/lecture1.pdf>; Dr. Shishir Sinha Dept. of Chemical Engineering IIT Roorkee.

Pre-requisites: Basics knowledge imparts knowledge on the various events and how these events can be organized successfully.

Preamble

Event management create opportunities for people to connect with an area, spend time together, celebrate and experience the diversity of cultures and foster creativity and innovation. They allow a community to come alive and provide an opportunity for a destination to showcase its tourism experience and increase economic activity. Events contribute significantly to community building, lifestyle and leisure enhancement, cultural development, tourism promotion and increased visitation, volunteer participation, fundraising and economic development.

UNIT 1 EVENT CONTEXT

9

History & Evolution – Types of events – MICE – Types of Meeting, Trade Shows, Conventions, Exhibitions- Structure of event industry – Event Management as a profession – Perspectives on event : Government, Corporate & Community – Code of Ethics.

UNIT 2 EVENT PLANNING & LEGAL ISSUES

9

Conceptualizing the event – Host, sponsor, Media, Guest, Participants , Spectators – Crew – Design of concept – Theme and content development – Visualization – Event objectives – Initial planning – Budgeting – Event design and budget checklist – Preparation of functional sheets – Timing – Contracts and Agreements – Insurance, Regulation, Licence and Permits – Negotiation

UNIT 3 EVENT MARKETING

9

Role of Strategic Marketing Planning - Pricing – Marketing Communication Methods & budget – Elements of marketing communication – Managing Marketing Communication – Role of Internet – Sponsorship – Event sponsorship – Strategy – Managing Sponsorships – Measuring & Evaluating sponsorship.

UNIT 4 EVENT OPERATION

9

Site Selection – Types of location – Venue Requirements – Room, Stage, Audi-Visual, Lighting, Performers, Decors, Caterer, Photography & Videography – Protocols – Guest list – Guest demographics – Children at event – Invitation – Media – Freelance Event Operation – Road show - Food & Beverage – Entertainment – Event Logistics – Supply of facilities – Onsite logistics – Control of event logistics – Evaluation & Logistics.

UNIT 5 SAFETY & EVENT EVALUATION

9

Risk assessment – Safety officer, Medical Manager – Venue, Structural safety – Food safety – Occupational safety – Fire Prevention – Sanitary facilities – Vehicle traffic – Waste Management. Event Impact – Event Evaluation Process – Service Quality - Customer Satisfaction.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Learning about structure and code of ethics of events
- CO2 Exploring and getting to know about event planning and regulations.
- CO3 Understand about event marketing, planning and strategies
- CO4 Enhance professional skills in event management
- CO5 Analyze the safety measure of event management.

TEXT BOOKS:

1. Lynn Van Der Wagen, Event Management for Tourism, Cultural Business & Sporting Events, 4 th Edition, Pearson Publications, 2020.
2. John Beech, Sebastian Kaiser & Robert Kaspar, The Business of Events Management, Pearson Publication, 2019.

REFERENCES:

1. Judy Allen, Event Planning 2nd Edition, Wiley & Sons, Canada, 2020.
2. Julia Rutherford Silvers, Professional Event Coordination, The Wiley Event Management Series, 2021
3. Allison ,The Event Marketing Handbook: Beyond Logistics & Planning.

e-RESOURCES:

1. https://onlinecourses.swayam2.ac.in/nou20_ge01/preview
2. https://onlinecourses.swayam2.ac.in/nou20_ge02/preview

Pre-requisites: Basics understanding of HR Analytics, Process and impact and best practices in HR analytics

Preamble

As a Human Resources responsibility, HR analytics has evolved from a nice-to have to a must-have for most organizations. However, little about people analytics is easy. It can be hard to collect data, clean it and draw insights from it. It's even harder when there's a need to integrate data among multiple systems and commonly that is indeed needed.

UNIT 1 INTRODUCTION TO HUMAN RESOURCE ANALYTICS 9

Understanding HR indicators, metrics and data, HR Analytics Process, Frameworks for HR Analytics: LAMP Framework, HCM 21 Framework. Application of analytical techniques to evaluate human capital impact on business.

UNIT 2 STATISTICS FOR HRM 9

Statistical analysis for HR, Toolkits, Compensation KPIs, Power interest stakeholder matrix, Data models, Creating dash boards, analyzing and reporting

UNIT 3 BEST PRACTICES IN HR ANALYTICS 9

Staffing, supply and demand forecasting, Total compensation analyses, Performance Analytics, Attrition Analytics, Learning and Development Analytics, Diversity Analytics, Employee engagement analytics - Employee satisfaction analytics..

UNIT 4 HR REGULATIONS AND REPORTING REQUIREMENTS 9

Developing HR Scorecard, Developing HR Analytics Unit: Analytics Culture, Analytics for decision making, Analytics for Human Capital in the Value ChainBalance Score card – ROI – Predictive Analytics.

UNIT 5 SAFETY & EVENT EVALUATION 9

HR regulations and reporting requirements: HR Policies, Procedures and guidelines, Key regulations and reporting requirements, connecting missions or goals to HR Benchmarks and metrics, Reporting & Advising - the 4 rules of reporting HR analytics - importance of data visualization.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Gain clarity on the concept of HR Analytics
- CO2 Explore on statistics and toolkits
- CO3 Contrasting and assimilating best practices in HR analytics
- CO4 Demonstrate in analyzing optimal methods for measuring HR contribution
- CO5 Design and construct HR regulations and reporting requirements

TEXT BOOKS:

1. Martin Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, 2nd Edition, 2019.
2. Pease G., Beresford B., Walker L., Developing Human Capital: Using Analytics to Plan and Optimize your Learning and Development Investments. Wiley, 1 st Edition, 2020

REFERENCES:

1. Dipak Kumar Bhattacharyya, Hr Analytics: Understanding Theories and Applications, Sage Publications India Private Limited, 1st Edition, 2017.
2. Sesil, J. C., Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education, 1st Edition, 2019.
3. Bassi, L., Carpenter, R., and McMurrer, D., HR Analytics Handbook, Reed Business, McBassi & Company, 1st Edition, 2022.

e-RESOURCES:

1. <https://nptel.ac.in/courses/110105089> pdf., Dr. Rudra P. Pradhan, NOC:Business Analytics For Management Decision, IIT Kharagpur.
2. <https://nptel.ac.in/courses/110101164/module8/lecture1/lecture1.pdf> Prof. Ashish Pandey NOC:Advances in Strategic Human Resource Management (HRM), IIT Bombay.

Pre-requisites: Basics concepts of Human resource planning, selection and induction processes in an organization.

Preamble

Human Capital Management will help organizations to develop their resource plans. It highlights the importance of strategically anticipating Human Capital changes through planning; it offers basic planning steps, issues to consider, and strategies. It also describes the various resource models and their advantages and disadvantages. It describes in detail the Hybrid Model for Human Capital Management, various steps involved, strategy factors, and key benefits.

UNIT 1 HUMAN RESOURCE PLANNING (HRP) 9

Objectives of HRP - Significance and methods of HRP - Methods of Forecasting, Demand and supply forecasting - Models of HRP, Job Analysis, Job Specification, Job Description, Job evaluation, linking HRP with strategic business plan.

UNIT 2 SOURCES OF RECRUITMENT 9

Recruitment plan and methods, Recruitment policy, Features of a good recruitment policy, Employee Referral Initiatives, E-Recruitment /Online recruitment Technique - Recent trends in Recruitment, Evaluation of a recruitment program.

UNIT 3 SELECTION & INDUCTION 9

Selection: Selection Process, Selection Methods, Selection Test, different types of selection tests, Interview Techniques, Different types of interviews, Skill Gap Analysis Placement: Differences between recruitment, selection and placement Induction: Purpose – Objectives – Process and Principles – Factors of Effective Induction

UNIT 4 PROMOTION 9

Promotion Procedure & Program, Demotion. Transfer - Purpose and Procedure – Types. Separations – Terminations – Dismissals – Suspension – Retrenchment – Layoffs – Resignations – VRS.

UNIT 5 ETHICAL ISSUES 9

Ethical issues in Human Capital Planning - Ethical issues in Recruitment and Selection, Ethical issues in Attrition and Retention, Ethical issues in Appraisal - Enhancing the effectiveness of Recruitment & Selection.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Understand about the basic concepts of Human resource planning
- CO2 Know the sources of recruitment and recent trends in recruitment.
- CO3 Use appropriate selection and induction processes in an organization
- CO4 Know various promotions, transfers and separations.
- CO5 Learn the ethical issues in human capital planning.

TEXT BOOKS:

1. Kenneth McBey, Strategic Human Resources Planning, Cengage learning, 5th Edition, 2019.
2. Stewart. C.J, Cash. C.J. Jr, (2014), Interviewing: Principles and Practices, 14th edition, McGraw-Hill. 2020

REFERENCES:

1. Dipak Kumar B, Human Resource Planning, Excel, 3rd Edition, 2020.
2. H.R. Appannaiah, H.A. Bhaskara, (2021) – Human Capital Management, First edition – Himalaya publishing house.

e-RESOURCES:

1. https://nptel.ac.in/courses/110105069/Pdf/6_1.pdf; Prof, A Malik NOC: Principles of Human Resource Management, IIT Kharagpur
2. <https://nptel.ac.in/courses/110101164/> ; Prof Ashish pandey, NOC: Advances in Strategic Human Resource Management (HRM), IIT Bombay

Pre-requisites: Basics concepts of stress management, the impact of stress and analyze the stress reduction techniques.

Preamble

To enable the students to create an awareness on business Ethics and Human Values, to instill Moral and Social Values and Loyalty and to appreciate the rights of others. Stress is a frustrating condition where it contains an excess of work and an overload which reduces the concentration, mentality and the normal working condition of any employees.

UNIT 1 INTRODUCTION TO STRESS MANAGEMENT 9

Introduction to stress: Meaning, Definition, Eustress, Distress, Stressor emotional, intellectual, environmental, occupational/educational performance, social, physical, and spiritual stressors- Types of stress: Acute stress, Episodic Acute stress and chronic stress, Sources of stress, signs and Symptoms,

UNIT 2 IMPACT OF STRESS 9

Physiological Impact of stress, Psychological Impact of stress, Social Impact of stress, Types of intervention, The General Adaptation Syndrome - Fight or flight response, Stress warning signal

UNIT 3 STRESS REDUCTION TECHNIQUES 9

Challenging Stressful Thinking, Problem Solving and Time Management, Psychological and Spiritual Relaxation Methods, Physical Methods of Stress Reduction, Preparing for the Future: College and Occupational Stress.

UNIT 4 COPING STRATEGIES 9

Coping Mechanisms: Appraisal focused, Emotional focused and Problem focused - Stress problem solving Sequence - ABCDE problem solving Model.

UNIT 5 DEVELOPING RESILIENCE TO STRESS 9

Understanding stress level, Role of Personality Pattern, Self Esteem, Locus of Control, Role of Thoughts Beliefs and Emotions, Life Situation Intrapersonal: Assertiveness, Time Management

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Have a clear understanding on the concept of stress management
- CO2 Illustrate the impact of stress and predict Stress warning signals
- CO3 Develop ability to analyze the stress reduction techniques
- CO4 Acquire the ability to identify the strategies to cope up with stress
- CO5 Develop resilience strategies to stress.

TEXT BOOKS:

1. Ashley Weinberg, Valerie Sutherland, Organizational Stress Management: A Strategic Approach, Palgrave Macmillan, 5 th Edition 2019.
2. Emily Nagoski , Amelia Nagoski , Burnout: The Secret to Unlocking the Stress Cycle, Ballantine Books, 1 st Edition, 2020.

REFERENCES:

1. Rachel Lewis, Joanna Yarker, Emma Donaldson-Feilder, Preventing Stress in Organizations: How to Develop Positive Managers, Wiley Blackwell, 1 st Edition, 2019.
2. Kelly McGonigal, The Upside of Stress: Why Stress Is Good for You, and How to Get Good at It, Avery Publishers, 1st Edition 2020.
- 3.. Kajal A. Sharma, Cary L. Cooper, D.M. Pestonjee, Organizational Stress Around the World Research and Practice, Routledge, 1 st Edition, 2022.

e-RESOURCES:

1. [https://nptel.ac.in/courses/ 121105009/](https://nptel.ac.in/courses/121105009/) prof Rajalakshmi Guha, NOC:Stress Management, IIT Kharagpur
2. [https://nptel.ac.in/courses/ 112106068/.pdf](https://nptel.ac.in/courses/112106068/.pdf), Prof K Ramesh, Experimental Stress Analysis, IIT Madras

SYSTEMS MANAGEMENT – ELECTIVES

22MSE25	SOCIAL MEDIA WEB ANALYTICS	L	T	P	C
		3	0	0	3

Preamble

Social Media Analytics is the top priority for many business today. Organization try to identify ways to leverage social media application such as Facebook, Wikipedia, YouTube, Twitter, Instagram, Etc., Social media allows organization to engage with their customers instantaneously..

UNIT 1 INTRODUCTION 9

Evolution of online communities - History and Evolution of Social Media- Social Media vs. traditional media - Social Media Audience and Goals for using Social Media - Understanding Social Media: Strong and weak ties – Influencers - How ideas travel – Virality - Social theory and social media - Technological determinism in popular discourse on social media technologies.

UNIT 2 COMMUNITY BUILDING AND MANAGEMENT 9

Science of Social Media - Keys to Community Building - Promoting Social Media Pages- Linking Social Media Accounts-The Viral Impact of Social Media-Digital PR-Encourage Positive Chatter in Social Media - Identity in social media: formation of identities, communities, activist movements, and consumer markets - Social Media as business.

UNIT 3 SOCIAL MEDIA POLICIES AND MEASUREMENTS 9

Social Media Policies-Etiquette, Privacy- ethical problems posed by emerging social media technologies - The road ahead in social media- The Basics of Tracking Social Media - social media analytics- Insights Gained From Social Media- Customized Campaign Performance Reports - Observations of social media use.

UNIT 4 WEB ANALYTICS 9

Web Analytics - Present and Future, Data Collection - Importance and Options, Overview of Qualitative Analysis, Business Analysis, KPI and Planning, Critical Components of a Successful Web Analytics Strategy, Web Analytics Fundamentals, Concepts, Proposals & Reports, Web Data Analysis.

UNIT 5 SEARCH ANALYTICS 9

Search engine optimization (SEO), non-linear media consumption, user engagement, user generated content, web traffic analysis, navigation, usability, eye tracking, online security, online ethics, content management system, data visualization, RSS feeds, Mobile platforms, User centered design, Understanding search behaviors.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 The students will be able to enhance the social media skills.
- CO2 The students will be able to develop a mass communication strategy and guide campaigns.
- CO3 To get an idea of social media policies.
- CO4 Understand the fundamentals and concepts of web analytics.
- CO5 How to effectively use the resulting insights to support website design decisions, campaign optimisation, search analytics, etc.

TEXT BOOKS:

1. K. M. Shrivastava, Social Media in Business and Governance, Sterling Publishers Private Limited, 2013 .
2. Christian Fuchs, Social Media a critical introduction, SAGE Publications Ltd, 2014

REFERENCES:

1. Bittu Kumar, Social Networking, V & S Publishers, 2013
2. Avinash Kaushik, Web Analytics - An Hour a Day, Wiley Publishing, 2007
3. Takeshi Moriguchi , Web Analytics Consultant Official Textbook, 7th Edition, 2016

e-RESOURCES:

1. <http://nptel.ac.in/courses/111105041/3>, “Social Networks”
2. <http://nptel.ac.in/courses/111105041/33>, “Web Designs”.

22MSE26	RELATIONAL DATABASE MANAGEMENT SYSTEMS	L	T	P	C
		3	0	0	3

Preamble

The rapid growth of hardware, software, connectivity and reduced cost augmented the development and up gradation of Database Management System software. In fact, for large applications involving modeling a system model consisting of a large number of entities and their inter-relationships, the task becomes formidable. Today, relational database systems such as ORACLE, INGRES etc. are proved to be the strong support in the increasingly wide range of platforms and have received large-scale acceptance among the database users.

UNIT 1 DATABASES 9

DBMS Models-Multimedia Databases, Parallel Databases, Embedded, Web, Spatial, Temporal Databases, Virtualization, Active Databases - Embedded Databases -Web Databases.

UNIT 2 RELATIONAL DATABASE 9

Relational System, Codd's Rule, Relational Model, Optimization, Tables and Views, DBMS – types and evolution.

UNIT 3 RELATIONAL MODEL OBJECTS 9

Domains and Relations, Relations and predicates, Relational Data Integrity; Primary Key, Candidate Key, Foreign Key and their rules, Relational operators, Relational Algebra.

UNIT 4 ER MODEL 9

Entity Type, Entity Set, Relationship type, Relationship sets, Constraints: Cardinality Ratio and Participation Constraint, Keys, Mapping, Design of ER diagrams.

UNIT 5 EMERGING TRENDS 9

Data Mining - Data Warehousing - Star, Snowflake, Fact Constellation; Open Source Database Systems, Scripting Language.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Discuss the role of a database management system in an organization.
- CO2 Describe the role of the database administrator.
- CO3 Summarize the basics of query evaluation techniques and query optimization.
- CO4 Point out the basic concepts and applications of database systems.
- CO5 Examine the development of a database application system as part of a team.

TEXT BOOKS:

1. Peter Rob, Carlos Coronel, "Database System and Design, Implementation and Management", 7th Edition, Cengage Learning, New Delhi, 2012.
2. Ramez Elmasri and Shamkant B. Navethe, "Fundamentals of Database Systems", 4th Edition, Pearson Education, New Delhi, 2004.

REFERENCES:

1. Jeffrey A Hoffer et al, “Modern Database Management”, 10th Edition, Pearson Education, New Delhi, 2012.
2. Abraham Silberchatz, Henry F. Korth and S.Sudarsan, “Database System Concepts”, 5th Edition, McGraw-Hill, New Delhi, 2010.
3. Charkrabarti, “Advanced Database Management Systems”, 5th Edition, Wiley India Pvt Ltd, New Delhi, 2011.

e-RESOURCES:

1. <http://nptel.ac.in/courses/106106093/15>,”Query Processing and Optimization”, Dr. S. Srinath, Indian Institute of Technology, Madras.
2. <http://nptel.ac.in/courses/106106093/31>,”Database Management System”, Dr.S.Srinath, Indian Institute of Technology Madras.

22MSE27	DATA WAREHOUSING AND DATA MINING	L	T	P	C
		3	0	0	3

Preamble

The business technology arena has witnessed major transformations in the present decade. The surge in the utilization of mobile software and cloud services has forged a new type of relationship between IT and business processes. Terminologies such as business intelligence, big data, and data mining constitute important elements of this shift. BI reaches beyond the scope of data collection and crunching, to identify the companies which can benefit from big data and data mining.

UNIT 1 MINING 9

Data mining, Text Mining, Web Mining, Spatial mining, Process Mining, BI Process- Private and Public Intelligence, Strategic Assessment of Implementing BI.

UNIT 2 DATA WAREHOUSING 9

Data warehousing Components –Building a Data warehouse -- Mapping the Data Warehouse to a Multiprocessor Architecture – DBMS Schemas for Decision Support – Data Extraction, Cleanup, and Transformation Tools –Metadata.

UNIT 3 BUSINESS CONTEXT OF DATA MINING 9

Data Mining for process improvement - Data Mining as a research tool - Data Mining for marketing, Data Mining for customer - Relationship management.

UNIT 4 MODERN INFORMATION TECHNOLOGY AND ITS BUSINESS OPPORTUNITIES 9

Business Intelligence Software - BI on the Web - Ethical and Legal Limits - Industrial Espionage - Modern Techniques of Crypto Analysis - Managing and Organizing for an Effective BI Team.

UNIT 5 BI AND DATA MINING APPLICATIONS 9

Applications in Various Sectors - Retailing, CRM, Banking, Stock Pricing, Production, Crime, Genetics, Medical, Pharmaceutical.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Examine the concepts of business intelligence and data mining are, can do, and cannot do.
- CO2 Formulate the data mining techniques in a variety of business applications.
- CO3 Detect the common business intelligence mistakes and provide solutions.
- CO4 Interpret business intelligence and data mining reports prepared by others.
- CO5 Specify the concepts of data warehousing.

TEXT BOOKS:

1. Jaiwei Ham and Micheline Kamber, "Data Mining concepts and techniques", 5th Edition, Kauffmann Publishers, New Delhi, 2006.
2. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King "Business Intelligence", 4th Edition, Prentice Hall, New Delhi, 2008.

REFERENCES:

1. W. H. Inmon, "Building the Data Warehouse", Fourth Edition, Wiley India private Ltd. New Delhi, 2005.
2. Michel Berry and Gordon Linoff, "Mastering Data mining", 3rd Edition, John Wiley and Sons Inc, New Delhi, 2011.
3. Elizabeth Vitt, Michael Luckevich Stacia Misner, "Business Intelligence", 2nd Edition, Microsoft, New Delhi, 2011.

e-RESOURCES:

1. <http://nptel.ac.in/courses/105105045/40>, "Regression Analysis and Correlation", Prof. Dr. Rajib Maity, IIT Kharagpur.
2. <http://nptel.ac.in/syllabus/106105031/>, "Principles of Cryptography and Network Security", Dr. Debdeep Mukhopadhyay, IIT, Kharagpur.

Preamble

ERP resembles the human central nervous system. Its capacity transcends the collective ability of the individual parts to form what is known as consciousness. It helps a corporation become more self-aware by linking information about production, finance, distribution and human resources. ERP connects different technologies used by each individual part of a business, eliminating duplicate and incompatible technology that is costly to the corporation. This involves integrating accounts payable, stock-control systems, order-monitoring systems and customer databases into one system.

UNIT 1 ESSENTIALS OF ERP SYSTEMS**9**

Enterprise Systems – Evolution - Risks and Benefits - Fundamental Technology – Issues to be Considered in Planning, Design and Implementation of Cross Functional Integrated ERP Systems-ERP Selection Methods and Criteria.

UNIT 2 ERP SOLUTIONS AND FUNCTIONAL MODULES**9**

Overview of ERP Software Solutions-Small, Medium and Large Enterprise Vendor Solutions, BPR, and Best Business Practices - Business process Management, Functional Modules.

UNIT 3 ERP IMPLEMENTATION**9**

Planning, Evaluation and Selection of ERP Systems – Implementation Life Cycle –ERP Implementation, Methodology and Framework – Training–Data Migration. People Organization in Implementation-Consultants, Vendors and Employees-Different ERP Vendors-SAP.

UNIT 4 POST IMPLEMENTATION**9**

Maintenance of ERP – Organizations an Industrial impact; Success and Failure Factors of ERP Implementation – Recovery Management.

UNIT 5 EMERGING TRENDS ON ERP**9**

Extended ERP systems and ERP Add-on-CRM, SCM, EIS, Business Analytics – Future Trends in ERP Systems-Web Enabled, Wireless Technologies, and Cloud Computing.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Describe ethical, social, and security issues of information systems.
- CO2 Discuss the importance of managing organizational change associated with information systems implementation.
- CO3 Explain the concepts of re-engineering and how they relate to ERP system implementations.
- CO4 Describe the steps and activities in the ERP life cycle.
- CO5 Interpret and describe the typical functionality in an ERP system.

TEXT BOOKS:

1. Alexis Leon, “ERPdemystified”, Second Edition, Tata McGraw-Hill, New Delhi,2008.
2. Alexis Leon, “Enterprise Resource Planning”, Second Edition, Tata McGraw-Hill, New Delhi, 2008.

REFERENCES:

1. Sinha P. Magal and Jeffery Word, “Essentials of Business Process and Information System”, 2nd Edition, Wiley India, New Delhi, 2012.
2. Jagan Nathan Vaman, “ERP in Practice”, 8th Edition, Tata McGraw-Hill, New Delhi, 2008.
3. Mahadeo Jaiswal and Ganesh Vanapalli, “ERP”, 3rd Edition, Macmillan India, New Delhi, 2009.

e-RESOURCES:

1. <http://nptel.ac.in/courses/122106032/Pdf/3>, ”Maintenance of ERP”, Dr.T.T.Narendran, Indian Institute of Technology Madras.
2. http://nptel.ac.in/courses/122106032/Pdf/3_6.pdf.

22MSE29	INFORMATION MANAGEMENT FOR BUSINESS INTELLIGENCE	L	T	P	C
		3	0	0	3

Preamble

This course introduces students to information Management (IM) as a field of automatic study. Students are exposed to the scope of IM, the different career parts and the representative capabilities and skills required of any IM graduate. This course also provides an introduction to systems and development concepts, information technologies and application software.

UNIT 1 INTRODUCTION 9

Data, Information, Information System, evolution, types based on functions and hierarchy, Enterprise and functional information systems.

UNIT 2 INTEGRATED SYSTEMS, SECURITY AND CONTROL 9

Knowledge based decision support systems, Integrating social media and mobile technologies in Information system, Security, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web.

UNIT 3 FUNDAMENTALS OF MANAGEMENT AND BUSINESS MODULE 9

Planning – Controlling – Organizing – Organizational Design and Work Processes – HRM – Leading – Motivation and Rewards – Teams and Team Work.

UNIT 4 BUSINESS PROCESSES MODULE 9

Streamlining Business Process – Flattening Organizational Hierarchies – Business Cycles – Revenue Cycle – Expenditure Cycle – Conversion Cycle – Manufacturing Systems.

UNIT 5 NEW IT INITIATIVES 9

Introduction to Deep learning, Big data, Pervasive Computing, Cloud computing, Advancements in AI, IoT, Block chain, Crypto currency, Quantum computing.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Learn the basics of data and information system.
- CO2 Understand the system development methodologies.
- CO3 Understand database management system and its types.
- CO4 Learn the various technologies in information system and its security.
- CO5 Gains knowledge on effective applications of information systems in business.

TEXT BOOKS:

- Robert Schultheis and Mary Sumner, Management Information Systems – The Manager's View, Tata McGraw Hill, 2008.
- Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.

REFERENCES:

- Panneerselvam. R, Database Management Systems, 3rd Edition, PHI Learning, 2018.
- Michel Berry and Gordon Linoff, Data mining techniques for Marketing, Sales and Customer support, John Wiley, 2011
- Takeshi Moriguchi , Web Analytics Consultant Official Textbook, 7th Edition, 2016

e-RESOURCES:

1. <http://nptel.ac.in/courses/111105041/3>, “Social Networks”
2. <http://nptel.ac.in/courses/111105041/33>, “Web Designs”.

22MSE30	e – COMMERCE AND DIGITAL MARKETING	L	T	P	C
		3	0	0	3

Preamble

The course aims to provide an understanding of the increasing significance of e-commerce and digital markets and its applications in real time business scenario. The course gives a clear understanding of the strategic impacts of use of electronic tools and their effects on the way business and business activities are conducted today

UNIT 1 E- BUSINESS FOUNDATION AND FRAMEWORK: 9

E-Business Foundation and Framework: Introduction to E-Business, Traditional Commerce Vs E-Commerce, E –Commerce Environmental Factors, Business dimension and technological dimension of E-Commerce, E-Commerce frame work, Factors responsible for the growth of E-Commerce, Issues in Implementing E-Commerce, Trends in E – Commerce in Various Sectors.

UNIT 2 LAUNCHING AN E – BUSINESS 9

Launching an E-Business: Different phases of Launching an E-Business. Important Concepts in E-Business. Bricks and Clicks business models in E- Business

UNIT 3 E - BUSINESS APPLICATIONS 9

E-Business Applications: E-Procurement, E-Communication, E-Delivery, E-Auction, E- Trading

UNIT 4 WEBSITE DESIGN AND DEVELOPMENT 9

Website Design and Development: Advantages of Website, Principles of Web Design, Life Cycle Approach for Building a Website, Different Ways of Building a website.

UNIT 5 TECHNOLOGY FOR ONLINE BUSINESS 9

Technology for Online Business: Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card etc.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Point out the awareness and understanding of the importance e-commerce as a tool for creating social and business processes
- CO2 Build basic business models on the web with examples and their implementation with basic marketing techniques and strategies on the internet
- CO3 Compare the different applications of E-commerce to make informed decisions in marketing and business management
- CO4 Evolve basic personalization mechanisms for websites by means of designing and developing web platform for business processes
- CO5 Assess the mechanism and issues in E-commerce technologies, and its related risks and security.

TEXT BOOKS:

1. Efraim Turban, Jon Outland, David King, Jae Kyu Lee , Ting-Peng Liang, Deborrah C. Turban, “Electronic Commerce 2018: A Managerial and Social Networks Perspective”, 9th Edition, Springer, 2017.
2. Dave Chaffey, “Digital Business and E-Commerce Management”, 6th Edition, Pearson Education, New Delhi, 2015.

REFERENCES:

1. Turban E., Whiteside J., King D., Outland J., “Introduction to Electronic Commerce and Social Commerce”, 4th Edition, Springer International Publishing, 2017.
2. Kenneth C. Laudon and Carol Guercio Traver, “E-Commerce Business: Technology, Society”, 10th Edition, Pearson Education, New Delhi, 2014.
3. Nidhi D., “E-Commerce Concepts and Applications”, 1st Edition, International Book House Pvt. Ltd, 2011.

e-RESOURCES:

1. <http://nptel.ac.in/courses/111105041/3>, “e – customer relationship management”
2. <http://nptel.ac.in/courses/111105041/33>, “Web Designs and technology”.

22MSE31	MULTIMEDIA TECHNOLOGIES FOR WEB DEVELOPMENT	L	T	P	C
		3	0	0	3

Preamble

Provide an overview of e-commerce and web Technology. Highlight the interrelated modules of effective e-commerce applications. Train in design of e-commerce web pages.

UNIT 1 INTRODUCTION 9

Today and Tomorrow - Multimedia today – The future multimedia -
What is multimedia? Using multimedia: applications, benefits and problems – Who is using multimedia? Benefits of using multimedia, Problems with multimedia

UNIT 2 SYSTEM COMPONENTS 9

Converging technologies, Functions and subsystems. Multimedia platforms: Personal computers for multimedia today, multimedia hardware, system software, and future decisions.

UNIT 3 IMAGE, AUDIO, VIDEO 9

Image and applications – Image capture – compression – Standards, Audio applications – Audio capture – Compression – Standards, Video applications, video capture, Television, Compression, Standards, and Proprietary compression

UNIT 4 STORAGE OF MULTIMEDIA AND COMMUNICATION 9

Choice of storage – magnetic media – Optical media – Compact disk Specification, Building multimedia networks – Local area networks, New options for multimedia LANs – Wide area networks – Cable and broadcast communications.

UNIT 5 EMBEDDING MULTIMEDIA 9

Embedding Multimedia, Inserting Sound/audio formats, video file formats..

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Demonstrate an understanding of E-commerce related programming, database, EDI, internet commerce and website design with word press
- CO2 Design an innovative WebPages and create links among the web pages by using related attributes
- CO3 Develop frames and design forms using various form controls with embedding multimedia and Combine multiple web technologies to create advanced web components
- CO4 Develop a dynamic webpage by the use of PHP, GIMP, Blender Inkscape and XML , focusing in common web implementations.
- CO5 Exhibit a client side and server side java application and design websites using appropriate security principles

TEXT BOOKS:

1. Howlett and Viginia, ``Visual Interface design for Windows``, John Wiley and Sons: New York, 1996.
2. Vethoven, William and Seijdal, ``Multimedia graphics``, Thames and Hudson: 1996.

REFERENCES:

1. **Shay Howe W.** (2014), '*Learn to Code HTML & CSS: Develop and Style Websites*', 1st edition, Pearson Education, USA
2. **Patrick Carey** (2010), '*New Perspectives on HTML, XHTML and XML*', 3rd edition, Cengage Learning, USA
3. **Mike Wooldridge** (2011), '*Creating Web Pages Simplified*', 1st edition, John Wiley & Sons, USA.

e-RESOURCES:

1. <http://nptel.ac.in/courses/111105041/3>, "Multimedia Technologies"

Preamble

The course focuses on helping in recognizing the key elements need to be addressed and reflects the need to create an integrated cross-functional focus - one that emphasizes retaining as well as winning customers

UNIT 1 EVOLUTION OF CUSTOMER RELATIONSHIP 9

CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

UNIT 2 CRM CONCEPTS 9

Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

UNIT 3 PLANNING FOR CRM 9

Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

UNIT 4 CRM AND MARKETING STRATEGY 9

CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centres. Practice of CRM: CRM in Consumer Markets, CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector

UNIT 5 CRM PLANNING AND IMPLEMENTATION 9

Issues and Problems in implementing CRM, Information Technology tools in CRM, Challenges of CRM Implementation. CRM Implementation Roadmap, Road Map (RM) Performance: Measuring CRM performance, CRM Metrics.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 To be aware of the nuances of customer relationship.
- CO2 To analyze the CRM link with the other aspects of marketing.
- CO3 To impart the basic knowledge of the Role of CRM in increasing the sales of the company
- CO4 To make the students aware of the different CRM models in service industry
- CO5 To make the students aware and analyze the different issues in CRM

TEXT BOOKS:

1. Francis Buttle, Stan Maklan, Customer Relationship Management: Concepts and Technologies, 3rd edition, Routledge Publishers, 2015
2. Kumar, V., Reinartz, Werner Customer Relationship Management Concept, Strategy and Tools, 1st edition, Springer Texts, 2014

REFERENCES:

1. Jagdish N.Sheth, Atul Parvatiyar & G.Shainesh, “Customer Relationship Management”, Emerging Concepts, Tools and Application”, 2010, TMH
2. Dilip Soman & Sara N-Marandi,” Managing Customer Value” 1st edition, 2014, Cambridge.
3. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases”, 2008, PHI

e-RESOURCES:

1. <http://nptel.ac.in/courses/111105041/3>, “Customer relationship Management”
2. <http://nptel.ac.in/courses/111105041/33>, “CRM Marketing Techniques”.

OPERATIONS MANAGEMENT – ELECTIVES

22MSE33

PRODUCT DESIGN

L T P C

3 0 0 3

PREAMBLE:

This course develops an understanding of the application of structured methods to develop a product and able to manage product data and patent new products.

UNIT 1 PRODUCT DESIGN & DEVELOPMENT

9

Product design & development - characteristics, duration and cost, challenges; Development Process - Generic Process, Concept development, Adapting to product types; Product Planning - Process, Understanding customer need, Product Specification; Concept Generation Evaluation - decay curve, cost expenditure curve; Technology Life Cycle; Disruptive Technologies.

UNIT 2 PRODUCT CONCEPT

9

Concept Selection – Importance, Methodology, concept Screening, Concept Scoring, Concept Testing; Product Architecture - Definition, Modularity, implication, Establishment, Delayed Differentiation, Platform Planning.

UNIT 3 PRODUCT DATA MANAGEMENT

9

PDM - concept and benefits, functions, Product data and workflow, Product reliability, CIM data, Architecture of PDM systems, Product data interchange, Portal integration, PDM acquisition and implementation; Product Life Cycle management - strategy, Change management for PLM.

UNIT 4 DESIGN TOOLS

9

Design Approaches - Industrial Design, Design for Manufacturing, Value Engineering, Ergonomics, Robust Design, Design for Excellence; Collaborative Product development- Prototyping, failure rate curve, product use testing-Product development economics, scoring model, financial analysis.

UNIT 5 PATENTS

9

Intellectual Property and Patents -Definitions, Patent Searches, Application, Patent Ownership and Transfer, Patent Infringement, New Developments and International Patents.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Explain the designing and development of the product.
2. Identify the basic concept of the product.
3. Analyze the management of product data.
4. Determine design tools to enhance product performance.
5. Invent new products.

TEXT BOOK:

1. Karl T. Ulrich, Steven D. Eppinger, Anita Goyal Product Design and Development, Tata McGraw – Hill, Fourth Edition, reprint 2018.
2. Kenneth B.Kahn, New Product Planning, Sage, 2019.

REFERENCES:

1. A.K. Chitale and R.C. Gupta, Product Design and Manufacturing, PHI, 2018.
2. Deborah E. Bouchoux, Intellectual Property Rights, Delmar, Cengage Learning, 2019.
3. Michael Grieves, Product Life Cycle Management, Tata McGraw Hill, 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/112107217/L01.html>, “Product Design”, Dr. Interdeep Shign, IIT, Roorkee.
2. <https://www.digimat.in/nptel/courses/video/112104230/L01.html>, “Product Design”, Dr. J. Ramkumar, IIT, Kanpur.

PREAMBLE:

This course develops an understanding of the models of manufacturing excellence and also helps to know about the various concepts of benchmarking, bottleneck and best practices.

UNIT 1 HISTORICAL PERSPECTIVE**9**

World class Excellent organizations – Models for manufacturing excellence – Business Excellence.

UNIT 2 BENCHMARK, BOTTLENECKS AND BEST PRACTICES**9**

Concepts of benchmarking, bottleneck and best practices, Best performers – Gaining competitive edge through world class manufacturing – Value added manufacturing – eliminating waste – Toyota Production System – example.

UNIT 3 SYSTEM & TOOLS FOR WORLD CLASS MANUFACTURING**9**

Improving Product & Process Design – Lean Production – SQC , FMS, Rapid Prototyping , Poka Yoke , 5-S ,3 M, use of IT ,JIT, Product Mix , Optimizing , Procurement & stores practices , Total Productive maintenance , Visual Control.

UNIT 4 HUMAN RESOURCE MANAGEMENT IN WCM**9**

Adding value to the organization – Organizational learning – techniques of removing Root cause of problems – People as problem solvers – New organizational structures . Associates – Facilitators – Teamsmanship – Motivation and reward in the age of continuous improvement.

UNIT 5 TYPICAL CHARACTERISTICS OF WCM COMPANIES**9**

Performance indicators – what is world class Performance – Six Sigma philosophy – Industry 4.0

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. List Manufacturing business.
2. Explain the right production system.
3. Apply innovative tools for world class manufacturing.
4. Assess their employees.
5. Predict the world class performance.

TEXT BOOK:

1. World Class Manufacturing - Strategic Perspective - B.S. Sahay ,KBC Saxena , Ashish Kumar ,”Mac Millan, 2018.
2. Making Common Sense Common Practice – Models for manufacturing excellence –Ron Moore ,”Butter worth Heinmann”, 2018.

REFERENCES:

1. The Toyota Way - Jeffrey K.Liker ,”Tata Macgraw Hill”,2019.
2. Operations Management for Competitive Advantage – Chase, “Tata Mac graw Hill”, 2018.
3. Managing Technology & Innovation for Competitive Advantage – Narayanan, “Mac Millan”, 2018.

e-RESOURCES:

1. <https://www.google.com/search?q=world+class+manufacturing+nptel+video+links&ei=,> ”World class manufacturing, Dr.Rajat Agarwal, IIT, Roorkee
2. <https://www.digimat.in/nptel/courses/video/112105126/L01.html>, “World class manufacturing”, Dr.A.B.Chattopadhyay, IIT, Khanpur.

PREAMBLE:

This course develops an understanding of why materials management should be considered for profit in operations. Also helps to know the purchase practices and inventory management.

UNIT 1 INTRODUCTION

9

Operating environment-aggregate planning-role, need, strategies, costs techniques, approaches-master scheduling-manufacturing planning and control system-manufacturing resource planning-enterprise resource planning-making the production plan.

UNIT 2 MATERIALS PLANNING

9

Materials requirements planning-bill of materials-resource requirement planning manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.

UNIT 3 INVENTORY MANAGEMENT

9

Policy Decisions-objectives-control -Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models.

UNIT 4 PURCHASING MANAGEMENT

9

Establishing specifications-selecting suppliers-price determination-forward buying-mixed buying strategy-price forecasting-buying seasonal commodities-purchasing under uncertainty-demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment-international purchasing.

UNIT 5 WAREHOUSE MANAGEMENT

9

Warehousing functions – types - Stores management-stores systems and proceduresincoming materials control-stores accounting and stock verification-Obsolete, surplus and scrap-value analysis-material handling-transportation and traffic management -operational efficiency-productivity-cost effectiveness-performance measurement.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. List the basics of materials management.
2. Explain requirement analysis for material planning.
3. Apply inventory management models.
4. Analyze purchasing practices.
5. Interpret storage in warehouse.

TEXT BOOKS:

1. J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2018.
2. P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2017.

REFERENCES:

1. A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2018.
2. A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2019.
3. S. N. Chary, Production and Operations Management, Tata McGraw Hill , 2018.

e-RESOURCES:

1. <https://www.google.com/search?q=materials+management+nptel+video+links&ei=,“Materials Management” Dr.Pradip Kumar Ray, IIT, Kharagpur.>
2. <https://www.google.com/search?q=materials+management+nptel+video+links&ei=,“Materials Management” Dr.Inderdeep Shign, IIT, Roorkee.>

PREAMBLE:

This course develops an understanding of various tools that can be used in designing business processes. And also helps to know about process optimization.

UNIT 1 INTRODUCTION**10**

The Process View of Organizations - Service and manufacturing processes – Nature of service Processes, process structure in services, Process structure in Manufacturing , Value Chain – Core and support processes, adding value with processes; Managing processes – process strategy –organization perspective, major process decisions - Process Competencies, Process Design – major factors, technology choice.

UNIT 2 PROCESS FLOW**8**

Process Flow, Key Measures, Flow Time, Flow Rate, Process flow analysis – tools; process Mapping, Inventory Analysis, Process Flow Chart, Flow Time Measurement, Flow-Rate and Capacity Analysis, Managing Flow Variability; Work flow design principles and flows.

UNIT 3 PROCESS MODELING**8**

Modeling - empirical models, deterministic models, stochastic models; simulating business Process – Application, simulation process, discrete event simulation, computer simulation.

UNIT 4 PROCESS IMPROVEMENT**9**

Constraint Management – theory of constraints, Measuring capacity, Utilization , and performance in TOC, key principles ; Strategic Capacity Management –Tools for capacity planning, cycle time and capacity analysis; process layout – designing flexible flow layouts; Lean Systems – Toyota production system, characteristics of lean systems, continuous improvement, Kanban system Value stream mapping, JIT II; Process Synchronization and Improvement

UNIT 5 PROCESS OPTIMIZATION**10**

Optimizing business process performance, Process Metrics, Business Intelligence, Process Dashboards – creating flexible organizations – optimization process– early management – capability development, sustainability; process benchmarking with data envelopment analysis.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. List business processes that are in alignment with the external requirements.
2. Explain process flow.
3. Build models and simulate processes.
4. Assess concepts to improve processes.
5. Improve models to optimize processes.

TEXT BOOK:

1. Manuel Laguna, Johan Marklund, Business Process Modeling, Simulation and Design, Pearson Education, 2018.
2. Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra, Operations Management – Processes and Supply Chain, Pearson Education, 9th Edition, 2019.

REFERENCES:

1. “Managing Business Process Flows: Principles of Operations Management” Pearson Education, 2017.
2. Operations Management, McGraw Hill, International Edition, 2018.
3. Dennis McCarthy and Nick Rich, Lean TPM – A blueprint for change, Elsevier Ltd., 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110104073/L01.html>, “Process Management”, Dr.Raghunandhan Sengupta, IIT, Khanpur.
2. <https://www.google.com/search?q=process+management+nptel+video+links&ei=>,”Process Management”, DrC.Deep, IIT,Bombay.

PREAMBLE:

This course develops an understanding of concepts of quality and TQM. And also understand the various process approaches to TQM. They also know about the tools and techniques of TQM.

UNIT 1 INTRODUCTION

9

Introduction and basic concepts, Definition of quality, Dimensions of quality, Evolution of TQM, TQM frame work

UNIT 2 TQM IMPLEMENTATION

8

Leadership for TQM, Deming's quality principle, TQM implementation, PDCA cycle, Quality Circles, Quality Council

UNIT 3 PROCESS APPROACH TO TQM

9

Process approach, Juran's Trilogy, Taguchi's loss function, Kaizen, Quality by design, 5S, ESI (Early Supplier Involvement)

UNIT 4 TOOLS AND TECHNIQUES

9

7 Old quality control tools, Total productive maintenance, Failure mode and effect Analysis, POKAYOKE, Six Sigma.

UNIT 5 QUALITY MANAGEMENT SYSTEMS

10

Management systems for TQM, ISO 9000 & 14000 Quality management systems, Auditing and certification Process, Korean and American QMS TEXT.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Define the dimensions of quality.
2. Explain TQM concepts for improving the quality of products and services.
3. Build the process approach in TQM.
4. Analyze tools and techniques of TQM for continuous improvement in quality.
5. Create Quality Management System.

TEXT BOOK:

1. Dale H. Bester field et al, "Total Quality Management", New Delhi: Pearson Education, 2017.
2. Subburaj Ramasamy, "Total Quality Management", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2018.

REFERENCES:

1. J.R. Evans and W.M. Lindsay, "Quality control and Management", New Delhi: Cengage Learning 2017.
2. Barrie G Date, Ton Van Der Wietand Jos Van Iwaarden, "Management Quality", New Delhi: Wiley Publications, 2019.
3. Greg Brue, "Six Sigma for Managers", New Delhi: Tata McGraw Hill Publishing Co. Ltd, 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110104080/L01.html>, "Total Quality Management", Dr. Raghunandhan Sengupta, IIT, Kanpur.
2. <https://www.google.com/search?q=Total+quality+management+nptel+video+links&ei=>, "Total Quality Management", Dr. T.P. Bagchi, IIT, Kharagpur.

PREAMBLE:

This course develops an understanding of, how service performance can be improved by studying services operations management.

UNIT 1 INTRODUCTION**10**

Services – Importance, role in economy, service sector – nature, growth. Nature of services distinctive characteristics, Service Package, Service classification, service-dominant logic, open-systems view. Service Strategy –Strategic service vision, competitive environment, generic strategies, winning customers; Role of information technology; stages in service firm competitiveness.

UNIT 2 SERVICE DESIGN**8**

New Service Development – Design elements – Service Blue-print - process structure – generic approaches. Service Encounter – triad, create service orientation, service profit chain; Front-office Back-office Interface– service decoupling. Technology in services – self service, automation, e-business, technology innovations.

UNIT 3 SERVICE QUALITY**8**

Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality – SERVQUAL, Walk-through Audit, Quality service by design, Service Recovery, Service Guarantees. Process Improvement –productivity improvement - DEA, quality tools, benchmarking, Quality improvement programs.

UNIT 4 SERVICE FACILITY**9**

Support facility -Service scapes, Facility design – nature, objectives, process analysis, Service facility layout. Service Facility Location – considerations, facility location techniques – metropolitan metric, Euclidean, centre of gravity, retail outlet location, location set covering problem. Vehicle routing and Scheduling.

UNIT 5 MANAGING CAPACITY AND DEMAND**10**

Managing Demand – strategies; Managing capacity – basic strategies, supply management tactics, Yield management; Inventory Management in Services– Retail Discounting Model, Managing Waiting Lines – Queuing systems, psychology of waiting; Managing for growth- expansion strategies, franchising, globalization.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Outline the nature of service operations.
2. Explain services.
3. Identify quality in service design and delivery.
4. Analyze models to design service facility.
5. Elaborate, how to grow and sustain service business.

TEXT BOOK:

1. James A. Fitzsimmons, Mona J. Fitzsimmons, Sanjeev Bordoloi, Service Management – Operations, Strategy, Information Technology, McGraw-Hill Education – 8th Edition 2018.
2. Richard D. Metters, Successful Service Operations Management, Cengage Learning, 2nd Edition, 2019.

REFERENCES:

1. Cengiz Haksever, Barry Render, Service Management, Pearson Education, 2018.
2. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2019.
3. Bill Hollins and Sadie Shinkins, Managing Service Operations, Sage, 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110104065/L32.html>, “Services operations

- management”, Dr.Jayanta Chatterjee, IIT, Kanpur.
2. <https://www.digimat.in/nptel/courses/video/112107238/L59.html>, “Services operations management”, Dr.Interdeep shign, IIT, Roorkee.

PREAMBLE:

This course develops an understanding of conceptual introduction to lean manufacturing and its principles and Providing an understanding of the strategic importance of Lean Manufacturing and its applications in various business.

UNIT 1 INTRODUCTION TO LEAN MANAGEMENT**10**

History of lean and Toyota Production System, Production Management and JIT Production System, Introduction to the JIT Production System, Relationship with Profit, Approach to Production as a whole.

UNIT 2 WASTOLOGY**8**

The Total Elimination of Waste, Types of Wastes, Discovering and Removing Waste, 5S Approach, Red Tags & Signboards, Visual Controls, Orderliness; Flow Production, Inventory, Flow Production within and between Factories; Multi-process Operations, difference between Horizontal and Vertical Multi-process Operations, Precautions and Procedures for Multi-Process Operations.

UNIT 3 LABOUR COST REDUCTION**8**

Labour Cost Reduction Steps, Points for achieving Labour Cost Reduction; Kanban: Differences between the Kanban System and Conventional Systems, Functions and Rules of Kanban, Determination of Variety and Quantity of Kanban, Administration of Kanban.

UNIT 4 VISUAL CONTROL**9**

Introduction to Visual Control, Visual Orderliness, Standing Signboards, Andon, Production Management Boards, Relationship between Visual Control and Kaizen; Leveling: Introduction to Level Production, Methods of Production Scheduling, Difference between Batch and Level Production, Levelling Techniques, VSM, ROC, TOC.

UNIT 5 CHANGEOVER & STANDARD OPERATIONS**10**

Changeover Improvement, Procedure and Seven Rules for Improving Changeover; Quality Assurance, Plan for Achieving Zero Defects, The Poke-Yoke System, Establishing Standard Operations, Combination Charts and Standard Operations Charts, Standard Operations and Operations Improvements; Jidoka: Steps towards Jidoka, Difference between Automation and Jidoka.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Find the strategic importance of lean manufacturing in creating and enhancing a firm's competitive advantages.
2. Classify and eliminate various lean wastes and establish process flow.
3. Value the importance of cost reduction and implement Kanban pull system.
4. Explain relevant Lean tools and techniques in managing and improving operations.
5. Plan Standard operations.

TEXT BOOK:

1. Steve Borris, Strategic Lean Mapping, McGraw Hill, 7th edition, 2019.
2. Yasuhiro Monden, "Toyota Production System: An Integrated Approach to Justin-Time", 6th edition, CRC Press, 2018.

REFERENCES:

1. Pascal Dennis, “Lean Production Simplified: A plain Language Guide to the World’s Most Powerful Production System”, Second Edition, Productivity Press, 2018.
2. Hiroyuki Hirano, JIT Implementation Manuel (Vol I to Vol VI), 2nd edition, CRC Press, 2017.
3. Jeffrey K. Liker, David Meier, The Toyota Way Field Book, McGraw Hill, 2018.

e-RESOURCES:

1. <https://www.google.com/search?q=lean+manufacturing+nptel+video+links&ei=>, “Lean Manufacturing”, Dr.sudip Misra, IIT, Kharagpur.
2. <https://www.google.com/search?q=lean+manufacturing+nptel+video+links&ei=>, “Lean Manufacturing”, Dr.Rajat Agarwal, IIT, Roorkee.

PREAMBLE:

This course develops an understanding of the fundamental principles and practices of managing projects.

UNIT 1 INTRODUCTION TO PROJECT MANAGEMENT**10**

Project Management – Definition –Goal - Lifecycles. Project Environments. Project Manager – Roles-Responsibilities and Selection.

UNIT 2 PLANNING, BUDGETING AND RISK MANAGEMENT**8**

The Planning Process – Work Break down Structure. Cost Estimating and Budgeting - Process, Summaries, schedules and forecasts. Managing risks - concepts, identification, assessment and response planning.

UNIT 3 SCHEDULING & RESOURCE ALLOCATION**8**

PERT & CPM Networks - Project durations and floats - Crashing – Resource loading and leveling. Simulation for resource allocation. Goldratt's Critical Chain.

UNIT 4 PROJECT ORGANISATION & CONFLICT MANAGEMENT**9**

Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Project Teams. Managing conflict – Team methods for resolving conflict.

UNIT 5 CONTROL AND COMPLETION**10**

Project Control – Process, Monitoring, Internal and External control, Performance analysis, Performance Index Monitoring. Project Evaluation, Reporting and Termination. Project success and failure - Lessons.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Relate the roles and responsibilities of a project manager.
2. Outline risk and budget projects.
3. Organize schedule and allocate resources to projects.
4. Analyze project organization.
5. Discuss control process and to complete projects.

TEXT BOOK:

1. John M. Nicholas, Project Management for Business and Technology - Principles and Practice, 6th Edition, Pearson Education, 2019.
2. Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 2017.

REFERENCES:

1. Gido and Clements, Successful Project Management, Seventh Edition, Thomson Learning, 2018.
2. Samuel J.M., Jack R.M., Scott M.S., Margaret M.S., and Gopalan M.R., Project Management, First Indian edition, Wiley-India, 2019.
3. Panneerselvam. R, Senthilkumar. P, Project Management, PHI Learning, 2018.

e-RESOURCES:

1. <https://www.digimat.in/nptel/courses/video/110104073/L01.html>, "ProjectManagement", Dr.Raghunandhan Sengupta, IIT, Kanpur.

SHIPPING AND LOGISTICS MANAGEMENT – ELECTIVES

22MSE41

SHIPPING MANAGEMENT

L T P C
3 0 0 3

PREAMBLE:

Shipping is the most cost effective method of transportation of goods. Seaborne trade is about 90% of the total world trade and seafarers contribute substantially by ensuring that this trade is continuously performed as per schedule with minimum delays or loss to cargo, life or environment. About three fourth of surface of earth is covered by water and there is long distance between countries with raw materials and industrialized countries. The economy of scale has resulted in development of large ships for carrying oil and other raw materials so as to keep the transportation costs low.

UNIT 1 ORGANISATION OF A SHIPPING COMPANY 9

Organisation of a shipping company – Roles of Commercial, Technical & Crewing departments – In-house vs. outsourcing of Ship Management functions – Ship Registries, National vs. open registries – Ship Classification societies.

UNIT 2 COMMERCIAL SHIP MANAGEMENT 9

Commercial ship management – Chartering practices – Time chartering– Voyage chartering – Lay time calculation.

UNIT 3 TECHNICAL MANAGEMENT 9

Technical Management – Ship acquisition methods –Planned maintenance & emergency repairs – Dry-docking and annual / special surveys. –Management of ship spares.

UNIT 4 CREW MANAGEMENT 9

Crew Management – Manning regulations and international conventions –Crew management companies – Maritime Training administration – Port state control.

UNIT 5 STANDARD SHIP MANAGEMENT CONTRACTS 9

Standard Ship Management contracts (BIMCO Shipman) – International Safety Management (ISM) code – ISMA code of Ship Management Practice.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Discuss the basics of shipping management.
2. Describe the concept of commercial ship management and chartering practices.
3. Demonstrate the knowledge of technical management needed for shipping industry.
4. Discuss the crew management to be followed in shipping industry.
5. Identify the Ship Management practices to be followed.

TEXT BOOK:

1. Michael Robarts, Branches “Elements of Shipping”, Ninth Edition, Routledge, New Delhi, 2014.
2. Peter Brodie, “Commercial Shipping Handbook”, Third Edition, Informa Law from Routledge, New Delhi, 2014.

REFERENCES:

1. Captain J W Dickie,(2014), Reeds 21st Century Ship Management, Adlard Coles Nautica, New York.
2. PhotisPanayides,(2001), Professional Ship Management: Marketing and Strategy Ashgate Publishing Limited, United kingdom.
3. Malcolm Willingale and John Spruy, (1998), Ship Management , Lloyds of London Press.

e-RESOURCES:

1. <https://nptel.ac.in/courses/110106045>
2. <https://library.wmu.se/subject-guides/shipping-and-port/>

PREAMBLE:

Port and terminal managements have to adapt fast to meet rising demand driven by continuing high levels of world trade. Globalisation is putting port models under increasing pressure to remain competitive in fickle cargo markets. Increasing productivity - through expansion or better utilization of existing assets - is a must for economic survival. Port and Terminal Management considers operational aspects of port functions, financing, marketing ,performance measurement and environmental issues.

UNIT 1 ECONOMIC IMPACT**9**

Port Meaning and Definition — Economic Impact of Ports on the Regional Economy – Location Characteristics -Organization structure in Ports – Interface of Rail & Road infrastructure – Factors affecting the future of ports & terminals.

UNIT 2 PORT OPERATIONS**9**

Port operations – Services rendered by ports & performance indicators – Terminal operations – Factors affecting Terminal productivity – Cargo handling equipment – Intermodal connections.

UNIT 3 PORT MARKETING**9**

Marketing of Port Services - Pricing of Port Services - Components of Port Tariff - Concept of Hinterland – Identifying the Needs of Ship Owners and Operators, Ship Agents, Forwarders, Truckers, Rail and Barge Operators - Concept of Total Logistics Cost.

UNIT 4 PORT PERFORMANCE**9**

Measurement of Port Performance – Performance Indicators – Vessel Turn Round Time, Cargo Volume, Speed of Cargo Handling - Information Flow Requirements of the Port, Statutory Bodies and Port Users - Port Community Computer Systems and EDI Applications.

UNIT 5 PORT ENVIRONMENTAL ISSUES**9**

Environmental Issues Connected with Ports & Terminals - Health and Safety Issues - Port Security Issues - International Ships and Port Facility Security (ISPS).

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Discuss the impact of ports on economic development.
2. Elaborate Operational aspects of ports and performance indicators.
3. Enumerate the marketing activities to be done for port.
4. Explain legal aspects related to ports.
5. Discuss the environmental issues in port and terminals.

TEXT BOOK:

1. Maria G. Burns, “Port Management and Operations”, 4th Edition, CRC Press, New Delhi, 2014.
2. Patrick Alderton, “Port Management and Operations”, Third Edition, Lloyd's Practical Shipping Guides, New Delhi, 2008.

REFERENCES:

1. James Reveley, Malcolm Tull, “Port Privatization”, 5th Edition, Edward Elgar Publishing House, New Delhi, 2008.
2. Institute of Chartered Shipbrokers, “Port and Terminal Management”, 2nd Edition, Wither by Seamanship International, New Delhi, 2009.
3. H. Ligteringen, H. Velsink, “Ports and Terminals” 2nd Edition, VSSD Publishers, New Delhi, 2012

e-RESOURCES:

1. <https://alison.com/course/introduction-to-ships-ports-and-terminals>
2. <https://transportgeography.org/contents/chapter6/port-terminals/>
3. <https://archive.nptel.ac.in/courses/114/106/114106025/>

PREAMBLE:

Logistics is the management of the flow of things between the point of origin and the point of consumption in order to meet requirements of customers or corporations. The resources managed in logistics can include physical items such as food, materials, animals, equipment, and liquids; as well as abstract items, such as time and information. The logistics of physical items usually involves the integration of information flow, materials handling, production, packaging, inventory, transportation, warehousing, and often security.

UNIT 1 LOGISTICS SERVICES

9

Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Role of Logistics in Competitive Strategy.

UNIT 2 DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS

9

Distribution Channel Structure - Channel Members, Channel Strategy, The Role of Logistics and Supporting Distribution Channels. Logistics Requirements of Channel Members. Logistics Outsourcing - Third and Fourth Party Logistics. Selection of Service Provider.

UNIT 3 TRANSPORTATION AND PACKAGING

9

Transportation System – Evolution, Infrastructure and Networks; Freight Management – Vehicle Routing – Containerization; Packaging - Design considerations, Material and Cost - Packaging as Unitisation - Consumer and Industrial Packaging.

UNIT 4 PERFORMANCE MEASUREMENT AND COSTS

9

Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement. Logistics Audit. Total Logistics Cost – Concept, Accounting Methods. Cost–Identification, Time Frame and Formatting.

UNIT 5 CURRENT TRENDS IN LOGISTICS MANAGEMENT

9

Logistics Information Systems – Need, Characteristics and Design. E-Logistics - Logistics Resource Management eLRM. Automatic Identification Technologies. - Reverse Logistics – Global Logistics – Strategic logistics planning. Green Logistics.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Describe the role of logistics in global business.
2. Analyze the distribution channels and select the best service provider.
3. Experiment the understanding on transportation system and packaging.
4. Evaluate the performance and identify optimum time and cost.
5. Discuss the current trends in logistics management.

TEXT BOOKS:

1. Bowersox Donald J, “Logistics Management – The Integrated Supply Chain Process”, 2nd Edition, Tata McGraw Hill, New Delhi 2010.
2. Sople Vinod V, “Logistics Management – The Supply Chain Imperative”, 3rd Edition, Pearson Education, New Delhi, 2012.

REFERENCES:

1. Coyle et al., “The Management of Business Logistics”, 7th Edition, Thomson Learning, New Delhi, 2004.
2. Ailawadi C Sathish & Rakesh Singh, “Logistics Manager”, 2nd Edition, PHI, New Delhi, 2005.
3. Bloomberg, David J, et al., “Logistics”, 3rd Edition, Prentice Hall India, New Delhi, 2005.

e-RESOURCES:

1. <https://blog.shiperp.com/7-educational-resources-supply-chain-logistics-pros>
2. <https://libguides.volstate.edu/SCM/internet>,
3. <https://nptel.ac.in/courses/110106045>

PREAMBLE:

Ship financing is an arrangement that uses vessel charter fees as the principal source of repayment, while various forms of collateral structured around shipbuilding and charter agreements are assigned to mitigate credit risk. The insurances involved in ship finance are of vital importance for the lender to achieve as small credit risk as possible. A vessel that serves as collateral for a loan and lacks adequate insurance cover will not give the bank the protection it was meant to give if it suffers damage or even worse becomes a total loss.

UNIT 1 Financing of Shipping Business**9**

Financing of Shipping Business – Equity and debt issues – The basic secured loan & how it differs when the asset is a ship – The ship mortgage – Financing of new building ships – Appraising risk on shipping investment.

UNIT 2 Registration**9**

Ship registration, Tax issues & depreciation policies – swaps and options in Ship financing – Sale & lease back – Derivatives in shipping finance – Analysis of the share price movements of a public limited company.

UNIT 3 Purchase & Sales**9**

Sales and purchase of secondhand ships – Financing of secondhand ships – Analysis of standard Ship Sale & Purchase contracts – Role of ship sale brokers – Demolition market dynamics.

UNIT 4 Marine Insurance**9**

General principles of Marine insurance – Marine insurance market structure – Effecting marine insurance cover – Types of marine insurance covers – Institute clauses – war & strike clauses – Marine insurance claim process – Marine Insurance claim during General average situations

UNIT 5 Protection & Indemnity Insurance**9**

Principles of Protection & Indemnity (P&I) insurance – Types of P&I covers available & their modes of operation – Third party liability claims processing – Insurance cover for Pollution claims – Insurance cover for professional indemnity.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Discuss the basics of shipping finance.
2. Describe the concept of tax issues and depreciation policies in ship financing.
3. Identify the financing methods for purchase and sale of secondhand ships.
4. Examine the products and process of marine insurance.
5. Discuss the principles of indemnity and protection of insurance.

TEXT BOOKS:

1. Stephenson Harwood, “Shipping Finance –A Practical Handbook”, 4rd edition, Euromoney Institutional Investor PLC; 4rd Revised edition edition, United Kingdom, 2018.
2. Manolis G. Kavussanos, “The International Handbook of Shipping Finance: Theory and Practice”, 1st Edition, Palgrave Macmillan Publishers, Greece, 2016.

REFERENCES:

1. Schinas, Orestis, Grau, Carsten and John, “Handbook on Ship Finance”, Springer Science Publishers, Berlin Heidelberg, 2015.
2. Usha Kiran Rai, “Export – Import and Insurance Management”, 2nd Edition, PHI, New Delhi, 2010.

e-RESOURCES:

1. https://library.polteknepel-sby.ac.id/apps/uploaded_files/temporary/DigitalCollection/NzBjZTZmNGRjNDIwZTRlODgxZDkzNmU5N2MyODI5MzAxOWJlNjJhNw==.pdf
2. <https://www.ics.org.uk/learning/publications-and-learning-resources/book-support/shipping-finance>

Preamble

Green supply chain management is about minimizing waste and pollution, conserving resources, and reducing the carbon footprint of products and services. A growing number of businesses recognize the importance of green SCM and are implementing programs to improve their sustainability. To integrate the eco friendly concept of supply chain management to improve environmental sustainability with different green practices enhancing firms' performance in terms of less waste manufacturing, reuse and recycling of products, reduction in manufacturing costs, greater efficiency of assets, green purchasing and transportation

UNIT 1 INTRODUCTION**9**

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

UNIT 2 ECO-DESIGN**9**

Design for the Environment (DFE) or Eco-Design – Eco-Design and Supplier Relationships – Definitions of Eco-Design – Tools of Product Eco-Design – Involving suppliers in product eco design - Drivers, Challenges and Successful factors.

UNIT 3 GREEN PURCHASING**9**

Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement – Green Supplier Development and Collaboration.

UNIT 4 GREEN MANUFACTURING**9**

Green Manufacturing or Production: Evolution, Definitions – 4R's: recycling, remanufacturing, reuse and reduction – Closed-loop Manufacturing – ISO 14000 systems – Life Cycle Analysis (LCA) – Lean Manufacturing for Green Manufacturing or Production.

UNIT 5 GREEN LOGISTICS AND TRANSPORTATION**9**

Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics

Lecture : 45, Tutorial :0, Total : 45**COURSE OUTCOMES:**

- CO – 1 : Foundational Knowledge about Green Supply Chain Management.
- CO – 2 : Understand the various tools and challenges of Eco-Design.
- CO – 3 : Identify the Green purchasing strategies and performance management.
- CO – 4 : understand the concept of green manufacturing.
- CO – 5 : Identify the impact of Green logistics and transportation.

TEXT BOOKS:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2. Charisios Achillas, Dionysis D. Bochtis, Dimitrios Aidonis, Dimitris Folinas. Green Supply Chain Management, Routledge, 2018

REFERENCES:

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011
2. Stuart Emmett, Vivek Sood. Green Supply Chains: An Action Manifesto by Stuart Emmett, Wiley publications, 2010

e-Resources:

1. <https://www.intechopen.com/books/green-practices-and-strategies-in-supplychain-management/introductory-chapter-introduction-of-green-supply-chainmanagement>
2. <https://archive.nptel.ac.in/courses/110/108/110108056/>

22MSE46	WAREHOUSING & DISTRIBUTION MANAGEMENT	L	T	P	C
		3	0	0	3

Preamble

The course will provide students with knowledge, understanding and skills in warehousing, inventory management, improving warehouse efficiency, packaging and shipping to better satisfy the customer needs. Effective warehousing and distribution management ensures there is sufficient stock available to meet consumer order fulfillment and contributes to a company's supply chain management by reducing costs and maximizing efficiency

UNIT 1 INTRODUCTION WAREHOUSING 9

Introduction – Warehousing – Warehousing Decisions – Warehouse Operations – WMS –Types of Warehouses – Warehouse Layout – Functions - Equipment and components – Centralized & Decentralized – Warehouse operations and Storage Systems – Warehousing Cost Analysis.

UNIT 2 INVENTORY MANAGEMENT 9

Concepts – Role in Supply Chain – Role in Competitive Strategy – Independent Demand Systems – Dependent Demand Systems – Functions – Types – Cost – Need for Inventory – Just in Time- Inventory Control – ABC Inventory Control – Bull Whip Effect

UNIT 3 MANAGING WAREHOUSE EFFICIENCY 9

Order picking – Picking methods-pick path – Measuring Warehouse Efficiency – Warehouse Workforce design and development – cross docking

UNIT 4 UNITIZATION, SHIPPING AND PACKAGING 9

Container optimization-Container loading and void fill-Weigh checking-Automated loading-Dock management-packaging-types-cost- and labelling functions and design

UNIT 5 DISTRIBUTION FACILITIES MANAGEMENT 9

Material Handling Systems–Types of Material Handling Equipment – Modern Warehousing – ASRS & their Operations – Bar Coding-Technology & Applications in Logistics Industry – RFID Technology & Applications – Types of Conveyors – Refrigerated Warehouses.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES:

- CO 1 : Summarize the basics of warehousing.
- CO 2 : Justify the various types of warehouses.
- CO 3 : Compare the various costs involved in a warehouse.
- CO 4 : Constructing the inventory management in the supply chain.
- CO 5 : Design the use of warehouse management systems manage warehouse operations.

TEXT BOOKS:

1. Frazelle, World Class Warehousing & Material Handling, Tata McGraw-Hill, 2nd edition 2015
2. Vinod.V.Sople, Logistics Management, Pearson Education, 3rd edition 2012.
3. Arnold, Introduction Materials Management, Pearson Education, 7th edition 2011.

REFERENCES:

1. Satish K. Kapoor and PurvaKansal, Basics of Distribution Management - A Logistical Approach, Prentice Hall, 1 st Edition 2004
2. Satish K. Kapoor and PurvaKansalMarketing, Logistics - A Supply Chain Approach , Pearson Education, 2003

e-Resources:

1. <https://www.veeqo.com/wp-content/uploads/2018/04/Warehouse-Management-PDF.pdf>
2. https://www.academia.edu/13356349/Handbook_of_Logistics_and_Distribution_Management

Preamble

To effectively use inland waterways modes, follow safety measures in transportation, risk involved in it and steps to be taken in times of risk and care for the environment to avoid pollution and make a cost benefit analysis. Inland waterways are important to the efficiency of the global transportation of goods. It has a positive impact on environment and society.

UNIT 1 MODES OF TRANSPORTS**9**

Sea trade-Role of ocean transport-various modes of transports and its merits and demerits-Introduction inland waterways in India-development of coastal shipping-nature and scope –inland waterways - Importance in India- waterways for logistics and supply chain management-vessel safely on the Inland Waterways

UNIT 2 BRIDGE AND TUNNEL**9**

Bridges & Tunnels-Bridge operations and Use of tunnels -The Rules of the Road-By-laws and local traffic regulations -National regulations

UNIT 3 SAFETY**9**

Boat safety-Use of fire extinguishers-Watertight integrity -Fire hazards, particularly gas and petrol-Refloating after grounding - Personal Safety-Risks involved in the water, including cold shock-Avoidance of personal injury, including crush injuries and threats in water and precaution strategies.

UNIT 4 RISK**9**

Special risks children-Checks be undertaken periodically -Undertake checks be carried out before and whilst running-Common boating terms --Loading and weight distribution-Inter-action and canal effect.

UNIT 5 ENVIRONMENT**9**

Care Of The Environment-Avoiding damage banks, boats, flora and fauna-Pollution avoidance-Consideration for water users –Cost benefit analysis on using inland waterways-latest trends and use of technology support inland waterways for transportation.

Lecture : 45, Tutorial :0, Total : 45**COURSE OUTCOMES:**

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

- CO – 1 : Identify the mode of transportation.
- CO – 2 : Describe the implementation of inland waterways in India
- CO – 3 : Identify the special risks that are involved in safety
- CO – 4 : Analyze the loading and weight distribution.
- CO – 5 :Evaluate the Cost benefit analysis using inland waterways.

TEXT BOOKS:

1. Charles W. Howe, Joseph, Inland Waterway Transportation: Studies in Public and Private Management, 2016.
2. Derek Lundy, The way of a ship Penguin Random House UK, 2004.

REFERENCES:

1. Walter Havighurst, Voices on the river,, Castle Books, 2009
2. Robin Knox and Johnston ,The Conway History of Seafaring in the Twentieth Century, Potomac Books Inc.,2000
3. Richard Woodman, The history of the ship , Richard Woodman, Lyons Pr,1998

e-Resources:

1. <https://www.routledge.com/Inland-Waterway-Transportation-Studies-in-Public-and-Private-Management/Howe-Carroll-Hurter-Jr-Leininger-Ramsey-Schwartz-Silberberg-Steinberg/p/book/9781138955264>
2. <https://www.gmpplus.org/media/fulpmnkq/ts-3-3-short-sea-shipping-and-inlandwaterways.Pdf>

Pre-requisites:**Preamble**

This course helps to know different transportation modes, concepts in logistics system for effective transportation, managing ways of logistics service providers, developing strategies to improve competencies, monitor and evaluate the performance related issues in logistics. It is an important element in foreign trade.

UNIT 1 Introduction**9**

Concept of multi modal transport – Different transport modes – Modal interfaces – Intermodal systems – road/rail/sea; sea/air; road/air; road/rail, sea/rail, sea/road – Inland Container Depot (ICD) & Container Freight Station (CFS) Terminals.

UNIT 2 Structure**9**

International distribution and the role of logistics – Supply chain concept – Inbound Logistics System – Material management – Just in Time (JIT) concept – Importance of forecasting – Outbound Logistics System – Logistics / Marketing interface – Distribution Resource Planning (DRP)

UNIT 3 Third Party Logistics**9**

Role of Third-Party Logistics (3PL) Service Providers – Types of 3PL service providers – Transportation Carriers – Warehousing Providers – Logistics Management Providers – Emergence of 4PL service providers.

UNIT 4 Development**9**

Development of Warehouse Resources – Location strategies – Identification of key measures of supply chain performance – Integrated Logistics – Contribution of SCM and logistics to improve competency – Role of benchmarking.

UNIT 5 Performance related to Logistics and Supply Chain**9**

Human Factors And Performance related Issues in Supply Chain & Logistics Management – Warehouse Management Systems (WMS) – Accident prevention and safety programs – Ergonomics – Monitoring off-site employees– regulatory issues for logistics and supply chain managers.

Lecture : 45, Tutorial :0, Total : 45**COURSE OUTCOMES:**

- CO 1- Understand the concept of Multi Modal Transport and types.
- CO 2- Gain knowledge about inbound and outbound logistics.
- CO 3 – Identify the types of service providers in Logistics .
- CO 4- Developing strategies to improve competencies logistics.
- CO 5- Understand and solve regulatory issues for Human Factors related to supply chain.

TEXT BOOKS:

1. Pienaar, W., & Vogt, J. (2016). Business Logistics Management. Cape Town, South Africa: Oxford University Press.
2. Wood, Donald F., Barone, Anthony., Murphy, Paul., & Wardlow, Daniel. (2013). International Logistics. Springer Verlag.
3. Lun, Y. H. V., Lai, K., & Cheng, T. C. E. (2010). Shipping and logistics management. London: Springer.

REFERENCES:

1. Bowersox, D. J., & Closs, D. J. (2011). Logistical management: The integrated supply chain process. New Delhi: Tata McGraw-Hill.
2. Institute of Chartered Shipbrokers; (2015). Logistics and Multi-Modal Transport. Witherby Seamanship International.

e-Resources:

1. https://www.libramar.net/news/logistics_and_multi_modal_transport/2021-12-12-3886
2. <https://www.perlego.com/book/1002635/multimodal-transport-systems-pdf>

HOSPITAL MANAGEMENT – ELECTIVES

		L	T	P	C
22MSE49	HOSPITAL ORGANIZATION & MANAGEMENT THEORY	3	0	0	3

Pre-requisites:

Preamble

Medical errors continue to be a major public health issue. This course attempts to bridge a possible disconnect between behavioural science and the management of medical care. The course focuses on what people do, analyzes why they do it, and then applies an evidence-based intervention strategy to improve what people do. The relevance is to improve health care is obvious. While poorly designed systems contribute to most medical errors, the course provides a practical approach for addressing a critical component of every imperfect health care system behaviour.

UNIT 1 UNIQUE FEATURES OF HOSPITAL MANAGEMENT 9

Growing Significance of Management in Organizations - Characteristics of a Modern Hospital - Hospital as an Organization - Resource Management - Evolution of Management Thought- Management By Objectives (MBO).

UNIT 2 MANAGEMENT FUNCTIONS 9

Management Process and Functions, Nature and Managerial Functions - Planning, Organizing, Staffing, Directing, Coordinating and Controlling - Application of Managerial Functions to Health Care Organizations.

UNIT 3 ORGANIZATION CONCEPTS AND PROCESSES 9

Nature and Structure of Organization - Types of Organizations- Functional - Divisional, Departmental and Matrix Forms - Formal and Informal Organizations - Line and Staff Relationships - Modern Approach to Decision Making - Significance of Leadership, Traits of Leaders, Functions of Leadership.

UNIT 4 BEHAVIORAL CONCEPTS AND THEORIES 9

Motivation, Process - Different Types of Motives - Selected Theories of Motivation- McGregor's Theory X and Theory Y, Maslow's Theory, Herzberg's Two-Factor Theory of Motivation - Vroom's Expectancy Theory-Motivating Medical and Paramedical Professionals - Concepts of Organization Behavior

UNIT 5 SOCIAL RESPONSIBILITIES OF MANAGEMENT 9

Management and Society - Culture and Management - Management Ethics - Social Objectives and Responsibilities of Management - Corporate Social Responsibility - Hospitals and Social Responsibility.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Identify management principles, functions and processes, discussing their significance and role in the effective and efficient management of health care organizations.
- CO2 Select and apply relevant concepts to optimize leadership, traits of leaders, and functions of leadership
- CO3 Determine the Structure of Organization and different types of organizations
- CO4 Describe the motivation and different types of motivation in the organization
- CO5 Generalize the social Responsibilities of Business in today's present scenario.

TEXT BOOKS:

1. John V. Basmajian and Charles E. Slonecker, "Grant's Method of Anatomy: A Clinical Problem-solving Approach", 16th Edition, BI Waverly Pvt. Ltd., New Delhi, 2020.
2. J.E. Park and K. Park, "Textbook of Preventive and Social Medicine M/S BanarsidasBhanot Elaine La Monica, Management in Health Care", 7th Edition, Macmillan Press Ltd, London, 2021.

REFERENCES:

1. Syed Amin Tabish, "Hospital and Health services administration principles and practice", 10th Edition, Oxford University Press, New Delhi, 2015.
2. James A. F. Stoner, R. Edward Freeman and Denier R. Gilbert Jr., "Hospital Management", 14th Edition, Prentice Hall India, New Delhi, 2020.
- 3.. Kountz Harold, Heinz Weihrich, "Management - A global perspective", 19th Edition, McGraw HillInternational, New Delhi, 2021.

e-RESOURCES:

1. [https://books.google.co.in/books?isbn= 012415767X](https://books.google.co.in/books?isbn=012415767X), The New Public Health, By Theodore H. Tulchinsky, Brown School of Public health.
2. <http://www.nejm.org/doi/full/10.1056/NEJMra1110897>,

Pre-requisites:**Preamble**

Today the success of a hospital manager lies in the multidisciplinary conceptual skill development and to protect medical profession and clients from unnecessary litigation; human resource development; quality management, risk management; environment conservation; marketing and product diversification and logistic emergency management, etc. To prepare a candidate to assume the responsibilities of a hospital administrator/executive in a government or corporate or any other hospital. This training programme emphasizes on developing a knowledge component, skill and attitude pertaining to Hospital Managers. This course will also help the candidates in developing expertise in planning and managing different types of hospital in our social setting and will equip the student with problem solving devices.

UNIT 1 HOSPITAL OPERATIONS**9**

Hospital Operations Management, Role and Decisions, Difference of Hospital Operations from other Service and Manufacturing Organizations.

UNIT 2 IN AND OUT PATIENT SERVICES**9**

Overview of the Department, Day Care, Accident and Emergency Services, Physical Medicine and Rehabilitation, Occupational Therapy Unit, Physiotherapy Department, Ward Design (General & Specialized), Critical Care Services – ICU, CCU, NICU, Medical Services, Surgical Services – Operation Theater, Nuclear Medicine, Burn Unit, Nursing Services and Administration.

UNIT 3 SPECIALITY AND SUPER SPECIALITY SERVICES**9**

Pediatrics, OBG & GYN, ENT, Ophthalmology, Orthopaedic, Psychiatry, anesthesia, Dental, Cardiology, Thoracic Surgery, Neurology, Neurosurgery, Nephrology- Dialysis Unit, Transplantation Services.

UNIT 4 SUPPORT AND UTILITY SERVICES**9**

Diagnostic- Radiology & Imaging Services, Hospital Laboratory etc., Blood Bank & Transfusion Services, Ambulance Services, Pharmacy, CSSD, Oxygen Manifold/Concentrator, Dietary Service, Hospital Laundry and Linen, Medical Social Worker, Marketing and Public Relations, Finance and Administration Departments, Outsourcing. Housekeeping, Hospital Engineering and Maintenance, Biomedical Department, Central Stores and Purchase Department, Medical Records- Confidentiality of Records, Reception, Enquiry, Registration and Admission, Central Billing and Accounts, Cafeteria/Canteen, Mortuary.

UNIT 5 HOSPITAL ADMINISTRATION**9**

Source and Control, Modern Trends in Hospital Administration, Disaster Management, Information Systems, Telemedicine.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Design and apply various employee friendly systems for effective functioning of different administrative activities and support services of hospital.
- CO2 Demonstrate the knowledge on the use of information technology in the hospital.
- CO3 Identify various facilities to be provided in the Ambulance Services in hospitals.
- CO4 Analyze the system to be followed in ICU, CCU and NICU.
- CO5 Describe and develop the Modern trends in Hospital Administration.

TEXT BOOKS:

1. Kunders, G.D., "Designing for Total Quality in healthcare", 4th Edition, Prism Books Pvt. Ltd., Bangalore, 2020.
2. Sharma, Madhuri, "Essentials for Hospital Supportive Services", 5th Edition, Jaypee Brothers, New Delhi, 2021.

REFERENCES:

1. William N. Zelman, Michael J. McCue, Noah D. Glick, Marci S. Thomas, "Financial Management of Health Care Organizations", 6th Edition, Jossey- Bass, San Francisco, 2017.
2. Kunders, G.D., "Facilities Planning and Arrangement in Health Care", 6th Edition, Prism Books Pvt Ltd, Bangalore, 2021.
- 3.. Davies Llewellyn R & Macaulay, H M C, "Hospital Planning and Administration", 7th Edition, Jaypee Brothers, New Delhi, 2021.

e-RESOURCES:

1. http://nptel.ac.in/courses/105101008/downloads/cete_42.pdf
2. <http://nptel.ac.in/courses/105105104/pdf/m16l39.pdf>.

22MSE51

LEGAL AND MEDICAL ISSUES IN HOSPITALS

L	T	P	C
3	0	0	3

Pre-requisites:

Preamble

The course discusses in which ways the law can contribute to that goal, especially by encouraging a culture of safety among healthcare professionals. It assesses the need or the usefulness to pass so-called disclosure laws and apology laws, to adopt mandatory but strictly confidential Critical Incidents Reporting Systems in hospitals, to change the fault-based system of medical liability or to amend the rules on criminal liability. The paper eventually calls for adding the law to the present agenda of patient safety.

UNIT 1 LEGAL SYSTEM IN THE HOSPITAL

9

Law and Establishment of Hospitals- Private / Public Hospitals, Legal Requirements under Medical Council Acts. West Bengal Clinical Establishment Act and Rules (as Amended till date).

UNIT 2 HOSPITAL LABOUR LAWS

9

Basic Concepts of Labour Laws in India. Hospitals as an 'Industry' - Application of Labour Enactments - Discipline in Hospitals- Disciplinary Action - A Study of Valid Requirements of Domestic Enquiry. Trade Union Act.

UNIT 3 OPERATIONS AND MEDICAL ETHICS

9

Essentials of Contract Act. - Requisites of a Valid Contract - Duties Towards Patients - Code of Ethics - Violation Legal Consequences - Medical Ethics – Basic Issues, Importance, Process of Developing and Implementing Ethics and Values in an Institution.

UNIT 4 LEGAL ASPECTS

9

Legal Aspects Relating to Organ Transplantation, MTP Act, 1971, Basics of Drugs and Cosmetic Acts, Anesthesia. ESI Act, PNDT Act, Human Experimentation, Clinical Trials, Industrial Dispute Act.

UNIT 5 REGULATIONS AND PROTECTION

9

Legal Liability of Hospitals, Consumer Protection Law, Absolute Liability and Vicarious Liability, Remedies Under Contract Law - Medical Jurisprudence – MCI Regulation – Professional Conduct, Etiquette and Ethics.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Demonstrate the basic concepts and structure of the legal system in the hospital.
- CO2 Experiment the role of the legal system in health policy and health care delivery.
- CO3 Apply the knowledge on legal and ethical standards applicable to health care professionals and organizations.
- CO4 Analysis the legal issues that may arise in the hospital environment.
- CO5 Develop strategies for communicating with a legal representative.

TEXT BOOKS:

1. Anoop Kaushal K, "Medical Negligence and Legal Remedies", 7th Edition, Universal Law Publisher, New Delhi, 2020.
2. Avtar Singh, "Company Law", 17th Edition, Taxmann Publishers, Lucknow, 2021.

REFERENCES:

1. R.K. Chaube, "Consumer Protection and the Medical Profession", 8th Edition, Jaypee Publishing, New Delhi, 2012.
2. Steven, D. Edwards, "Nursing Ethics - A Principle Based Approach", 7th Edition, Macmillan Press Ltd., London, 2014.
- 3.. Gupta D and Gupta, S, "Government and Business", 8th Edition, Vikas Publishing House, New Delhi, 2012.

e-RESOURCES:

1. http://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
2. <http://comtax.up.nic.in/Miscellaneous%20Act/the-indian-contract-act-1872.pdf>.

PREAMBLE:

This course promotes the development and implementation of policies, strategies and healthcare services that empower patients to be involved in the decision-making and management of their condition according to their preference, whilst raising awareness about their rights and responsibilities.

UNIT 1 PATIENT CENTRIC MANAGEMENT 9

Concept of Patient Care - Patient-Centric management - Organization of Hospital Departments - Roles of Departments/Managers in Enhancing Care - Patient Counselling - Patient Safety and Patient Risk Management.

UNIT 2 QUALITY IN PATIENT CARE MANAGEMENT 7

Defining Quality - Systems Approach Towards Quality - Towards a Quality Framework - Key Theories and Concepts - Models for Quality Improvement & Variations in Practice.

UNIT 3 PATIENT CLASSIFICATION SYSTEMS AND THE ROLE OF CASEMIX 9

Classify Patients - Types of Patient Classification Systems - ICD 9 (CM, PM), - Casemix Classification Systems, DRG, HBG, ARDRG - Casemix Innovations and Patient Empowering Classification Systems.

UNIT 4 MEDICAL ETHICS & AUDITORY PROCEDURES 11

Ethical Principals - Patient Appeals - Medical Negligence - Central & State Laws - Use of Investigational Drugs – Introduction- Need & Procedures for Medical Audit - Audit Administration & Regulating Committees.

UNIT 5 PATIENT INSURANCE CLAIM AND MEDICAL RECORDS 9

Policies & Procedures for Maintaining Medical Records - e-Records - Legal Aspects of Medical Records
- Safety, Preservation and Storage – Medical Insurance – Mediclaim Policies – Policies and procedures
for norm.

Lecture : 45, Tutorial : 0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Identify the health care delivery systems that work effectively to treat the patient and at the same time decreasing health risks and health care costs.
2. Describe the Policies & procedures for maintaining medical records.
3. Distinguish the types of Patient and patient classification systems.
4. Describe the needs and procedures of medical audit.
5. Organize the procedure for maintaining the medical Records.

TEXT BOOKS:

1. Goel, S L & Kumar R., “Hospital Core Services: Hospital Administration of the 21st Century”, 12th Edition, Deep & Deep Publications Pvt Ltd, New Delhi, 2020.
2. Gupta S & Kant S. “Hospital & Health Care Administration: Appraisal and Referral Treatise”, 8th Edition, Jaypee, New Delhi, 2021.

REFERENCES:

1. Kumar A., "Encyclopedia of Hospital Administration & Development", 14th Edition, Anmol Publications Ltd, New Delhi, 2019.
2. Ransom S B. Joshi, M S & Nash, D B., "The Health Care Quality Book: Vision, Strategy & Tools", 11th Edition, Standard Publishers Distributors, New Delhi, 2020.
3. Rao M S, "Health & Hospital Administration in India", 7th Edition, Deep & Deep Publications, New Delhi, 2021.

e-RESOURCES:

1. <http://jamanetwork.com/journals/jama/article-abstract/195368>, Thomas Bodenheimer MD ;Edward H. Wagner, MD, MPH; Kevin Grumbach, MD.
2. http://www.jstor.org/stable/3765883?seq=1#page_scan_tab_contents, The Performance of Intensive Care Units, journal article, Stephen M. Shortell.

PREAMBLE:

The main focus of this course is to promote professional management practices that are necessary for effective healthcare ensuring continuous quality improvement, labour relations, financial sustainability, awareness creation, demand generation, optimum utilization of limited available resources and strategic approach towards inflation, rapid advancement in medical technology, expectations of staff and patients. Hospital manager are responsible to promote indigenous medicine, ensure access to care, reduce the length of stay, eliminate unnecessary investigations, drugs and therapies, and bring about economies in the use of supplies, facilities and human resources.

UNIT 1 MANAGEMENT OF HOSPITALS**9**

Definition, Nature and Scope of Hospitals- History of Indian Hospitals – Classification of Hospitals– Functions of a Hospital – Hospital Organization and Role of Hospital Administration and Administrator.

UNIT 2 HOSPITAL ARCHITECTURAL PLANNING AND DESIGNING**9**

Conception of the Idea – Community Wide Planning – Area Wide Planning –Guiding Principles in Planning Hospital Facilities and Services, Selection of Site – Planning of Hospital Building. Role of Hospital Consultant and Architect – Functional Development – Terms & Legal Formalities – Environment Regulations and Accreditation Standards – Equipments – Scope of Future Expansion.

UNIT 3 HOSPITAL FUNCTIONAL PLANNING**9**

Flow and Area Analysis – Inter Departmental Relations- Departmental and Room Functions- Bed Distribution and Space Requirements – Types of Hospital Services – Patient Day Care Services – Intensive Care Units – Inpatient Nursing Units and Operation Theatres. Cause of Hospital Fire - Classification of Fire – Fire Protection – Fire Points and Escape Route –Do's and Don'ts for Electrical Fire Prevention – Action to be taken in case of Fire in a Hospital.

UNIT 4 INTEGRATED HOSPITAL AND PATIENT CARE**9**

Information System: Meaning – Objectives – Need – Designs of HIS – Application of HIS – Stages of Computerization – HIS Design Objectives and Consideration – Conceptual Database Design – Meaning of Patient Care Information System – Elements of Patient Care Information System – Direct Care Process - Efficiency of Care Providers – Improved Information Access – In Patient Care.

UNIT 5 HOSPITAL RISK AND DISASTER MANAGEMENT**9**

Security Threats and Vulnerabilities of Hospitals – Basic concepts of Disaster Management – Objectives and Need for Hospital Disaster Plan- Stages of Disaster – Disaster Planning – Disaster Committee - Disaster Operating Procedure –Disaster Manual –Disaster Mock & Drills - Lesson from Japan – Recent Trends – the Action Plan – Looking Ahead.

Lecture : 45, Tutorial : 0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

1. Discuss the planning and execution of the health care delivery system
2. Express the overview of health services vis-à-vis, planning and operational aspects of hospital organization.
3. Identify the areas of safety and risk.
4. Analyze the structure and interdependence of health care system
5. Prepare accurate financial records, prepare budgets, analyze variance and assess financial opportunities and risks, making recommendations for action based upon organizational goals.

TEXT BOOK:

1. Kinder G.D, Gopinath. S, “Hospital Planning, Design and Management”, 5th Edition, Mc Graw Hill, New Delhi, 2019.
2. Sharma, “Essential for Hospital Support Services and Physical Instructions”, 8th Edition, Jaypae Brothers, New Delhi, 2020.

REFERENCE:

1. Manisha Saxena, “Hospital Management”, 5th Edition, CBS publishers & Distributors, New Delhi, 2018.
2. Syed Amin Tabish, “Hospital and Health Services Administration – Principals and Practice”, 2nd Edition, Oxford University Press, New Delhi, 2020.
3. G.D.Kunders, “Facilities Planning and Management”, 6th Edition, McGraw Hill Publishing Company Limited, New Delhi, 2022.

e-RESOURCES:

1. <http://www.athenahealth.com/knowledge-hub/community-hospitals/revenue-cycle>
2. <http://www.athenahealth.com/knowledge-hub/patient-engagement/what-is-patient-engagement>.

Preamble

This course discusses in which ways the familiarize the students to the basic concepts of Hospital Services and provide insights on Clinical Services, throw light on importance of Non-Clinical Services. The hospital management course discuss on Nursing services and to create awareness Hospital General Services and Hospital Information System.

UNIT 1 HOSPITAL SERVICES**9**

Meaning – Types – Clinical – Nonclinical – Nursing and Administrative Services, Departments in the Hospital Management.

UNIT 2 CLINICAL SERVICES**9**

Meaning – Importance - Types – Overview of each service. Clinical Services: – Types Anesthesia – Internal medicine- Cardiology – Dermatology – Endocrinology – Gastroenterology – Nephrology – Neurology – Oncology – Orthopedics – Plastic Surgery – General Pediatrics – Urology – Obstetrics and Gynecology – Neonatology – Physiotherapy.

UNIT 3 NON-CLINICAL SERVICES**9**

Blood Bank Management, Meaning – Importance – Types – Blood Bank, NonClinical Services: Diagnostic Services (Laboratory Services): Clinical bio-chemistry – Clinical pathology – Clinical hematology – Histopathology – MicrobiologyImmunology, Non-Clinical Services: Radiology and Imaging Services – Nuclear medicine – Radiotherapy, Non-Clinical Services: Pharmacy – Staff health – Medical staff organization and community health.

UNIT 4 NURSING SERVICES**9**

Objectives – Nursing administration – Duty of nursing officers – Nursing and support staff in the ward – Nursing by-laws, rules, policies and procedures – Nursing meetings, Nursing Audit: Determining nursing complement in hospital – Health education.

UNIT 5 HOSPITAL ADMINISTRATIVE SERVICES**9**

Hospital 9 C5 administration – Hospital administrator – Duties of hospital administrator – Teaching – Training services (in-service education, attached medical college or paramedical sciences etc.), Hospital General Services: General and medical purchase – General stores, Hospital Information System: Computer and hospital information system.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Be familiar with the basic concepts of Hospital Services
- CO2 Compare and use appropriate Clinical Services
- CO3 Categorize Non-Clinical Services, Medical staff organization and community health.
- CO4 Summarize and manage Nursing services.
- CO5 Contrast and use Hospital General Services and Hospital Information System.

TEXT BOOKS:

1. Kumar R and Goel S L, Hospital Managerial Services, Deep and Deep Publications, 2020
2. Goel S L, Primary Health Care Management, Deep and Deep Publications, 2021

REFERENCES:

1. Lawrence F. Wolper, Health Care Administration: Managing Organized Delivery Systems, 5th Edition. Jones and Bartlett Publishers, Inc., 2010.
2. Joseph Tan, Handbook of Research on Emerging Perspectives on Healthcare Information Systems and Informatics (Advances in Healthcare Information Systems and administration) 1st Edition, IGI Global, 2018.

e-RESOURCES:

1. http://ncib.in/pdf/ncib_pdf/Labour%20Act.pdf
2. <http://comtax.up.nic.in/Miscellaneous%20Act/the-indian-contract-act-1872.pdf>.

Preamble

The course discusses in which ways the law can contribute to students with the fundamentals of operations management in healthcare among healthcare professionals. It assesses the need and provides insights on capacity planning, scheduling and management of patient flow. The course train students on the use of data analytics for planning and improving hospital operations and To orient students on operational metrics in hospitals and inventory management. Finally this course give impart knowledge on implications of supply chain on operations & logistics of hospitals

UNIT 1 OPERATIONS MANAGEMENT IN HEALTHCARE**9**

Key functions of Healthcare Operations Management - Goals for the operations manager in the Healthcare Facilities -Trends in Operations Management - The Challenge and the Opportunity - History of Performance Improvement Evidence-Based Medicine and Pay-for-Performance. Healthcare Operations and Systems Management

UNIT 2 PLANNING AND SCHEDULING**9**

Basic principles of forecastingForecasting patient demand and volumes-Capacity planning: Aligning capacity with demand, Scheduling and Capacity Management. Process Improvement and Patient Flow Gynecology – Neonatology – Physiotherapy.

UNIT 3 THE PLANNING PROCESS**9**

Analyze operations and environment -Implement, measure and revise. Tools for Problem Solving and Decision Making, Using Data and Statistical Tools for Operations Improvement, Quality Management: Focus on Six Sigma, The Lean Enterprise-Simulation

UNIT 4 OPERATIONAL METRICS**9**

Financial distress in healthcare. Operational Metrics, Benchmarking, and AnalysisProductivity and Operational Planning- Purchasing and Inventory Management.

UNIT 5 IMPLICATIONS OF SUPPLY CHAIN**9**

Define supply chains Flows in supply chain- Supply chain strategy for hospitals- Forecasting and Supply Chain Management Implications for Operations and Logistics Management.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 Have deeper understanding of operations management concepts
- CO2 Know about capacity planning, scheduling and management of patient flow
- CO3 Be able to use data analytics for planning and improving hospital operations.
- CO4 Know to prepare operational metrics in hospitals and manage inventory
- CO5 Appreciate the role of supply chain on operations & logistics of hospitals

TEXT BOOKS:

1. Hopp, W. J. & Lovejoy, W. S (2020) Hospital Operations: Principles of High Efficiency Health Care, Upper Saddle River, NJ: Pearson FT Press
2. Goel S L, Primary Health Care Management, Deep and Deep Publications, 2021

REFERENCES:

1. Langabeer, J. R. (2017) Health Care Operations Management: A Quantitative Approach to Business and Logistics, Burlington, MA: Jones and Bartlett Publishers.2020
2. Ginter, P. M., Duncan, W. J., & Swayne, L. E. (2019) The strategic management of health care organizations, 7nd Edition, San Francisco, CA: John Wiley & Sons.2021

e-RESOURCES:

1. <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4828/1/Handbook%20of%20Healthcare%20Operations%20Management%20Methods%20and%20Applications.pdf>
2. <https://www.yumpu.com/xx/document/view/62502602/download-in-pdfoperations-management-in-healthcare-strategy-and-practice-by-corinne-mkaruppan-pdf-books>

Preamble

The course discusses familiarize code of medical ethics and also provide insights on medico legal aspects – the medical termination of pregnancy act 1971. This course give insights on medical jurisprudence and to learn legal framework related to patents' rights, medical malpractices. It have a better understanding of healthcare technology.

UNIT 1 CODE OF MEDICAL ETHICS**9**

Code - Duties of Physician to their patents - Duties of Physician to the profession at large - duties of Physician to the profession in consultation - Duties of Physician to the profession to the public - Disciplinary action – NAB

UNIT 2 MEDICO LEGAL ASPECTS – THE MEDICAL TERMINATION OF PREGNANCY ACT 1971**9**

Indication or Grounds of MTP - Requirements for MTP - Complications of MTP - doctor and Criminal abortion - The Prenatal Diagnostic Techniques act 1994 Regulation of genetic counselling centre - Regulation of pre -natal diagnostic technique - Death Certificate - Precautions while issuing death certificate - contents of Death Certificate - Importance of Death certificate- Tamil Nadu clinics Act

UNIT 3 MEDICAL JURISPRUDENCE**9**

Introduction & Legal Procedure - Medico legal aspects of death injuries - General aspects - Medical ethics - consumer Protection Act

UNIT 4 LEGAL FRAMEWORK**9**

Introduction to Legal framework - Patent's rights & provider's responsibility - Medical Malpractice

UNIT 5 HEALTHCARE TECHNOLOGY**9**

Evolution of cyber medicine, the future of healthcare industry. Healthcare information systems. Global perspective on health informatics business.

Lecture : 45, Tutorial : 0, Total : 45

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

- CO1 To familiarize code of medical ethics
- CO2 To provide insights on medico legal aspects – the medical termination of pregnancy act 1971
- CO3 Have insights on medical jurisprudence
- CO4 Learn legal framework related to patents' rights, medical malpractices.
- CO5 Have better understanding on healthcare technology

TEXT BOOKS:

1. AMA Council on Ethical and Judicial Affairs (Author), Southern Illinois University at Carbondale (Author), Southern Illinois University School of Law (Contributor), Code of medical ethics, Revised edition 2019
2. S K. Singhal The Doctor & Law, 2nd edition 2020

REFERENCES:

1. G. Spekowius, T. Wendler, Robert Matthews and Nand Relan, Advances in Healthcare Technology: Shaping the Future of Medical Care, vol 6, July 2016.
2. Medical Termination of Pregnancy Act, 1971 alongwith Rules, 2003 & Regulations, 2003, Professional Book Publishers; 2015th edition (1 January 2015).

e-RESOURCES:

1. https://www.researchgate.net/publication/209937763_Information_System_for_Health-Care_in_E-Government
2. https://www.researchgate.net/publication/312087204_A_Model_for_Good_Governance_of_HealthcareTechnology_Management_in_the_Public_Sector_Learning_from_Evidence-Informed_Policy_Development_and_Implementation_in_Benin

Preamble

By taking this course, students will experience the global scale of the thriving tourism and travel industry. With over a billion international tourist arrivals per annum worldwide over recent years, more people from around the world are setting out for new destinations. This course will provide students with substantive insights into the management challenges facing destinations and operators. The course features case studies of leading tourism and hospitality companies and interviews with prominent industry professionals.

UNIT 1 TOURISM INDUSTRY**9**

Tourism: Meaning, Feature, Need, Objectives, Types, impacts and factors affecting tourism. Introduction to Visitor, Traveller and Excursionist –Role and Functions of Agencies in Hospitality Industry.

UNIT 2 TOURISM ENTREPRENEURSHIP**9**

Meaning, Characteristics, structure and organisation framework, venture creation and management - preparation of business plan - Managing family enterprises in tourism industry.

UNIT 3 TOUR PACKAGING**9**

Tour Packaging: Meaning, importance, Itinerary Development, types, advantages and disadvantages- Costing: Process of costing, Types of Costs, Components and factors affecting tour cost .

UNIT 4 TOURISM PRICING AND MARKETING**9**

Tourism Pricing: Pricing Strategies and factors considered for tour pricing. Tourism marketing: Meaning, feature, Marketing mix and marketing strategies for the tourism market - Tourism motivators.

UNIT 5 TRAVEL MANAGEMENT**9**

Travel Agency : Meaning, functions, setting up a Full-Fledged Travel Agency, source of income - Tour Operation Business: Functions, services offered - Travel Insurance: Meaning and coverage – MICE – Authorised Dealers – Authorised Money Changers.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Enumerate the basis of tourism studies and will give an overview of the tourism industry.
- CO2 Generalize the current trends and practices in the tourism and travel trade sector.
- CO3 Interpret knowledge and skills applicable to travel industry.
- CO4 Design travel industry operations using professional communication skills and travel industry knowledge.
- CO5 Express international conditions and events and advise clients on safety and travel issues.

TEXT BOOKS:

1. Sinatra Roday, Archana Bowel & Vandana Joshi, “Tourism Operations and Management”, Oxford University Press, New Delhi, 2009.
2. Foster, Dennis L., “The Business Of Travel Agency Operations and Administration”, Macmillan/ McGraw, Singapore, 1993.

REFERENCES:

1. Sampad Kumar Swain & Jitendra Mohan Mishra, “Tourism principles and practices”, Oxford University Press, New Delhi, 2008.
2. Biswanath Ghosh, “Tourism & Travel Management”, 2nd Edition, Vikas Publishing House Pvt Limited, New Delhi, 2009
3. Vishal Agnihotri, “A Complete Book On Tourism And Travel Management”, Cyber Tech Publications, New Delhi, 2007

e-RESOURCES:

1. <http://www.pondiuni.edu.in/sites/default/files/Ecotourismt200813.pdf>, “Ecotourism”, Dr. Sampad Kumar Swain, Professor, Dept. of Tourism & Hospitality, Indira Gandhi National Tribal University, Amarkantak.
2. https://www.usaid.gov/sites/default/files/documents/2151/DMOworkbook_130318.pdf, “Tourism Destination Management”, Jennifer Stange David Brown Solimar International.

Preamble

Tourism is a multi-dimensional phenomenon that incorporates the Hotel and the Travel sector. The Hotel sector in particular in India is having a wonderful development. It also provides a great employment opportunity. Moreover, it is important for the professionals of both the Tourism sector and the Hotel sector to have appropriate knowledge in each other as both the sectors are inter-twined with each other. In this context, it was felt that a course blending these two sectors will be of great help to the students in getting better placements too.

UNIT 1 CLASSIFICATION OF HOTEL**9**

Introduction to Hospitality Industry: Classification of Hotels - Star Rating of Hotels - Classification on the Basis of Size, Location, Clientele, Duration of Stay, Level of Service - Classification on the Basis of Ownership - Alternative Accommodations - Hotel Tariff Plans - Types of Guest Rooms.

UNIT 2 HOTEL DEPARTMENTS**9**

Hotel Organization: Organizational Charts, Major Departments of a Hotel - Front Office, Housekeeping, Food and Beverage Service Departments, Food Production, Engineering and Maintenance, Accounts, Human Resource, Security, Sales and Marketing, Purchase etc.

UNIT 3 HOTEL INFRASTRUCTURE**9**

Room Reservations: Registration - Allotment of Rooms - Stay, Departure - Handling FIT – GIT - Guest Services - Various Guest Services - Handling Guest Mail - Message Handling - Custody and Control of Keys - Guest Paging - Safe Deposit Locker, Left Luggage Handling, Wake up Call, Handling Guest Complaints.

UNIT 4 HOTEL ADMINISTRATION**9**

Evaluating Hotel Performance: Methods of Measuring Hotel performance - Occupancy Ratio - Average Daily Rate, Average Room Rate Per Guest - Rev PAR - Market Share Index - Evaluation of Hotel by Guest.

UNIT 5 GREEN HOSPITALITY**9**

Eco housekeeping - Horticulture- Contemporary Spas - Eco Hotels - Emerging Trends.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Specify the essentials of the hotel industry.
- CO2 Estimate the organization and function of the hotel industry at the end of the two year program.
- CO3 Examine the current hotel infrastructure facilities.
- CO4 Assess the functions of the hotel administration.
- CO5 Formulate the recent trends in the hotel industry.

TEXT BOOKS:

1. Jagmohan Negi, "Professional Hotel Management", 5th Edition, S. Chand, New Delhi, 3rd Revised Edition 2014.
2. G. Raghubalan & Smart Ragubalan: "Hotel Housekeeping operations and Management", 4th Edition, S. Chand, New Delhi, 2009.

REFERENCES:

1. Jagmohan Negi, "Hotels for Tourism Development", 8th Edition, S. Chand, New Delhi, 2012.
2. Jatashankar R Tewari, "Hotel front office operations and Management", 5th Edition, Oxford publication New Delhi, 2009.
3. Gray and Ligouri, "Hotel and Motel Management and Operations", 6th Edition, PHI, New Delhi, 2000.

e-RESOURCES:

1. <http://prohotelia.com.ua/wp-content/uploads/2015/03/UNWTO-Hotel-Classification-System.pdf>, "World Tourism Organization (2015), Hotel Classification Systems: Recurrence of criteria in 4 and 5 stars hotels, UNWTO, Madrid.
2. https://books.google.co.in/books?id=eCewh284lkwC&pg=PA176&dq=GREEN+HOSPITALITY&hl=en&sa=X&ved=0ahUKEwiMgLnq_YfTAhXMPY8KHZ09CkgQ6AEIGzAA#v=onepage&q=GREEN%20HOSPITALITY&f=false "Environmental Management in the Hospitality Industry", Kathryn Webster.

Preamble

Hospitality is probably the most diverse but specialized industry in the world. It is certainly one of the largest, employing millions of people in a bewildering array of jobs around the globe. The Hospitality sector in particular in India is having a wonderful development. The course is particularly designed for Professionals working in the Hotels and tourism industries, Students learning about these industries for the first time, Individuals who have an avid interest in hospitality management.

UNIT 1 HOSPITALITY INDUSTRY

The Hospitality Industry-Origin and Growth-Factors Affecting Hospitality-Nature of Hospitality: Communication, Turnover, Demands and Rewards - Employment Opportunities in Hospitality Industry.

UNIT 2 ORGANIZATION AND STRUCTURE OF LODGING OPERATIONS

Hotel Market Segments - Organization of Hotels - Food Service Industry: Composition and Size of Food Service Industry - Organization of Hotel and Restaurant Food Service - Management and Operation of Food Services.

UNIT 3 FRONT OFFICE DEPARTMENT

Functions of front office - Structure of front office - Various sections of front office and their functions - Check in and Checkout formalities - Hotel Tariffs and Room Rates - Types of Rooms and Bed Types - Meal Plans.

UNIT 4 FUNCTIONAL AREAS

Maintenance Division - Marketing and Sales Division - Accounting Division - Human Resources Division - Security Division.

UNIT 5 HOSPITALITY MARKETING

Distinctive characteristics - Seven Ps of Marketing - Segmentation, Targeting and Positioning - Future trends in Hospitality Industry: Usage of CRS in Hotel Industry, Chain of hotels - Role of Associations in hospitality management.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

CO1 Locate the major areas of coverage of the hospitality industry.

CO2 Explain the organization and structure of lodging operations.

CO3 Analyze the changing tourism trends as a result of the changes in divisional areas.

CO4 Formulate the functional areas in Hospitality Industry.

CO5 Generate the key sectors that represent tourism service suppliers and understand their interdependence

.

TEXT BOOKS:

1. Clayton W. Barrows, Tom Powers and Dennis Reynolds, "Introduction to Management in the Hospitality Industry". 10th Edition, John Wiley and Sons, Inc., New Delhi. 2012.
2. Lockwood. A & Medlik. S, "Tourism and Hospitality in the 21st Century", 6th Edition, Elsevier, New Delhi, 2001.

REFERENCES:

1. Lim Tau, Hema et al., "Fundamentals of Hospitality and Tourism Management", 2nd Edition Open University Malaysia, 2009.
2. Walker, John R, "Introduction to Hospitality", 6th Edition, Prentice Hall of India, New Delhi, 2001.
3. Enz, C. A. "Hospitality Strategic Management: Concepts and Cases" 2nd Edition, Wiley, New Delhi, 2012.

e-RESOURCES:

1. <http://scholarworks.umass.edu/jhfm/vol9/iss1/7>, Devendra, Amitabh, "The Hotel Industry in India-The Past and the Present," Journal of Hospitality Financial Management: Vol. 9: Iss. 1, Article 7, 2001.
2. <http://onlinelibrary.wiley.com/doi/10.1002/jtr.359/abstract>, "Tourism and hospitality in the 21st Century, edited by A. Lockwood and S. Medlik. Butterworth - Heinemann, Oxford, 2001.

Preamble

The fast growth of technology in tourism and hospitality, combines with the fragmenting and consolidating nature of tourism and hospitality sector, has demanded an increased emphasis on marketing communication strategies. It also covers the strategies used to meet the changing and challenging demands of modern consumers, and ultimately maintain a company's competitive edge.

UNIT 1 TOURISM MARKETING

Tourism information and communication - Importance and sources of information in tourism - Advertising and publicity in tourism - Role of media in tourism - Tourism writing Communication skills and tourism.

UNIT 2 TOURISM MARKETS

Tourism marketing- definition, concepts and features - Market segmentation - International and domestic tourism markets - Marketing research and analysis - Tourism forecasting - Role of technology in tourism marketing.

UNIT 3 TOURISM PROMOTIONAL STRATEGIES

Role of tourism marketing and marketing mix - Role of public organization, local bodies and NGOs - Product designing and pricing strategies - Sales promotion and distribution strategies.

UNIT 4 DESTINATION AND ACCOMMODATION MARKETING

Marketing of regions, cities and leisure spots Events, individuals, shopping, local foods, education and culture - Accommodation marketing: hotels, alternate and supplementary accommodation - Linkages within tourism segment.

UNIT 5 TRANSPORT AND TRAVEL SERVICE

Airlines marketing - Travel Agency marketing - Tour operation marketing - Eco-Tourism marketing.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1. Identify sustainable ecotourism facilities and services that result in positive outcomes for visitors, local communities, economies and the environment.
- CO2. Determine the model ecotourism projects; and use the theoretical knowledge to manage ecotourism resources.
- CO3. Interpret and clarify the patterns and processes that generate biodiversity and current threats to conservation.
- CO4. Explain the role of sustainable tourism development for conservation.
- CO5. Analyze business framework to plan and implement sustainable tourism.

TEXT BOOKS:

1. Kotler, Philip, Bowen John, Makens James, “Marketing for Hospitality and Tourism”, 6th Edition, Pearson Publishers, New Delhi, 2013.
2. Keller & Kotler, “A Framework for Marketing Management”, 3rd Edition, Dorling Kindersley India Private Ltd, New Delhi, 2007.

REFERENCES:

1. Chaudhary Manjula, Tourism Marketing, 1st Edition, Oxford Higher Education University Press, New Delhi, 2010.
2. Morrison Alistair.M, Hospitality and Travel Marketing, 2nd Edition, Delmar Thomson Publications, Florence, 2002.
3. Keller & Kotler, A Framework for Marketing Management, 3rd Edition, Dorling Kindersley India Private Ltd, New Delhi, 2007.

e-RESOURCES:

1. <http://textofvideo.nptel.ac.in/110105078/lec14.pdf>, Service Marketing: A practical approach Prof. Dr. Biplab Datta Vinod Gupta School of Management Indian Institute of Technology-Kharagpur.
2. <http://textofvideo.nptel.ac.in/110105078/lec35.pdf>, Service Marketing: A practical approach Prof. Dr. Biplab Datta Vinod Gupta School of Management Indian Institute of Technology-Kharagpur.

22MSE61	TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT	L	T	P	C
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Preamble

Tourism and Travel Management has been evolving and gaining importance throughout the world and it is been adapting to tremendous changes over the years. The tourism and travel management graduates are also expected be in tune with the changes happening to the industry in order to fit into the industry requirements.

UNIT 1 EVOLUTION AND GROWTH OF TRAVEL BUSINESS 9

History & Growth of Travel Agency Business, Emergence of Thomas Cook & AmericanExpress, Emergence of Travel Intermediaries, Indian Travel Agents & Tour Operators. Interplay of Push & Pull Factors.

UNIT 2 TRAVEL OPERATIONS IN INDIA 9

Travel Agents & Tour Operators: Differentiation and Interrelationship. Functions and Organisational Structures of Travel Agency and Tour Operators. Linkages of Tour Operation Business with Principal Suppliers, Government and Other Agencies. Incentive and Concessions Applicable to Tour Operators in India

UNIT 3 STARTING UP OF TRAVEL AGENCY 9

How to Set up Travel Agency/Tour Operation Business: Sources of Funding, Comparative Study of Various Type of Organisation, Government Rule of Getting Approval, IATA Rules, Regulations and Accreditation, Documentation, Sources of Earning: Commissions, Service Charges, etc

UNIT 4 ITINERARY PREPARATION 9

Itinerary Preparation: Meaning, Importance and Types of Itinerary - Resources and Steps for Itinerary Planning - Do's and Do Not's of Itinerary Preparation Tour Costing: Tariffs, FITS & GITS. Confidential Tariff. Packaging: Types and Forms of Package Tour

UNIT 5 TRAVEL DOCUMENTATION 9

Familiarization with TIM (Travel Information Manual), Passport & VISA- Meaning, Types, Procedures, Validity, Necessary Information to fill the Passport and VISA Form for Issuance, Health Certificates, Currency, Travel Insurance, Credit & Debit Card, customs, currency, baggage and airport information.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Understand the significance of travel agency and tour operation business
- CO2 Know the current travel operations in the tourism and travel trade sector
- CO3 Develop regulations and norms applicable to travel industry
- CO4 Explain various types of tour packaging.
- CO5 Discuss the Emerging Trends in Travel Management.

TEXT BOOKS:

1. Ghosh Bishwanth , Tourism & Travel Management, Second Revised Edition Vikas Publishing House Pvt Ltd, New Delhi, 2018
2. Roday Sunetra, Biwal Archana, Joshi Vandana, Tourism Operations and Management, – Oxford University Publications, 2016

REFERENCES:

1. Holloway, J.C. , THE BUSINESS OF TOURISM, Prentice Hall, London, 12th Edition, 2016.
2. Roday. S, Biwal. A & Joshi. V. , TOURISM OPERATIONS AND MANAGEMENT, Oxford University Press, New Delhi, 10th Edition, 2018.
3. Goeldner, R & Ritchie. B, TOURISM, PRINCIPLES, PRACTICES AND PHILOSOPHIES, John Wiley & Sons, London. 9th Edition, 2014.

e-RESOURCES:

1. <https://crowdriff.com/resources/resources-tour-activity-operators/>
2. <https://guides.loc.gov/tourism-and-travel/travel-agents>.

Preamble

“Tourist Resorts are places which attract large number of tourists and tourism endows with special characteristics so that direct and indirect impacts produced by tourism play a significant role in its existence of development”. According to Oxford Dictionary, “Resort means last expedient of a person”. Expression last expedient has emerged from the fact that in earlier days, people went to visit holiest cities and other places in their last phase of life.

UNIT 1 CONCEPT OF RESORTS**9**

Resort: Concept, Evaluation. Scope, Trends and development. Roles of Resorts in Tourism and Hospitality, Nature of Demand of Resort.

UNIT 2 RESORT FUNCTIONS**9**

Different types of resorts- Product, Functional specifications. Strategy and organizational structures, Market segmentation and potential guest markets..

UNIT 3 RESORT PLANNING AND DEVELOPMENT**9**

Resort Planning: Location, Feasibility analysis, Architecture, Macro & Micro business environment. The five phases of Resort planning and development

UNIT 4 FORECASTING ON REORTS**9**

Economic analysis of resort operation and forecasting, Dining and drinking facilities, Landscaping, Family oriented services, Entertainment, Use of community resource.

UNIT 5 IMPACTS OF RESORTS PLANNING AND DEVELOPMENT**9**

Impact analysis of Resorts: Social impact, the economic impact, physical and environmental, Trends and facilities in developed tourist markets leading to growth of resort concept

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Identify the comprehensive understanding of the basics of resort planning.
- CO2 Generalize latest information pertaining to different types of Resorts.
- CO3 Examine the phases of Resort planning and Development.
- CO4 Outline the economic analysis of Resorts.
- CO5 Design the impacts of Resort planning and development.

TEXT BOOKS:

1. Resorts: Management and Operation, 2nd Edition , R C Mill; published by Wiley, 2016
2. Resort Development (Development Handbook Series), 2nd Edition, Urban Land Institute; published by Urban Land Institute, 2020

REFERENCES:

1. Gee, Chuck Y. ,World of Resorts from Development to Management. Lansing, MI: AHLEI., 2016
2. Chuck Y. Geem, Reserch Development Management, Educational Inst of the Amer Hotel; 2nd edition, 2018
3. Bhatia, A.K. (2013). The Business of Travel Agency and Tour Operations Management. New Delhi: Sterling Publishers (P) Ltd, 2013

e-RESOURCES:

1. https://www.researchgate.net/publication/222853040_The_Resort_Development_Spectrum_a_New_Approach_to_Modelling_Resort_Development
2. <https://www.amazon.in/Resort-Development-Management-Chuck-Gee/dp/0866120084>

PREAMBLE

The subject distinguishes among most common styles of dining service. The students are exposed to typical dining service staff positions. This subject considers operational aspects and summarizes typical procedures staff members in Restaurants / QSR / Fast food use when serving guests, from taking reservations to presenting the guest checks. The students will be able to summarize how banquets and catering operations book events and prepare to provide service to clients during an event. The subject will also bring awareness of Room Service order taking, delivery and clearance.

UNIT 1 INTRODUCTION TO THE FOOD AND BEVERAGE OPERATIONS 9

The evolution of catering operations and its scope – structure of F & B Operations – service areas and production areas – Organisational structure of F&B Department – Production Divisions duties and responsibilities of staff, attributes required etc - Back areas : Still room, Wash-up, Hot-Plate, Plate Room, Kitchen Stores.

UNIT 2 MENUS AND COVERS 9

Types of meals - introduction to menu planning – cover definition - different layouts – menu planning , considerations, and constraints, - Menu Terms – Menu Design – French classical menu – Food and its accompaniments.

UNIT 3 FOOD AND BEVERAGE WORKING ENVIRONMENT 9

The working environment – maintaining a safe and secure environment – maintaining a professional and hygienic appearance – selection uses and care of knife and equipment – maintaining clean production areas.

UNIT 4 FOOD AND BEVERAGE PRODUCTION METHODS 9

Methods of cooking – stocks, soups & Sauces, Salads & prepared Foods, Pasta & Rice. – Methods of cooking - Eggs, fish & shell fish, Meat, & poultry – Methods of cooking vegetable dishes. Vegetable & Pulses, Potatoes Ethnic cooking methods - Indian, Caribbean, Chinese, Greek, Indonesian, Japanese, Mexican, Middle East, Spanish, Thailand, and USA..

UNIT 5 SALES PROMOTION 9

Introduction - Food & beverage facilities- advertising, merchandising, public relations. - Beverage lists, menu merchandising - Performance measurement

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Identify the origins, development and future trends of food service in hotels and restaurants.
- CO2 Generalize the menu plans and layouts in hotel business.
- CO3 Examine the working environment that are typical of the food service industry
- CO4 Categorize the various dishes of the hotel industry
- CO5 Design the facilities and latest trends used on the Food and Beverage industry.

TEXT BOOKS:

1. LATTIN, G. W, The Lodging and Foodservice Industry. 8th ed, The Educational Institute of the American Hotel and Motel Association, 2018
2. Sondra J. Dahmer, Kurt W. Kahl ,Restaurant Service Basics, John Wiley & Sons, Inc.,2017

REFERENCES:

1. NINEMEIER, J.D., Management of Food and Beverage Operations. 6th. Ed. The Educational Institute of the American Hotel and Motel Association. 2015
2. Miller, J.E., & Hayes, D. K., & Dopson, L.R. Food and Beverage Cost Control. 6th edition (or most recent), John Wiley & Sons, 2016
3. John Cousins, Dennis Lillicrap, Food and Beverage Service, edition 8, Hachette UK, 2018

e-RESOURCES:

1. <https://alison.com/tag/food-and-beverage>
2. <https://www.onlinestudies.com/courses/food-and-beverage-management>

Preamble

The knowledge on accommodation management will enable them to be socially responsible. Course provides knowledge and skills in front office, house keeping and general accommodation operations and management in the hospitality industry.

UNIT 1 INTRODUCTION TO HOTEL INDUSTRY 9

A brief history of hotels India and abroad – classification and categorization of hotels – Types and organization structure of a hotels – meaning definition and importance of rooms division – Organizational structure of rooms division – Job description and job specification of rooms division staff – interdepartmental Communication.

UNIT 2 THE GUEST ROOMS AND FACILITIES 9

Types of rooms - rooms status terminology – Standard Layout (Single, double, twine, suit rooms) – smoking non smoking & Barrier free rooms – furniture , fixtures, fittings, soft furnishing, accessories, guest, supplies , amenities in a guest room. Public area facilities

UNIT 3 FRONT OFFICE PROCEDURES 9

Front office equipment – Telecommunications – Reservations –Types, procedures, rates, plans, Bell Desk Operations – Guest Registration – Front office Accounting – Check out and Settlement of Bills.

UNIT 4 HOUSE KEEPING PROCEDURES 9

Briefing and Debriefing – Control Desk – Duty Rota and work schedule – Files with formats used in house keeping department.

UNIT 5 FABRICS AND FIBRES 9

Fabric basic types and types of weaves - Characteristics of used fabrics- Laundry Services – Dry cleaning and stain removal – records maintained in laundry, vallet services – Bed and bedding - size care and cleaning of beds – bed linen, blankets and bed spreads, mattress covers and pillows

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Enumerate how to manage a tourism accommodation facility.
- CO2 Indicate how to design layout of accommodation facilities.
- CO3 Illustrate about the registration and billing procedures.
- CO4 Assess various procedures of housekeeping.
- CO5 Express the fabrics used in the Hotel Industry.

TEXT BOOKS:

- Graham and Bennett(1995) Accommodation Management (15th Edition) Pitman Publishing London (2018)
- Torrington and Hall (1998) Human Resource Management(12th Ed.) Prentice Hall (2016)

REFERENCES:

1. Hotel and hospital housekeeping - Joan C Branson &Margret Lennox (ELST)
2. Managing House Keeping Operations - Margaret Kalpa & Aleta Nitschke
3. Hotel House Keeping - Sudhir Andrews (Tata McGraw Hill)

e-RESOURCES:

1. <https://www.tandfonline.com/action/journalInformation?show=aimsScope&journalCode=wjht>
20
2. <https://library.fiu.edu/BBCFaculty/resources-for-hospitality>

SEMESTER - 4

22MST41

ENTREPRENEURSHIP DEVELOPMENT

L T P C

3 2 0 4

PREAMBLE:

This course develops an understanding of entrepreneurial skills and qualities essential to undertake business and to impart the entrepreneurial competencies needed for managing business efficiently and effectively.

UNIT 1 ENTREPRENEURIAL COMPETENCE 9

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur.

UNIT 2 ENTREPRENEURIAL ENVIRONMENT 9

Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations.

UNIT 3 BUSINESS PLAN PREPARATION 9

Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting- Project Profile Preparation - Matching Entrepreneur with the Project - Feasibility Report Preparation and Evaluation Criteria.

UNIT 4 LAUNCHING OF SMALL BUSINESS 9

Finance and Human Resource Mobilisation - Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital, Start-ups.

UNIT 5 MANAGEMENT OF SMALL BUSINESS 9

Monitoring and Evaluation of Business - Business Sickness - Prevention and Rehabilitation of Business Units - Effective Management of small Business - Case Studies.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Gain entrepreneurial competence to run the business efficiently.
- CO2 Undertake businesses in the entrepreneurial environment.
- CO3 Prepare business plans and undertake feasible projects.
- CO4 Launch and develop their business ventures successfully.
- CO5 Monitor the business effectively towards growth and development.

TEXT BOOKS:

1. S.S.Khanka, "Entrepreneurship and small business management", S.Chand and Company Limited, New Delhi, 2017.
2. S.A.Kumar, S C Poornima, et al, Entrepreneurship Development, New age international publisher, Bangalore, 2021.

REFERENCES:

1. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2018.
2. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH, 2019.
3. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition, 2017.

e-RESOURCES:

1. <https://www.google.com/search?q=entrepreneurship+development+nptel+video+links&source,> "Entrepreneurship", Dr.C.Bhaktavasala Rao, IIT Madras.
2. <https://archive.nptel.ac.in/courses/107/101/107101092/>, "Entrepreneurship", Dr.B.K.Chakravarthy, IIT Bombay.

Preamble

The knowledge on export management will enable to do the international business successfully. The methods and sources of export finance must be known, which supports to handle institutional aid for export financing. The knowledge on export procedure and documentation is essential for international business. EXIM policy provides ideas related to import and export licenses. The knowledge on export promotion council assists in successful international business.

UNIT 1 EXPORT - AN OVERVIEW**9**

Export management: Meaning – Scope – Functions – Role of exports in Economic Development – Planning for Export – Market Analysis – Market Intelligence and Market Research – Market Selection and Entry Strategies for Export.

UNIT 2 INSTITUTIONAL AIDS**9**

Export Financing – Methods and Sources of Export Finance – Terms of Payment for Export – Letter of Credit – Institutional Aid for Export Financing: RBI, EXIM Bank, ECGC – Commercial Banks – Export pricing – Factors Influencing Export Price – Pricing Approaches – Transfer Pricing – Dumping – International Price Quotation – INCOTERMS – Factors affecting International Trade

UNIT 3 EXPORT PROCEDURES**9**

Export procedure and documentation – Export order execution – Product preparation – Quality control and pre-shipment inspection – Packaging – Freight forwarders-Bill of Lading.

UNIT 4 EXPORT TRADE AND PROMOTION**9**

India's export performance – Problems in export trade – Export promotion councils – Commodity Boards – Institutional support for export promotion – export promotion incentives – EPZ & FTZ, 100% EOU, Export houses – Trading houses – Star trading houses – Project and consultancy export.

UNIT 5 CONFLICT AND ETHICAL MANAGEMENT**9**

Recent Developments in International Business: Ecological issues; Social aspects; Conflicts Management - Role of International Agencies –Ethical Issues in International Business – Ethical Decision-Making.

Lecture : 45, Tutorial :0, Total : 45

COURSE OUTCOMES: Upon completion of the course, students will be able to:

- CO1 Identify the basic concepts of Export Management.
- CO2 Demonstrate export financing.
- CO3 Examine export procedure and documentation.
- CO4 Assess import licensing and EXIM policy.
- CO5 Evaluate the problems in export trade.

TEXT BOOKS:

1. TAS Balagopal, "Export Management", 22nd Edition, Himalaya Publishing House, New Delhi, 2017.
2. Varsheny & Battacharya, "International Marketing", 4th Edition, Sultan chand & Sons, New Delhi, 2012.

REFERENCES:

1. Francis Cherunilam, "International Trade and Export Management", 3rd Edition, Vikas Publishing House, New Delhi, 2012.
2. B.S.Rathor, "Export Management", 3rd Edition, Himalaya Publishing House, New Delhi, 2012.
3. Kenneth D. Weiss, "Building an Import/Export Business", 7th Edition, John Wiley & Sons.Inc, Canada, 2013.

e-RESOURCES:

1. nptel.ac.in/courses/110105031/pr_pdf/Module-32%20pdf.pdf, "Financing of international trade", Dr. Prabina Rajib, Associate Professor (Finance & Accounts) Vinod Gupta School of Management, IIT Kharagpur.
2. textofvideo.nptel.ac.in/110105057/lec33.pdf, "India's foreign trade", Prof. A. K. Misra Department of Management Indian Institute of Technology, Kharagpur.

PREAMBLE:

GST will take away the ‘cascading impact’ of taxes and some are saying GST is ‘one nation, one rate’. GST will not reduce the amount of tax you pay, but it will make it less tiresome to pay and collect. GST is about fewer taxes, at unified rate, as we all know that the taxes are levied both by central and state government in indirect taxes in different level like vat ,service tax, excise duty etc, what GST will do is to sweep many indirect taxes into a single label.

UNIT 1 CONCEPT AND BASICS OF GST 9

GST Genesis -GST and Centre-State Financial Relations- Constitution (One Hundred and First) Amendment Act, 2016-Goods and Services Tax Council (GSTC)- Features of GST- Benefits of GST- Goods and Services Tax Network-Role of CBEC.

UNIT 2 GST REGISTRATION PROCESS 9

Legal Provisions- Registration and Documentation – GST Levy-GST registration certificate - Cancellation, Surrender and Revocation of GST Registration

UNIT 3 SUPPLY CONCEPTS 9

Place of Supply - Value of Supply - Time of supply - ITC-Interstate supply - Export and import of Goods and Services -Tax Invoice - Bill of Supply.

UNIT 4 FILING OF GST RETURNS 9

ITC-Reverse Charge Mechanism - Types of GST Returns - GST Payment - GST Refund - GST Penalties - Ethical Practice in GST - Advance Ruling

UNIT 5 COMPLIANCE UNDER GST 9

Tax Invoice-Debit and credit note - E-Commerce operator - E-way Billing Process - Accounting of GST in books of Accounts-Administration of GST - Case Laws.

TOTAL: 45 PERIODS

COURSE OUTCOMES: Upon completion of the course, students will be able to

1. Identify the Concepts and Basics of Goods and Services Tax.
2. Understand the GST Registration Process.
3. Describe the method of GST calculation based on value of supply.
4. Discuss the GST filing process.
5. Generalize on GST compliance and Ethical Procedure.

TEXT BOOKS:

1. Dr. H.C. Mehrotra , Prof. V.P. Agarwal , “Goods and Service Tax Paperback – 1 January 2022” 10th Revised Edition, Sahitya Bhawan Publications ,India , **2022**.
2. B. Viswanathan, “Goods and Services Tax (GST) in India Hardcover – Import 12 Aug 2016”, 1st Edition, New Century Publications; Newdelhi, 2016.

REFERENCES:

1. Bare Act, “Guide to Central Goods and Services Tax Bill 2017 & Integrated Goods and Services Tax Bill 2017”, 1st Edition, Taxmann Publications, Newdelhi, 2017.
2. Abhishek A Rastogi, “Professional’s Guide to GST - From Ideation to Reality” 3rd Edition, Lexis Nexis Publications, Mumbai, 2017.

e-RESOURCES:

1. <http://www.cbec.gov.in/htdocs-cbec/gst>.
2. <http://www.gstindiaonline.com>.