

## **Syllabus- MBA (General)**

### **SEMESTER I**

#### **INFORMATION & TECHNOLOGY FOR MANAGERS**

**Course No. CSE803**

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

**Objective:** The objective of course is to familiarize the students with the basic concepts of Computer

#### **Learning Outcome:**

Unit I: Evolution of Information Technology, Indian Computing Environment, computer applications in Business, IT enabled Services, current and Emerging Trends in IT, IT and Innovation, Process Modelling and digital convergence

Unit II: Generations of programming languages, operating systems, Types of Software, Operating System, memory and storage, Input and output Devices and their mechanisms, flowcharts and system Modelling, phases of Information System, Traditional System Life Cycle, Prototypes, Application Packages, End User Involvement

Unit III: Approaches to computing in organizations, Telecommunications in Business, types of networks, Functions and components, protocols, IP Addresses, Bounded and unbounded medium Technologies, ISP, Web Server, Domain Names, Mail Server, SMTP, POP3 and IMAP4

Unit IV: Microsoft EXCEL, Introduction to Spread Sheet software, creation of spreadsheet, Applications using worksheets and workbooks, formatting, editing, functions, Graphics, what-if analysis. MS Power Point 2007 features and applications for customized shows and settings

Unit V: Concept of Databases, Types of database models, Relational databases, concept of primary and secondary key, Introduction to MS Access; concept of forms and queries in MS ACCESS

#### **Suggested Readings:**

- Information Systems- The Foundation of Steven Alter, E- Business Pearson Education
- Information Systems for Managers Ashok Arora & Akshay Bhatia, Excel Books
- Introduction to Information Technology IITL Education Solutions, Pearson

#### **STATISTICAL ANALYSIS**

**Course No. MAN802**

**Course Credit: 04(3-1-0)**  
**Max. Marks: 100(30I+70E)**

#### **Course Objective**

The basic aim of this course is to impart knowledge of basic statistical tools & techniques with emphasis on their application in Business decision process and Management

#### **Learning Outcomes**

1. To classify the distribution of data spread.
2. To enhance knowledge in probability theory
3. To understand normality and its distribution concepts.
4. To stress the need for collection of data and its dispersion techniques.
5. To draw conclusions over the hypothetical situations.

6. To determine the relationship between dependent and independent variables.
7. To apply time series analysis in market prediction rates.
8. To measure the trend setting factors for projection of sales and demand curves.
9. To extract the variance among the factors of study concerned.

<b>Unit</b>	<b>Topics</b>
<b>I (LO 1,2,3)</b>	Introduction to Statistics - Collection of Data - Measures of Central Tendency & Dispersion in Frequency Distribution; Probability Theory- Addition, Multiplication & Baye's Theorem. Test for Normality. Skewness & Kurtosis; Clean Data; z-scores, measuring performance
<b>II (LO 3,4)</b>	Distributions and confidence intervals; One sample tests and Bivariate Analysis; Visually represent descriptive statistics; Hypothesis Testing –Test for Single Mean & Two Mean- Chi-Square test, F test – ANOVA
<b>III (LO 4,5,6)</b>	Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. 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. One sample run test, rank correlation.
<b>IV (LO 6,7)</b>	Linear and Logistic Regression; Dummy Variable; Bivariate analysis; Selecting the best model and reporting results; Multivariate analysis
<b>V (LO 8,9)</b>	Time Series Analysis , Components Business Forecasting - Objectives of forecasting in business - Prediction, projection and forecasting - Characteristics of business forecasting - Steps in forecasting , Methods of Business Forecasting.

#### **Recommended Books**

1. R.S.N. Pillai, V. Bagavathi," Statistics", S.Chand Limited, 7th Ed,2008
2. N.D. Vohra, "Business Statistics", Tata McGraw-Hill Education, 2nd Ed,2013
3. G. V. Shenoy, Uma K. Srivastava, S. C. Sharma," Business Statistics", New Age International,2nd Ed, 2005
4. Beri," Business Statistics" TataMcGraw Hill,2nd Ed,2009
5. Keller. G," Statistics for Management", Cengage Learning, 1st Ed, 2009.
6. J. K Sharma, "Business Statistics", Pearson, 2nd Ed,2010.
7. Arora PN &others," Complete Statistical Methods", S. Chand, 3rd Ed, 2010

### **ACCOUNTING AND FINANCIAL MANAGEMENT**

**Course No. MFM805**

**Course Credit: 04(3-1-0)**  
**Max. Marks: 100(30I+70E)**

#### **Course Objectives:**

The basic purpose of this course is to develop a strategic and policy perspective with respect to the principles of accounting and utilization of accounting information for general purpose decision making in an organisation. The emphasis is on core ideas and techniques with reinforced understanding using practical examples.

#### **Learning Outcomes:**

1. Understanding how accounting decisions affect real company practices.
2. Understand the concepts of Depreciation, Inventory valuation and the methods employed by Indian Companies.
3. Strengthening the foundations of the analytical approach to Managerial decision-making.

4. Understanding the production problem and how managers make input purchase decisions.

<b>Unit</b>	<b>Topics</b>
<b>I (LO 1)</b>	Accounting Theory: Concept, Importance, Scope of Accounting, Generally Accepted Principles of Accounting, Indian Accounting Standards, IFRS, Preparation of Financial Statements, Corporate Balance Sheet – Terms, Contents, Format and Analysis.
<b>II (LO 2,3)</b>	Presentation and Disclosure of Accounting Information: Presentation of Financial Position. Financial Statements of Companies, Analysis of Accounting Information: Financial Statement Analysis. Interpretation of Accounting information,
<b>III (LO 1,3,4)</b>	Cash Flow Statement, Preparing a statement of Cash Flows. Responsibility Accounting and Divisional Performance Measurement, Transfer Pricing: Definition, Objectives and Methods of Transfer Pricing, Recent developments in the field of Accounting.
<b>IV (LO 3,4)</b>	Introduction to Financial Management: Meaning & Scope. Long term sources of funds, cost of capital and its computation, leverage, EBIT & EPs Analysis; Capital Structure – Theories & Determinants.
<b>V (LO 3,4)</b>	Investment Decisions: Conventional and DLF Methods, Risk Analysis and Capital Budgeting, Introduction to Financial Analysis. Walter Model, Gordon Model, MM Approach. Factors affecting Dividend Policy, Forms of Dividend.

#### **Recommended Readings:**

1. Anthony, R.N., Hawkins, F.D., & Merchant, K.A. (2013). Accounting: Text and Cases (13th ed.). Tata McGraw Hill.
2. Needles B.E., Powers, M., & Crosson, S.V. (2013). Principles of Financial Accounting (12th ed.). South-Western College/West.
3. Hilton, R.W., & Platt, D.E. (2017). Managerial Accounting (10th ed.). **Tata McGraw Hill.**

## **MANAGERIAL ECONOMICS**

**Course No. MAN803**

**Course Credit: 4 (3-1-0)**  
**Maximum Marks: 100(30I+70E)**

#### **Course Objective:**

The objective of this course is to familiarize the students with the concepts and techniques used in micro-economic theory and to develop managerial capabilities for effective decision-making in a variety of different business situations and market conditions. Managerial Economics provide the students with the basic tools to fundamentally deal with achieving a set of goals in a situation where resources are limited and choices must involve trade-offs, taking into account the external environment. This course provides the foundation for a variety of other courses, like finance, marketing and strategy.

#### **Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making.
2. Understanding Consumer Behaviour.
3. Understanding the production problem and how managers make input purchase Decisions.
4. Understanding the various market structure and how supply is determined in each.
5. Understanding the external environment, common information problems faced/created by managers.

Unit	Topics
I (LO 1, 2)	Introduction to Microeconomics. Objectives, Marginal Analysis and its uses in the Business Decision- Making.
II (LO 2,3)	Theories of Demand: Preference, Utility Function, Indifference Curve, Revealed Preference Approach, Income and Substitution effects, Demand functions, Demand Forecasting; Managerial Applications.
III (LO 3,4)	Production and Cost: The Production Function, Returns to Scale, Profit Maximization Constrained Optimization Approach to Developing Optimal Input Combination, Relationships, Input Demand Function.
IV (LO 4,5)	Market Structure: Profit Maximization under Different Market Structures, Perfect Competition, Monopoly, Price Discrimination, Other Pricing Strategies of Firms, Monopolistic Competition, Game Theory,
V (LO 4,5)	Models of oligopoly, economics of information.

### Suggested Readings:

1. Allen, W. B., Doherty N. A., Weigelt, K., & Mansfield E. (2009). *Managerial Economics: Theory, Applications and Cases* (7<sup>th</sup> ed.). W. W. Norton & Company.
2. Bernheim, B. D., Winston, M., & Sen, A. (2008). *Microeconomics*. McGraw Hill Education.
3. Geetika, Ghosh P., & Roy Chowdhury, P. (2017). *Managerial Economics* (3<sup>rd</sup> ed.). McGraw Hill Education.
4. Hirschey, M. (2009). *Managerial Economics: An Integrative Approach*. Cengage Learning.
5. Koutsoyiannis, A. (2008). *Modern Microeconomics* (2<sup>nd</sup> ed.). Palgrave, McMillan.
6. Mark, H. (2009). *Fundamentals of Managerial Economics* (9<sup>th</sup> ed.). Cengage Learning.
7. Paul, K., Philip, K. Y., Steve, E., Dickinson, C., & Banerjee S. (2017). *Managerial Economics* (7<sup>th</sup> ed.). Pearson.
8. Salvatore, D. (2016). *Managerial Economics* (8th ed.). Oxford University Press.
9. Thomas C. R., & Maurice, S.C. (2010). *Managerial Economics: Foundations of Business Analysis and Strategy* (10<sup>th</sup> ed.). McGraw Hill Education.
10. Varian, H. R. (2010). *Intermediate Microeconomics* (8<sup>th</sup> ed.). East-West Press Pvt. Ltd.

### VIVA-VOCE

Course No. AEC80

Course Credit: 02(0-2-0)  
Max. Marks: 100(50I+50E)

### FUNDAMENTALS OF MANAGEMENT & ORGANIZATIONAL BEHAVIOUR

Course No. MGM801

Course Credit: 04(3-1-0)  
Max. Marks: 100(30I+70E)

### Course Objectives:

The objective of the course is to help students develop an understanding of the basic management concepts and behavioural processes in organizations which are important for them to adapt to the changing corporate environment.

### Learning Outcomes:

1. Understanding the concept of organizational behavior

2. Developing an understanding of managerial functions, skills and roles
3. Strengthening the foundations of individual behavior with an understanding of human
4. personality, perception, learning and emotions
5. Understanding the basic process of interpersonal relationship
6. Understanding how managers can use the models to enhance motivational levels of
7. employees
8. Understand the concept of stress and learn to manage it
9. Understanding the behavioural approach to Managerial decision-making
10. Develop an understanding of teams and groups in organizations
11. Understanding the process of leadership
12. Understanding the various organization structures and their usefulness

Unit	Topic
<b>I (LO 1,2,3)</b>	<b>Basics of Management:</b> Concept, nature, process and significance of management; Managerial levels, skills, functions and roles (with special reference to BFSI); Management Vs. Administration; Contingency Management theories by - F. W. Taylor, Henry Fayol and Elton Mayo.
<b>II (LO 3,4,5)</b>	<b>Managerial Skill and Functions:</b> Level of Management- Functions of Management; Centralization – Decentralization; Managerial Planning; Organising and Organization structures - Line & Staff – functions, Leading and Staffing; Controlling – Definition, Nature, Importance, Steps, Techniques
<b>III (LO 6,7,8)</b>	<b>Organisation Behaviour:</b> Definition, Scope, Importance, Concepts of Organisation Behaviour; Values, Attitude and Perception; Perceptual Process, Social perception (stereotyping and halo effect).
<b>IV (LO 9,10)</b>	<b>Motivation-</b> Definition, Theories of motivation, Mc Gregor, A.H. Maslow, Herzberg; <b>Learning-</b> Meaning & Theories.
<b>V (LO 11,12)</b>	<b>Leadership &amp; Team Building</b> –Definition, Importance, qualities of leaders, types of leaders; Success stories of today’s Global and Indian leaders ; Interpersonal and Group Dynamics; Team Building; <b>Personality-</b> Attributes of personality, Type, Ego state, Johari window.

### Books Recommended

#### Text Books

1. Management by Stomen and Jane
2. Organisational behaviour by Stephen Robbins

#### Reference Books

1. Principles and Practices of management by Shejwalkar
2. Essential of management by Koontz H and Weitrich
3. Principles and Practices of Management by T. N. Chabra
4. Organisational behaviour by Keith & Davis
5. Organisational behaviour by Fred and Luthans
6. Organisational behaviour by K. Ashwatthapa

#### Web Links

- <https://www.swayamprabha.gov.in/index.php/program/archive/16>  
<https://www.swayamprabha.gov.in/index.php/program/archive/5>  
<http://cec.nic.in/E-Content/Pages/default.aspx>

## PROFESSIONAL COMMUNICATION

Course No. MGM804

Course Credit: 04(3-1-0)  
Max. Marks: 100(30I+70E)

### Course Objectives:

The aim of the course is to develop skills and competencies in participants to be able to communicate effectively through written, oral and social medium. This course will make students conversant with the basic forms, formats and techniques of business writing so that they would be thoroughly prepared to communicate effectively in all contexts. Sensitivity towards cross-cultural communication will be developed with familiarity with global business etiquette and protocols. The pedagogical focus of the course will be lecture cum workshop- based format with emphasis on practice and skills development.

### Learning Outcomes:

1. Understanding the role of communication in the organizational and Global Context
2. Understanding the basics of effective written and verbal communication
3. Understanding the theoretical models of communication and development in communication research
4. Analyzing one's own communication style in different contexts and mediums
5. Exposure and training of technical writing, responsibilities of a communicator, Ethical Issues and Legal Issues

Unit	Topics
I (LO 1,2)	<b>Concepts of Communication in Business:</b> Introduction to Business Communication, Components of Communication (7Cs), <b>Listening</b> Skills, Verbal and Non-Verbal Skills and Presentation Skills., Legal issues in Communication
II (LO 2,3)	<b>Formal Communication:</b> Planning and executing different types of messages, writing reports, proposals and Business plans, Improving personal writing skills
III (LO 3,4)	<b>Interpersonal Communication Skills:</b> Communicating in teams, Negotiation Skills, Communication skills during a conflict, Mentoring and Appraisals, Communication in Social Media and Digital Communication
IV (LO 4,5)	<b>Cross Cultural Communication:</b> Theoretical Framework of Cross-Cultural Communication, Communication across cultures through different mediums, Business Etiquettes across cultures
V (LO 4,5)	<b>Communication for career:</b> Resume writing and cover letters, Group Discussions and Interviews, Communication during Exit Interviews, Ethics and Communication

### Recommended Readings:

- Lehman, C. M., Dufrene D. D.,&Sinha, M. (2016). *BCOM: The South Asian Perspective on Business Communication* (2<sup>nd</sup> ed.). New Delhi: Cengage Learning.
- Murphy, H. A., Hildebrandt, H.W.,& Thomas, J.P. (1997). *Effective Business Communication* (7<sup>th</sup> Revised ed.). Boston: McGraw-Hill Companies.
- Bovee, C., & Thill, J.V., & Raina, R.L. (2016). *Business Communication Today* (11<sup>th</sup> ed.). Pearson
- Mukerjee, H. S. (2012). *Business Communication* (2<sup>nd</sup> ed.). New-Delhi: Oxford University Press
- Post Emily. (2005). *The Etiquette Advantage in Business* (2<sup>nd</sup> ed.). New York: Collins.
- Sandra, M. O. (2004). *Handbook of Corporate Communication and Strategic Public Relations: Pure and Applied*. Routledge.

## MARKETING MANAGEMENT

Course No. MMK804

Course Credit: 04(3-1-0)  
Max. Marks: 100(30I+70E)

### Course Objective:

To introduce the students to the concepts, strategies and contemporary issues involved in the marketing of products and services.

### Course Learning Outcomes:

1. Understanding the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understanding the marketing mix and marketing environment
4. Understanding segmentation, targeting and positioning
5. Understanding consumer behaviour and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understanding contemporary issues in marketing

Unit	Topics
I (LO 1,2,3)	Introduction to Marketing: Nature and Scope of Marketing, Marketing Concepts, Marketing Philosophies, Customer Value, Holistic Marketing, Marketing Environment: Environmental monitoring, Understanding the impact of Macro and Micro environment on Marketing, Global Marketing.
II (LO 3,4)	Identifying and Selecting Markets: Consumer Buying Behaviour, Organizational Buying Behaviour, Market Segmentation, Targeting and Positioning, Marketing Research and Market Information, Strategic Marketing Planning Process: Competitor analysis, Marketing Warfare Strategies, Marketing Planning Process
III (LO 4,5)	Product Mix Strategies: Product, Planning and Development, Product Life Cycle, New Product development, Brands, Packaging and Labelling, Developing Pricing Strategies: Setting Price, Factors influencing Price Determination
IV (LO 5,6)	Channels of Distribution: Designing Distribution Channels, Managing Conflicts and Controls in Channels, Retailing, Wholesaling and Logistics, Marketing Communication: Role of Promotion in Marketing, Integrated Marketing Communication, Determining Promotional Mix, Advertising, Sales Promotion Public Relations, Personal Selling and Sales Management.
V (LO 6,7)	Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

### Recommended Readings:

- Etzel, M. J., Bruce, J. W., Stanton, W. J., & Pandit, A. (2011). *Marketing* (14<sup>th</sup>ed.). New Delhi: Tata McGraw-Hill.
- Kotler, P. & Armstrong, G. (2017). *Principles of Marketing* (17<sup>th</sup> ed.). Pearson.
- Kotler, P., Keller, K., Koshy, L., & Jha, M. (2012). *Marketing Management: A South Asian Perspective* (14<sup>th</sup>ed.). New Delhi: Pearson.
- Perrault, W.D (Jr.), Cannon, J.P., & McCarthy, E.J. (2010). *BasicMarketing*. New Delhi: Tata McGraw-Hill.
- Ramaswamy, V. S. & Namakumari, S. (2010). *Marketing Management: Global perspective*

*Indian context* (4<sup>th</sup>ed). New Delhi: Macmillan.

- Saxena, R. (2009). *Marketing Management* (4<sup>th</sup> ed.). New Delhi: Tata McGraw Hill.



## SEMESTER II

### MANAGEMENT INFORMATION SYSTEM

Course No. CSE804

Course Credit: 03(1-2-0)

Max. Marks: 100(30I+70E)

#### Course Objectives:

This course has been designed to develop a macro-level perspective of the information technology and its potential to help organizations create sustainable competitive advantage irrespective industries. This should also help the participants appreciate the significance of IT investment decisions made by organizations.

#### Course Learning Outcomes:

1. Developing a macro level understanding among the students with regard to the exploitation of information technology by organizations.
2. Discuss various types of Computer Based Information Systems and their relevance for organizations.
3. Develop an understanding of role of IT for competitive advantage.
4. Discuss the importance of system development and system life cycle.
5. Understand the role of IT Architecture in making IT investments.

#### Contents:

**Unit I (LO 1):** Emerging Technology Issues and Data Processing in Organizations; Introduction to Information Systems; Shift in information system thinking. Decision Making and MIS. Cost and Value of Information.

**Unit II (LO 2):** Computer Based Information Systems: Office Automation Systems; Transaction Processing Systems; Management Information Systems; Decision Support Systems; Group Decision Support Systems; Executive Information Systems. Artificial Intelligence Based Systems such as Expert Systems. End User Computing.

**Unit III (LO 3):** Discussion on using IT for competitive advantage; Role of Internet and emerging technologies; IT enabled services; Seamless organizations; Virtual corporations; Web enabled computing as a strategic tool; Outsourcing as a strategic alternative. International Information Systems, Interorganizational Information Systems.

**Unit IV (LO 4):** Structured Systems Analysis; System Development; System Development Life Cycle. Discussion on ERP, CRM and SCM.

**Unit V (LO 5):** Planning and Building IT Architecture; Information Infrastructure; Legal Issues and National Information Infrastructure. IT Leadership & IS Strategic Planning; IS Strategy and Effects of IT on Competition. Re-engineering Work Processes for IT application. Cases on strategic use of IT in different industries.

#### Suggested Readings:

1. Davis, G., & Margrethe, O.(2017). *Management Information System: Conceptual Foundations - Structure and Development* (2<sup>nd</sup> ed.). McGraw Hill Education.
2. Effy, OZ. (2013). *Management information systems* (6<sup>th</sup>ed.). USA:Cengage Learning.
3. Efraim, T., &Wetherbe, J. (2014). *Information technology for management: Transforming organizations in the digital economy introduction to information technology* (7<sup>th</sup>ed.).NY: John Wiley & Sons.
4. Kelley,G.(2008). *Selected readings on information technology management: Contemporary issues*. New York: Information Science Reference.

5. Rainer, R.K., & Prince, B. (2015). *Management Information Systems: Moving Business Forward*. John Wiley & Sons.
6. Joseph, P.T. (2013). *Management Information Systems in the Knowledge Economy* (2<sup>nd</sup>ed.). New Delhi: Prentice Hall of India.
7. Laudon, K. C., & Laudon, J. P. (2018). *Management information systems: managing the Digital Firm* (15<sup>th</sup>ed.). New Delhi: Pearson Education.
8. O'Brien, J. A., & Marakas, G. (2017). *Management information systems* (10<sup>th</sup>ed.). McGraw Hill Education.

## ENTREPRENEURSHIP

**Course No: OMS802**

**Course Credits: 02(2-0-0)**  
**Max. Marks: 100(30I+70E)**

**Course Objectives:** The objective of this course is to expose the learner to the fields of entrepreneurship development. Focus will be to train the students to develop new projects and encouraging them to start their own ventures.

Units	Topics	Learning outcomes
Unit-1	Introduction to Entrepreneurship	Introduction to Entrepreneurship, , Entrepreneurial Mindset, Characteristic of an Entrepreneur, Advantages and disadvantages of Entrepreneurship
	Recognise Opportunity	Purpose of all businesses, Types of Entrepreneurial organizations, Types of Enterprises
	Creativity & Innovation	Marketing, 4Ps of Marketing, Process of Marketing, Marketing Mix, 7Ps of Marketing
	Conception & Ideation	Business Plan and its elements, Application of Business Plan
	Are you a risk taker?	Entrepreneurs, types of Entrepreneurs, Roles and Responsibilities of Entrepreneurs, Qualities of an Entrepreneur
	Identify Your Customer	Customer segmentation, Criteria for selling customer value proposition, Customer Lifecycle
Unit-2	Self Confidence and Resilience	4 Ps of Entrepreneurship, Qualities of successful entrepreneur, Self-confidence, Positive attitude, Overcoming the fears, Recover from Failure
	Success and Failure Stories of Famous Entrepreneurs – 1	Steve Jobs Success Story, Mumbai Dabbawala delivery success Story
	Never Give Up	Importance of Focusing energy on Business, Importance of Business Networking and its advantages
	Competition Analysis	Competition Analysis, Factors affecting competition strategies, Prerequisites of successful enterprise
	Risks – Identification and Mitigation	Business Risk, Types of Business Risks, Risk Identification, Risk Mitigation,
	Getting Money for Business	Concept Of Funding, Basics terms of Accounting, Types of Funding,
Unit-3	Dream and Achieve	Vision, Mission and Goals, Business Ethics, SMART goals, entrepreneurial work ethics
	Leadership and Team Spirit	Lead by example, Importance of Embracing diversity, Role of Emotional Intelligence to be a leader.
	Success and Failure Stories of Famous Entrepreneurs – 2	
	Serving the Society	Roles of Entrepreneurs in society, Selfless Entrepreneurship,

	Taking Ownership	Taking complete ownership, taking control over the business
	Adapt to Change	Porters competition strategies, Factors affecting business,
	Discover Yourself	Qualities of the successful entrepreneur
Unit-4	Problem Solving: Introduction to Critical Thinking	Critical Thinking, Applying critical thinking, REASON Model of Critical Thinking
	Problem Solving: Introduction to Creative Thinking	Creative thinking, Importance and benefits of Creative thinking, Creative thinking in problem solving
	Problem Solving: Introduction to Decision Making	Decision making, Effective decision making process
Unit-5	4Ps of Marketing - PDF	4Ps- Product, Place, Price, Promotion, Apply 4Ps to marketing Strategy into action
	Costs in Entrepreneurship - PDF	Cost, types of Costs, Introduction to Accounting Basics, main methods of Accounting, Financial Documents, P&L statements, Working capital
	Applicable Sources of funding and Regulatory and Statutory rules - PDF	Regulatory and statutory rules for an Entrepreneur, Business Loans for startups and MSMEs by Indian Government
	Analysis of success and failure stories - PDF	Analysis of success and failure stories, Key skills involved in the successes of entrepreneurs
	Identification of one's entrepreneurial skills and knowledge - PDF	Identify various skills and characteristics o be an entrepreneur, Effective Ways to Build Entrepreneurial Skills, Develop or Improve your Entrepreneurial Skills ,
	Legal Issues	Intellectual Property Rights, patents, trademarks, copyrights, trade secrets, licensing, franchising

### Books Recommended

1. NVR Naidu and T.Krishna Rao, Management and Entrepreneurship, JK Int Pub House, New Delhi
2. S Anil Kumar, Small Business and Entrepreneurship, IK Int Pub House, New Delhi
3. Balraj Singh, Entrepreneurship Development, Wisdom, New Delhi
4. Timmons and Spinelli, New Venture Creation:Entrepreneurship for 21st Century,Tata McGRaw Hill Publishing Company New Delhi
5. C.V. Bakshi, Entrepreneurship Development, Excel Publications.
6. Vasant Desai, Dynamics of Entrepreneurial Development and Management,Himalaya Publishing House, Mumbai.
7. Arora M., Natarajan K. and Gordan E., Entrepreneurship Development, 1st ed; Himalaya Publishing House Pvt Ltd, 2009.

### Reference Books

1. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
2. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
3. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
4. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi.
5. Forbat John, "Entrepreneurship" 1st Edition, New Age International, 2008.
6. Havinal, Veerbhadrappa, "Management and Entrepreneurship", 1st Edition, New Age International Publishers, 2008.
7. John S.M., rural women Entrepreneurship, 6th ed; Discovery Publishing House, 2004. □ Janakiram B., Management & Entrepreneurship, Excel Books India, 2009.
8. Prahlad, CK., Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits, Ist Edition; Dorling Kindersley Ltd, 2006.

### Web Links

1. [https://www.tutorialspoint.com/entrepreneurship\\_development/entrepreneurship\\_development\\_tutorial.pdf](https://www.tutorialspoint.com/entrepreneurship_development/entrepreneurship_development_tutorial.pdf)
2. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv=entrepreneurship+development+videos&view=detail&mid=2F136B2E6941D1F8DB4E2F136B2E6941D1F8DB4E&&FORM=VRD GAR>
3. <https://www.bing.com/videos/search?q=entrepreneurship+development+videos&qpv=entrepreneurship+development+videos&view=detail&mid=01D578B93003F888E6DF01D578B93003F888E6DF&&FORM=VRD GAR>

## **MANAGEMENT ACCOUNTING**

**Course No. MFM806**

**Course Credit: 03(1-2-0)**  
**Max. Marks: 100(30I+70E)**

### **Course Objectives:**

To gain knowledge of use of costing data for decision-making and control, and emerging modern cost management concepts. This course will focus on providing skills in contemporary Management Accounting methodologies and issues. The teaching environment will cover lectures, case discussions and discussion of project assignments.

### **Course Learning Outcomes:**

1. Strengthening the foundations of the analytical approach to Managerial decision-making
2. Understanding cost behavior
3. Understanding how managers make a variety of decisions
4. Understanding the relevance of budgeting and computing variances to undertake performance evaluation
5. Understanding Activity Based Cost Management vs. Traditional Cost Management

### **Contents:**

**Unit I (LO 1):** Cost concepts in Accounting: Evolution of Management Accounting & Current Issues, Overview of Management Accounting, Classification of costs, Methods of costing, Reconciliation and Integration between Financial and Cost Accounts; Material Cost and Control, Labour Cost and Control, Overhead Cost and Control, Job Batch and Contract Costing, Process Costing, By-Products and Joint Product Cost.

**Unit II (LO 2):** Cost concepts in Decision Making: Cost concepts in decision-making; Relevant cost, Differential cost, Incremental cost and Opportunity cost, Objectives of a Costing System, Marginal Costing, Distinction between Marginal Costing and Absorption Costing, Break-Even Analysis, Cost-Volume-Profit Analysis, Various decision-making problems, Standard Costing and Variance Analysis, Budgetary Control & Performance measurement: Flexible Budgets; Performance Budgets, Zero-based Budgets.

**Unit III (LO 3):** Cost Management: Activity-based approaches to management and cost analysis, Analysis of common costs in manufacturing and service industry, Techniques for profit improvement, cost reduction, and value analysis, Throughput accounting, Target costing, cost ascertainment and pricing of products and services, Life cycle costing, Impact of just in time, Backflush costing.

**Unit IV (LO 4):** Strategy, Balanced Scorecard, and Strategic Profitability Analysis Balanced Scorecard: Quality and Time

**Unit V (LO 5):** Inventory Management, Just-in-Time, and Simplified Costing Methods; Capital Budgeting and Cost Analysis, Performance Measurement, Compensation, and Multinational Considerations

### **Suggested Readings:**

1. Kaplan, R. & Atkinson, A. A. *Advanced Management Accounting* (3<sup>rd</sup> ed.). Pearson India.
2. Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. (2007). *Management Accounting* (5<sup>th</sup> ed.). New Jersey: Pearson Prentice Hall.
3. CIMA (2015). *CIMA Management Accounting*: CIMA Publishing Kaplan Publishing
4. Horngren, T. C., Datar, S. M., Rajan, M. V. (2015). *Cost Accounting: A Managerial Emphasis* (15<sup>th</sup> ed.). Pearson
5. Horngren, T. C., Sundem, G. L., Stratton, W. O., Schatzberg, J., & Burgstahler, D. (2014). *Introduction to Management Accounting* (16<sup>th</sup> ed.). Pearson.
6. Khan, M. Y., & Jain, P. K. (2017). *Management Accounting* (7<sup>th</sup> ed.). McGraw Hill.
7. Pandey, I. M. (2007). *Management Accounting* (3<sup>rd</sup> ed.). New Delhi.
8. Vij, M. (2009). *Management Accounting*. New Delhi: MacMillan India. The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

## **PRODUCTION & OPERATIONS MANAGEMENT**

**Course No. MGM808**

**Course Credit: 03(1-2-0)  
Max. Marks: 100(30I+70E)**

### **Course objectives:**

This course is designed to help the students understand the role of operations in improving the efficiency of an organization including both manufacturing and service one and also help them appreciate the linkage of operations with corporate strategy and other functional domains including marketing and finance. It would help them understand the business problems relating to operations and equip them with the application of appropriate tools and techniques for addressing the same. The course would also seek to familiarize the students with the contemporary challenges being faced by the organizations in the domain of operations and supply chain.

### **Course Learning Outcomes:**

1. Understand the role of operations in both manufacturing and service organizations and the significance of operations strategy in the overall business.
2. Understand the importance of facilities location decision in the whole supply chain in globalized operations and learn the tools relating to facilities location.
3. Understand different types of production processes and facility layout suitable for manufacturing different categories of products and how different processes could be analyzed with the help of process flow charts.
4. Understand the elemental processes involved in designing a product and a service.
5. Develop a thorough understanding of a range of inventory models available as also the suitability of a particular inventory model in a particular context.
6. Understand suitable production strategies to be adopted for meeting the varying level of demand depending on the type of product and nature of demand and also an appropriate volume of input materials to be procured at a particular point of time depending on the production schedule and available inventory.
7. Learn different quality tools and the tools of statistical process control for analyzing a process in terms of quality and also develop an understanding of six sigma quality.
8. Learn how a process could be run with minimal resources without sacrificing service and also with minimum wastes generated.
9. Learn how process output could be improved by committing extra inputs to bottleneck resource.

### **Contents:**

**Unit I (LO 1, 2, 3):** Nature, Evolution and Scope of Production and Operations Management. Emerging trends in Operations Management. Operations Strategy: Linkage with Competitive Strategy and formulation of Operations Strategy.

**Unit II (LO 4, 5):** Facilities location: Globalization of operations, factors affecting location decisions, location planning methods, linkage with supply chain network design decisions.

**Unit III (LO 6):** Design of production process and facility layout, Process design and analysis.

**Unit IV (LO 7):** Design of products and services: Process of product and service design, tools.

**Unit V (LO 8, 9):** Inventory Management: Deterministic Models, Probabilistic Models: Multi-period and Single period (News vendor) models, Selective Inventory Models. Quality: Quality Management, Statistical Process Control (SPC), Process capability and Six Sigma.

### **Suggested Readings:**

1. Bedi, K. (2014). *Production and Operations Management* (3<sup>rd</sup> ed.). Oxford University Press, New Delhi
2. Cachon, G. and Terwiesch, C. (2018). *Matching supply with demand*. McGraw Hill, 3<sup>rd</sup> edition, Chennai
3. Chase, R. B., Shankar, R., and Jacobs, R. F. (2019). *Operations and Supply Chain Management* (15<sup>th</sup> ed.) Mc Graw Hill, Chennai
4. Gaither, N. and Frazier G. (2011). *Operations Management* (9<sup>th</sup> ed.), Cengage Learning, New Delhi.
5. Heizer, J., Render, B., Munson, C and Sachan, A. (2017). *Operations Management* (12<sup>th</sup> ed.). Pearson Education, Delhi.
6. Krajewski, L.J., Malhotra, M.K., and Ritzman, L.P. (2016). *Operations Management: Processes and Supply Chains* (11<sup>th</sup> ed.), Pearson Education, Delhi.
7. Mahadevan, B. (2015). *Operations Management* (3<sup>rd</sup> ed.). Pearson Education, Delhi.
8. Nahmias S. and Olsen, T.L. (2015). *Production and Operations Analysis* (7<sup>th</sup> ed.). Waveland Press, Inc.
9. Russell, R. S. and Taylor, B.W. (2016). *Operations and Supply Chain Management* (9<sup>th</sup> ed.), Wiley, New Delhi.
10. Stevenson, W.J., (2018). *Operations Management* (12<sup>th</sup> ed.). McGraw Hill, Chennai.

### **PROJECT**

**Course No. AEC**

**Course Credit: 07(0-7-0)  
Max. Marks: 200(100I+100E)**

### **BUSINESS ENVIRONMENT**

**Course No. MGM809**

**Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)**

#### **Course Objectives:**

This course introduces students to the basics of Macroeconomic theory and International Economics. The objective of this course is to familiarize students with the fundamentals of macroeconomics and to emphasize the importance of assessing the external macro environment by businesses in order to survive and prosper. The course introduces students to the basic macroeconomic variables, like GDP, inflation and unemployment and the basic frameworks to understand how policy choices affect these variables. Understanding the role of institutions, like the Reserve Bank of India, and understanding how international trade works are some of the other objectives of the course.

#### **Course Learning Outcomes:**

1. Understanding the relevance of the basic macroeconomic variables and their measurement
2. Understanding economic growth and its determinants
3. Understanding the various medium-run and short-run macro-frameworks

4. Analyzing policies and the role of institutions
5. Understanding the basics of international economics

**Contents:**

**Unit I (LO 1,2):** Introduction, Key Macroeconomic Variables and their Relevance to Business, National Accounts, Measuring the State of the Economy, Problems of GDP Measurements, Inflation, Inequality, and Unemployment – Measurement and Issues

**Unit II (LO 2,3):** Economic Growth, Growth around the World, A Model of Production, Total Factor Productivity, The Solow Model, Balanced Growth Path, Steady State, Transition Dynamics, Lessons for Developed and Developing Countries,

**Unit III (LO 3):** The Short Run, Real Business Cycle, Supply-Side Economics, AD/AS Framework, Developing the Framework, Analyzing Policy Effectiveness.

**Unit IV (LO 4):** Fiscal Policy, Monetary Policy, Neutrality of Money. Crowding Out, Liquidity Trap, Role of the Central Bank, Inflation Targeting.

**Unit V (LO 5):** Open Economy, Nominal and Real Exchange Rates, Balance of Payment, Capital Account, Current Account, Exchange Rate Regimes, Capital Account Convertibility, Mundell Fleming Framework in difference Exchange Rate Regimes

**Suggested Readings:**

1. Blanchard, O. (2017). *Macroeconomics* (6<sup>th</sup> ed.). Pearson Education.
2. Dornbusch, R., S. Fischer & Startz, R. (2017). *Macroeconomics* (11<sup>th</sup> ed.). McGraw Hill Education.
3. D'Souza E. (2012). *Macroeconomics* (2<sup>nd</sup> ed.). Pearson Education.
4. Farnham, P. G. (2014). *Economics for Managers* (3<sup>rd</sup> ed.). Pearson Education.
5. Jones, C. (2017). *Macroeconomics*. W. W. Norton & Company.
6. Krugman, P. & Obstfeld, M. (2017). *International Economics: Theory and Policy* (10<sup>th</sup> ed.). Pearson Education.
7. Mankiw, N. G. (2012). *Principles of Macroeconomics* (6<sup>th</sup> ed.). Cengage India.
8. Moorthy, V. (2017). *Applied Macroeconomics: Employment, Growth and Inflation*. I K International Publishing House Pvt. Ltd.
9. Moss, D. A. (2015). *A Concise Guide to Macroeconomics: What Managers, Executives, and Students Need to Know* (2<sup>nd</sup> ed.). Harvard Business School Press.
10. Roy, S. (2017). *Macroeconomic Policy Environment: An Analytical Guide for Managers* (2<sup>nd</sup> ed.). McGraw Hill Education.

**MARKETING RESEARCH**

**Course No. MGM810**

**Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)**

**Course Objectives:**

To provide an understanding of fundamental concepts in the field of marketing research and to equip the students with research tools to conduct research and analysis for effective decision making.

**Course Learning Outcomes:**

1. Understanding the nature and scope of marketing research
2. Develop an understanding of different types of research design and their applicability
3. Understanding different types of scales that can be used by a researcher
4. Understanding different methods of data collection, their advantages and limitations
5. Develop an understanding of sampling techniques
6. Learning about coding, editing and presentation of data
7. Understanding the process of hypotheses testing

8. Learning various univariate and multivariable data analysis techniques and their application in marketing research
9. Develop an understanding of how to write a report
10. Understanding various ethical issues in marketing research

**Contents:**

**Unit I (LO 1, 2):** Introduction: Nature and scope of Marketing Research, Marketing Research Process, Formulation of research problem; Research Design: Exploratory, Descriptive and Conclusive research

**Unit II (LO3, 4):** Scaling techniques: Comparative and Non-Comparative Scaling Techniques, Reliability and Validity of Scales, Data Collection Methods: primary and Secondary Data, Sources of Secondary Data, Conducting review of literature; Qualitative Research Tools: Depth Interviews, focus groups and projective techniques, Observation method, Survey and Questionnaire Design: Form and layout, Pilot testing

**Unit III (LO 5, 6):** Sample Design and Field Work: Probability and Non-Probability Sampling Techniques, Sample Size determination, Data coding and data preparation, tabulation, Graphical presentation, sampling and non-sampling errors

**Unit IV (LO 7, 8):** Hypothesis Testing and Data Analysis: Concepts, Parameter and Non-parametric Testing, Use of statistical Software; Univariate and Multivariate data analyses techniques; Report Writing: Types of report, Format of writing the report

**Unit V (LO 9, 10):** Marketing Research Applications and Ethical Considerations: Consumer research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis, Ethical issues in Marketing Research

**Suggested Readings:**

1. Malhotra, N., & Dash, S. (2015). *Marketing Research: An Applied Orientation* (6<sup>th</sup> ed.). New Delhi: Pearson.
2. Burns, A. C., Veeck, A.F. & Bush, R. F. (2017). *Marketing Research* (8<sup>th</sup> ed.). New Delhi: Pearson.
3. Churchill, G., Iacobucci, D., & Israel, D. (2010). *Marketing Research: A South Asian Perspective*. Delhi: Cengage.
4. Zikmund, W. G., & Babin, B. J. (2016). *Exploring Marketing Research* (11<sup>th</sup> ed.), USA: Cengage South-Western.
5. Aaker, A. D. (2014). *Marketing Research* (10<sup>th</sup> ed.). New Delhi: Wiley.
6. Cooper, D. R., & Schindler, P.S. (2005). *Marketing Research*. Tata McGraw Hill- Education.
7. Bradley, N. (2013). *Marketing Research: Tools and Techniques* (3<sup>rd</sup> ed.). New Delhi: Oxford University Press.
8. Tull, D. S., & Hawkins, D. I. (1993). *Marketing Research: Measurement and Method* (6<sup>th</sup> ed.). New York: Collier MacMillan.
9. Boyd, H., Westfall, R., & Stasch, S. (1989). *Marketing Research: Text and Cases*, Homewood, Ill.: R. D. Irwin.



## HUMAN RESOURCE MANAGEMENT

Course Code. MHR803

Course Credit: 04 (2-2-0)  
Max. Marks: 100 (30I+70E)

### Objectives

To introduce the concepts, theoretical frameworks, issues in HRM and make participants understand the role of HRM in organizations.

### Learning Outcomes

1. The students will be able to develop their interpersonal skills.
2. The students will be able to understand the effectiveness of work as managers or professionals in a team.
3. Will be able to manage their work to meet requirements.

Unit	Topic
I (LO 1)	Introduction: Understanding the nature and scope of Human resource management, Functions and objectives of HRM, Role of HR, HR department structure & HR strategy
II (LO 2)	HRP, Recruitment & Selection: Nature and importance of Human resource planning, Recruitment & Selection process in BPS, Meaning and importance placement and induction
III (LO 2)	Training, Development & Job Analysis: Training & human resource development, Performance appraisal, career development and planning, Job analysis, job description and job design, job specification, job simplification and quality of work life (QWL).
IV (LO 1, 2, 3)	Remunerations & Benefits: Managing basic remunerations, Basic concepts & Importance of compensation plan, fringe benefits, incentives, and social security schemes.
V (LO 1, 2, 3)	Job Evaluation & Ethical Issues: Significance of Job evaluation, Methods of Job evaluation, managing ethical issues in human resource management

### Books Recommended

1. Armstrong, M. & S. Taylor. (2017). Armstrong's Handbook of Human Resource Management Practice (14thed.). London: Kogan Page.
2. Aswathappa, K. (2017) Human Resource Management: Text and Cases. (8thed.) New Delhi: McGraw Hill.
3. Bohlander, G.W.,&Snell, S.A. (2016) Principles of Human Resource Management (16thed.). New Delhi: Cengage India.
4. Carbonara, S. (2013) Manager's Guide to Employee Engagement. New York: McGraw Hill.
5. Cascio, W. (2015). Managing Human Resources: Productivity, Quality of Work Life, Profits (10thed.). New York: McGraw Hill.
6. DeCenzo, D.A., Robbins, S.P.,& Verhulst, S.L. (2016) Human Resource Management(12th ed.). Wiley.
7. Dessler, G. &Varkkey, B. (2015). Human Resource Management (14th ed.). New Delhi: Pearson.
8. Espinoza, C. &Ukleja, M. (2016). Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce(2nd Ed.). New Jersey: Wiley.
9. Gomez-Mejia, L.R., Balkin, D.B., &Cardy, R.L. (2016). Managing Human Resources (8thed). Essex: Pearson.
10. Ivancevich, J.M. (2017). Human Resource Management (11thed.). New York: McGraw Hill.
11. Muller-Camen, M., Croucher, R.,& Leigh, S. (2016). Human Resource Management: A Case Study Approach. CIPD. New Delhi: Viva Books.
12. Sharma, R.C. (2016). Industrial Relations and Labour Legislation. New Delhi: Prentice Hall.
13. Venkat Ratnam, C.S.,& Dhal, M. (2017). Industrial Relations (2nded.). New Delhi: Oxford University Press.

### Web Links

<https://www.swayamprabha.gov.in/index.php/program/archive/16>

<https://www.swyamprabha.gov.in/index.php/program/archive/5>  
<http://cec.nic.in/E-Content/Pages/default.aspx>  
<https://www.youtube.com/watch?v=f60dheI4ARg>  
<https://www.youtube.com/watch?v=7wnpfZRPkNU>

## SEMESTER III

### SUMMER INTERNSHIP PROJECT

Course Code. AEC

Course Credit: 08(0-8-0)  
Max. Marks: 200(100I+100E)

### VIVA VOCE

Course Code. AEC

Course Credit: 02(0-2-0)  
Max. Marks: 100(50I+50E)

### STRATEGIC ANALYSIS

Course Code. MGM906

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

#### Learning Outcomes

1. Demonstrate integration of strategic analysis, strategy formulation and strategy implementation in an organization.
2. Assess the managerial activities to create sustainable competitive advantage for their companies.
3. Apply the tools of strategic and competitive analysis in the global business environment by analyzing a firm's industry and strategy and developing recommendations.
4. Analyze the managerial task associated with formulating, implementing and executing company strategies and the actions managers can take to promote competent strategy implementation.
5. Synthesize the knowledge gained in a variety of different business and related courses, and the case discussions to provide a professional consulting advice to local organizations to solve a business problem in order to gain competitive advantage.

**Unit I – (LO – 1, 2,) Strategy Analysis:** Introduction, Strategy Analysis and its Importance and Tools, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model

**Unit II – (LO – 1, 2, 3) Strategy Formulation and Implementation:** Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

**Unit III – (LO – 1, 4, 3) Strategic Control and Evaluation:** Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations

**Unit IV – (LO – 1, 2, 3) Strategic Alliances:** Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances

**Unit V – (LO – 1, 4, 5) Strategies for Multinational Corporations:** Introduction, Multinational Corporations (MNCs), Benefits of MNCs, Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies

#### Teaching methods and assignments for achieving learning outcomes:

The use of lectures, videos, situational vignettes and guest speaker presentations, as deemed appropriate. The "lecture" sessions will rely on the "Socratic" method to the extent possible. The assignments and assessment mechanisms are described, following in this document.

#### Further Readings:

1. Porter, M.E. (1996). What is Strategy? Harvard Business Review , 74 (6). (B) In HBR's 10 Must Reads on Strategy

2. Grant, R.M. (2010). Contemporary strategy analysis(7th ed.). Malden, MA: Blackwell. Chapters 1-3. (Watch the **Video Chapter Summaries By Robert Grant**)

#### **Multimedia:**

- **YouTube - What is Strategy?**
- **YouTube - Resource Based View of the Firm by Jay Barney**
- **YouTube - Barney - Resources and Competitive Advantage**

#### **MBA Reference Guides:**

- **Ten Schools of Thought About Strategy and Planning**
- **Industry Life Cycle**
- **Porter's Five Forces**
- **Porter's Generic Strategies**

#### **Reference Books**

1. **Competitive Strategy: Techniques for Analyzing Industries and Competitors**
2. **Making Strategy: Mapping Out Strategic Success (ebook)** by Fran Ackermann, published 2011
3. **Strategy Mapping for Learning Organizations: Building Agility Into Your Balanced Scorecard (Hardcover)** by Phil Jones, published 2011
4. **The Strategy Book (Paperback)**by Max McKeown, published 2012
5. **Contemporary Strategy Analysis:Concepts, Techniques, Applications, 7th Edition** by Grant, Robert M, John Wiley & Sons (2010), ISBN 10: 0470621184

#### **HBR Course Pack**

**<http://cb.hbsp.harvard.edu/cb/access/13755686>**

## SEMESTER IV

### INDUSTRY PROJECT

Course Code. AEC

Course Credit: 18(0-18-0)  
Max. Marks: 400(200I+200E)

### SEMINAR RESEARCH

Course Code. AEC

Course Credit: 04(0-4-0)  
Max. Marks: 200(100I+100E)

### HUMAN VALUES & PROFESSIONAL ETHICS

Course code: OAE101

Course Credit: 02 (2-0-0)  
Max. Marks: 100 (30I+70E)

#### Objectives

It is practice to introduce this topic with western perspective. The normal practice is to define as Human values are the virtues that guide us to take into account the human element when we interact with other human beings. Human values are, for example, respect, acceptance, consideration, appreciation, listening, openness, affection, empathy and love towards other human beings.

#### Learning Outcomes

L01: Understanding of Human values for self (NiYama), and for interaction with outer world (Yama).

L02: Ability to exhibit Professional Ethics in performing a professional task with excellence – □□□□□□□□ □□□□□□

L03: Understanding of Professional Ethics that demands to see the unseen with emphasis on Sustainable development / eco-friendly implementation of the task.

L04: Ability to work in team with human values and professional ethics.

Unit	Topics
I L01	<b>Human Value-1:</b> Morals, Values (Niyam): -Understanding values, Types of values, Role of tracking values for individual & social wellbeing. And Ethics (Yama): Integrity: - Understanding integrity and role of integrity in social harmony –Trustworthiness Work Ethics – Service-Learning – Civic Virtue – Respect for others – Living Peacefully –Caring – Sharing. Honesty: -Understanding honesty and its role in personal and social – Courage – Value Time. Cooperation: -Understanding cooperation and significance of cooperation its family, work team and social cohesiveness, wellbeing and development – Commitment. Tutorial Module: Rational Behaviour versus Ethical Behaviour: Case Studies (from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi) or any other literatures.

<b>II LO 1</b>	<b>Human Value-2:</b> Empathy: Basic Concept on Empathy– Self- confidence – Spirituality- Character. Truthfulness: - Understanding truthfulness, need for truthfulness and role of truthfulness in relationship, social interaction, integrity, faiths & dependence – Customs and Traditions -Value Education – Human Dignity – Human Rights – Fundamental Duties – Aspirations and Harmony (I, We & Nature) – Gender Bias – Emotional Intelligence– Emotional Competencies – Conscientiousness. Being, body, brain & mind: - Effective & efficient use of body, brain and mind is personal and social well being Value Judgments, Facts & Values, how values are justified, Aesthetics, Selection of Values, Universal Values, Human Values, Value Education Tutorial Module: Empathy and its types: Case Studies from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature.
<b>III LO2 LO3</b>	<b>Professional Ethics aiming at excellence and Harmony:</b> Value Based Life and Profession, Professional Ethics and Right Understanding, Competence in Professional Ethics, Issues in Professional Ethics – The Current scenario. Positive and constructive dynamism of power, politics and leadership. Tutorial Module: Ethical decision making: Case Studies (from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature)
<b>IV LO 4</b>	<b>Professional Ethics: Global Prospective.</b> Globalization and MNCs – Cross Culture Issues – Business Ethics – Media Ethics – Environmental Ethics – Endangering Lives – Bio Ethics – Computer Ethics – War Ethics Tutorial Module: Ethics and Social Networks: Case Studies (from Yoga- Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature)
<b>V LO4</b>	<b>Duties and Rights in Profession</b> Concept of Duty – Professional Duties – Collegiality – Techniques for Achieving Collegiality – Senses of Loyalty – Consensus and Controversy – Professional and Individual Rights – Confidential and Proprietary Information – Conflict of Interest-Ethical egoism – Collective Bargaining – Confidentiality – Gifts and Bribes, Plagiarism Tutorial Module: Ethics in Corporate: Case Studies (from Yoga-Sutra, BhagwatGeeta, Panchatantra, Autobiography of Mahatma Gandhi or any other literature)

### References:

1. New Approaches in Ethics for the Caring Professions: Taking Account of Change for Caring Professions 2005 Edition, by Richard Hugman Publisher: Red Globe Press; 2005 edition (9 July 2018)
2. Rethinking Values and Ethics in Social Work 1st ed. 2017 Edition, Kindle Edition by Richard Hugman (Author), Jan Carter (Author) Publisher: Red Globe Press; 1st ed. 2017 edition (16 September 2017)
3. Professional Ethics and Human Values Paperback – 2015 by A. Alavudeen (Author), R. KalilRahman (Author), M. Jayakumaran (Author) Publisher: Laxmi Publications; First edition (2015)
4. A Foundation Course in Human Values and Professional Ethics Paperback – 30 Apr 2010 by R.R. Gaur (Author), R. Sangal (Author), G.P. Bagaria (Author) Publisher: Excel Books (30 April 2010)
5. Living Issues in Philosophy (9th Edition) (1995) By: Titus, Smith and Nolan Publisher: Oxford University Press, New York
6. Foundation of Ethics and Management By: B P Banerjee Publisher: Excel Books, 2005

### Assessment Methodology

- Self-Assessment
- Peer Learning
- Assessment Rubrics for Behavioral Skills
- Pedagogy:
- Case study based & Group Discussion.

**Recommended reading:**

1. Case Study: <https://whitneyhess.com/blog/2012/08/21/on-empathy-and-apathy-two-casestudies/>Book: De Gruyter - Speaking of Emotions: Conceptualisation and Expression (edited by Angeliki Athanasiadou, Elzbieta Tabakowska)
2. Book: To Kill a Mockingbird - Lee Harper
3. Book: Take A Walk In Someone Else's Shoes by Bethany Morlan
4. A paper on 'University Students' Value Priorities and Emotional Empathy': [file:///C:/Users/Dell/Desktop/University Students Value Priorities and Emotiona.pdf](file:///C:/Users/Dell/Desktop/University%20Students%20Value%20Priorities%20and%20Emotiona.pdf)
5. Research paper on 'Empathy as Added Value in Predicting Donation Behavior': [file:///C:/Users/Dell/Desktop/wp\\_10\\_692.pdf](file:///C:/Users/Dell/Desktop/wp_10_692.pdf)
6. Decety J and Jackson PL. 2004. The functional architecture of human empathy. Behavioral and cognitive neuroscience reviews 3(2):71-100.
7. Klimecki OM1, Leiberg S2, Ricard M2, Singer T3. Differential pattern of functional brain plasticity after compassion and empathy training. Soc Cogn Affect Neurosci. 2014 Jun; 9 (6): 873-9.
8. A paper on 'The Science of Empathy' - <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5513638/> 9. A paper on 'The Psychology of Emotional and Cognitive Empathy' - <https://lesley.edu/article/the-psychology-of-emotional-and-cognitive-empathy>.

## General Elective Courses (Semester III)

### PROJECT PLANNING, ANALYSIS AND MANAGEMENT

Course Code. MGM

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

#### Objective

The present course aims at familiarizing the students with various aspects of Project Appraisal, Analysis & Planning. This will help them in gaining a deeper understanding of the affecting global project management process with hands-on-training. The course focuses to develop professional competencies in the key related areas.

#### Learning Outcomes

After successful completion of this course, the students shall be able to;

L01: Analyse and understand the feasibility of the project.

L02: Develop a project and design a project plan with different scenarios.

L03: Assess the time line and review as well as evaluate the project with real time outcomes

L04: Work on one related software and integrate the project plan.

L05: Sharpen analytical skills for effective critical appraisal and impact assessment of projects.

#### Course Contents

##### UNIT I

**Objective & Significance of Project Planning, Analysis** Project Identification and Analysis: Preliminary screening and identification; Project life cycle; Market and demand feasibility study; Technical feasibility study; Financial feasibility study; Estimating cash flows; Measurement of cost of capital; Project appraisal criteria.

##### UNIT II

**Risk Analysis** Types and measures of project risk; steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks Techniques of Risk Analysis – Simple estimation, Sensitivity analysis, Scenario analysis, Decision tree analysis, Monte-Carlo simulation.

##### UNIT III

**Project Planning** Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure Project selection; Project Implementation and Management: Project organization; Human aspects of project management.

##### UNIT IV

**Project Analysis and Evaluation** Development of communication system for project implementation; Project direction, coordination and control; Network Analysis Project Evaluation: Objectives of project review and evaluation, Checklist for Project Analysis and Evaluation, Performance indicators for evaluation, Abandonment analysis.

##### UNIT V

**Project Management Information System (PMIS)**, Planning of PMIS, Design of PMIS. Applications of Project Management Software, Common Features Available in Most of the Project Management Software; Emerging issues in Project Planning, Analysis and Management.

#### Recommended Books

##### Text Books

- Chandra P. *Project Planning, Analysis, Financing, Implementing and Review*. TMH.
- Gido, J., & Clements, J. (2014). *Successful project management*. Cengage Learning.

##### Reference Books

- Pinto J. K. *Project Management*. Pearson
- Meredith, J. R., Shafer, S. M., & Mantel, S. J. *Project management: a strategic managerial approach*. John Wiley & Sons.
- Gray C., Eerik Larson, *Project Management*, TMH.



# MERGERS AND CORPORATE RESTRUCTURING

**Course Code. MGM**

**Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)**

## **Objective**

The objective of the course is to make the students dexterous in the field of mergers and corporate restructuring and developed understanding of the economic activity of mergers and corporate restructuring taking place worldwide.

## **Learning Outcomes**

After successful completion of this course, students shall be able to;

L01: Understand how to find a deal for mergers and corporate restructuring from the available options.

L02: Do the valuation of the company to put a price on the company.

L03: Get familiar with evidence on the best practices with respect to mergers and corporate restructuring

L04: Sharpen analytical skills for effective critical appraisal of mergers and corporate restructuring

L05: Develop ability to examine the merger and corporate restructuring process in the market

## **Course Contents**

### **UNIT I**

**Introduction to Business Valuation** The Nature of Major Investment Decisions, Project Valuation Vs. Enterprise Valuation, Dealing with Complexities: Process and Discipline, Approaches to Valuation.

### **UNIT II**

**Dynamics of Corporate Restructuring** Corporate Restructuring- meaning of corporate restructuring need for corporate restructuring, methods of corporate restructuring, Barriers to Restructuring. Enterprise Discounted Cash Flow Models, Relative Valuation Using Market Comparables, Hybrid Valuation Approach, Sensitivity Analysis, Adjusted Present Value (APV) Method Vs Traditional Methods of Valuation.

### **UNIT III**

**Special Cases in Valuation** Valuation of Intangible Assets, Valuation of Start-Up Firms, Valuation of Money Losing Companies, Valuation of Natural Resource Company, Valuation of High-Tech Companies, Valuation of Sum of the Part Companies with Several Different Business Lines.

### **UNIT IV**

**Mergers & Acquisitions Environment** Overview of Mergers and Acquisition (M&A) Industry Globally, History of M&A, Key Stakeholders in M&A, Empirical Evidence on Value Effect of M&A, How to Make M&A Pay, How "Serial Acquirer Create Value", Regulation of M&A.

### **UNIT V**

**Mergers and Corporate Restructuring Process** Motives of Mergers, Buyers Preparation for Deal, Seller's Preparation for Deal, M&A Deal Process, Due Diligence, Valuation and Pricing the Deal, Integration Planning, Closing the Deal, Post Deal M&A Issue, Financing Issues in mergers and corporate restructuring, Analyzing Management & Leveraged Buyout, Emerging issues in the field of mergers and corporate restructuring.

## **Recommended Books**

### **Text Books**

- Frankel, M. E. & Forman, L. H. *Mergers and acquisitions basics: the key steps of acquisitions, divestitures, and investments*. John Wiley & Sons.
- Chandra, P. (2014). *Corporate valuation Guide for Analysts, Managers, and Investors*. McGraw-Hill Education.

### **Reference Books**

- Titman, S. *Valuation: Analyzing Global Investment Opportunities*. Pearson Education India.
- Damodaran A. *Corporate Finance: Theory and Practice*. Wiley Student Edition.
- Pettit J. *Strategic Corporate Finance: Applications in Valuation and Capital Structure*. Wiley.

## MANAGEMENT CONTROL SYSTEM

Course Code. MGM

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

### Objective

The aim of the course is to make the students understand the significance and various tools of Management Control System. This course will students to implement appropriate control systems and mechanism in the organizations.

### Learning Outcomes

LO1: Knowledge of fundamentals of Management Control System

LO2: Ability to understand the functional control systems

LO3: Designing of management control system

LO4: Significance of ethical framework of implementing control system

LO5: Successful implementation of control system

Unit	Topic
Unit I L01	<b>Fundamentals of Management Control:</b> Cybernetic Approach to Management Control, Management by Objectives, Schemes for Classifying Management Controls, Contextual Factors Influencing Management Control, Organization Structure and Control System, Responsibility Structure, Designing Control Systems, Management Control of Non-Profit Organizations, Control Systems for Empowerment, Innovation, and Creativity, Strategy and Control, Information Technology and Systems for Strategic Control, The Balanced Scorecard
Unit II L02	<b>Techniques for Management Control:</b> Formulation and Administration of Budgets, Budgeting – The Human Dimension, Types of Budgets, Zero-based Budgeting, Targets and Performance Tracking, Factors Affecting Business Performance, Performance Reports, Performance Analysis, Financial Statement Audit, The Auditing Process, Social Audit and Environmental Audit, Internal Audit, Fraud Auditing, and Forensic Accounting, Management Audit
Unit III L03	<b>Business Ethics and Management Control:</b> Ethical Behavior in Organizations, Ethical Decision Ideology, Management Control and Ethical Issues in Different Functions, Regulating Ethical Conduct
Unit IV L04	<b>Management Control - Functional Perspectives:</b> Financial Controls, Tools of Financial Control, Financial Information Systems and Control, Types of Marketing Controls, Marketing Audit, Sales and Distribution Control, Marketing Control in Branding, Production Controls, Operations Controls, Controlling Cost of Operations, Enhancing Organizational Performance, Operational Audit, Generic Techniques for Control of Services, Control of Different Categories of Service Organizations, Dilemmas in Controlling Research and Development, Control of the HR Department's Functions
Unit V L05	<b>Information System and Implementation of Management Control Systems:</b> Control of Information Systems, Information Technology Governance, Management Control of Information Systems, Application Control of Information Systems, Information Systems Audit, Business Continuity and Disaster Recovery, operationalizing a Management Control System, Organizational Roles Involved in Implementation, Challenges in Implementation, Impact of Organizational Life Cycle on Control Systems

### Recommended Books

#### Text Books

Robert Anthony and Vijay Govindarajan, Management Control System (SIE), McGraw Hill Education (Latest Edition)

#### Reference Books

1. Das Subhash Chandra, Management Control Systems: Principles and Practices, PHI Learning (Latest Edition)
2. R C Sekhar, Management Control Systems: Text and Cases, Tata McGraw-Hill Education (Latest Edition)
3. Kenneth A. Merchant, Wim A. Van der Stede, Management Control Systems: Performance Measurement, Evaluation and Incentives, Financial Times/Prentice Hall, (Latest Edition)
4. N. Ghosh, Management Control Systems, PHI Learning (Latest Edition)

## QUANTITATIVE ANALYSIS OF FINANCIAL DECISIONS

**Course Code. MGM**

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

**Objective:**

This course aims to equip students with the concepts & techniques required for financial modelling thereby enhance financial decision making. This course is the application of quantitative techniques on financial decision with regard to cost of capital, capital budgeting, capital structure, working capital, dividend policy, mergers & acquisitions etc.

**Learning Outcomes:**

LO1: Understanding basic concepts financial management

LO2: Understanding of concepts & financial econometric techniques required for financial modelling

LO3: Strengthening the foundations of the analytical approach to financial decision making using time series financial data.

LO4: Understanding the capital structure of an organization

LO5: Understanding the project valuation and working capital nature in organization.

Unit	Topics
<b>I LO-1</b>	<b>Concept, meaning &amp; theories (Basic introduction):</b> Cost of capital, capital budgeting, capital structure, working capital, dividend policy, mergers & acquisitions.
<b>II LO-2 LO-3</b>	<b>Financial Econometric Models :</b> Objectives, Macro/Micro models; Assumptions of GLM (General Linear Model), LSE (least squares estimation), Gauss-Markov theorem, Best Linear Unbiased Estimator, prediction of confidence interval, linear restrictions, multicollinearity, heteroscedasticity, autocorrelation, specification error.
<b>III LO-3</b>	<b>Financial Time Series (Modelling and Forecasting)</b> using exponential, stationary time series; properties; random walk; unit roots, tests of stationarity; Autoregression & Moving Average model for financial forecasting, Autoregressive Integrated Moving Average Model, co-integration-spurious regression; testing for co-integration model: error correction, VAR model - problem & applications. Financial Model volatility: Autoregressive Conditional Heteroskedastic (ARCH), generalized autoregressive conditional heteroskedasticity (GARH), ARCH in mean (ARCH-M), GJ-R, exponential generalized autoregressive conditional heteroskedastic (EGARCH), Integrated Generalized Autoregressive Conditional heteroskedasticity (IGARCH) models.
<b>IV LO-4</b>	<b>Financial Decisions related to Risk &amp; return:</b> Capital Asset Pricing Model and Arbitrage pricing theory, Asset allotment in risky & non-risky assets. Capital rationing, "Goal programming". "Capital investment decisions under risk", Capital structure, EBIT-EPS analysis, "Corporate Debt Capacity Management Decisions", Cost-volume-profit analysis under conditions of uncertainty.

<b>V LO-5</b>	<b>Working Capital Decisions:</b> Estimation & Projection, Replacement, leasing Vs borrowing. Failure of Business & its Reorganization: Applying Multiple Discriminant Analysis; Decision Tree Analysis, Forecasting Business Failure, Mergers & Acquisitions, Valuing stocks & bonds, Project Valuation using Real Options.
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**Software requirements: EViews or Stata**

### Recommended Books

1. Gujrati, D., Basic econometrics, Tata McGraw-Hill,(Latest Edition).
2. Lee, A. C., Lee, J. C., & Lee, C. F., Financial analysis, planning & forecasting: Theory and application (Latest Edition). World Scientific.
3. Bhalla, V. K, Investment management, Sultan Chand & Sons, (Latest Edition).
4. Wooldridge, J. M., Introductory econometrics: A modern approach, Thomson South-Western,(Latest Edition).
5. Fabozzi, F. J., Focardi, S. M., & Kolm, P. N., Financial modelling of the equity market, John Wiley,(Latest Edition).
6. Thomas, Ho. S. Y., & Lee, S. B., The oxford guide to financial modelling, Oxford University press, (Latest Edition).
7. Pindyck, R. S., & Rubinfeld, D. L., Econometric models and econometric forecasts (Latest Edition), McGraw-Hill, 1997.
8. Levy, H., & Sarnat, M., Capital investment and financial decisions (Latest Edition). USA: Prentice Hall, 1994.
9. Clark, J. J., Hindelang, T. J., & Pritchard, R. E, Capital budgeting: planning and control of capital expenditures (Latest Edition), Prentice Hall, 1989.
10. Hampton, J. J., Financial decision making (Latest Edition), Prentice Hall, 1989. Brooks, C., Introductory econometrics for finance, (Latest Edition), Cambridge University Press.

## MANAGING E-BUSINESS

**Course Code. MGM**

**Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make the students understand e-commerce and e-business. This course will students to understand the technical requirements for setting up of e-business and also implement appropriate strategies to manage the operations in e-commerce and e-business

### Learning Outcomes

- LO1: Knowledge of fundamentals of Digital Business
- LO2: Ability to understand infrastructure requirement for e-commerce
- LO3: Designing of e-SCM successfully
- LO4: Knowledge of applications of e-commerce at functional level
- LO5: Develop successful digital business strategy

Unit	Topic
<b>Unit I LO1</b>	<b>Introduction to Digital Business:</b> Basics of digital business, definition and classification of digital business, digital business and e-commerce business, digital business opportunities, barriers in adopting technology, opportunity analysis for digital business and e-commerce, difference between e-commerce and e-business, unique features, e-commerce business models and concepts, types of business models
<b>Unit II LO2</b>	<b>Technology Infrastructure for Electronic Commerce:</b> The internet today, the future infrastructure, world wide web, features ,internet protocols , intranets and extranets; building an e-commerce website: choosing server software, choosing the hardware for an e-commerce site, other e – commerce site tools
<b>Unit III LO3</b>	<b>Supply Chain Management:</b> Purchasing, logistics , electronic data interchange (EDI) , EDI on internet , supply chain management using internet technologiesm, online

	consumer behavior , internet marketing technologies , electronic marketplace and portals , online advertising , costs and benefits
<b>Unit IV L04</b>	<b>Applications of e-commerce and e-business:</b> Online retailing and services – analyzing the viability of online firms – e-tailing business models; Online service sector: financial – travel – career; online content and media – online publishing industry – online entertainment industry – social networks – auctions; payment systems: payment cards – electronic cash – electronic wallets – internet technology and the banking industry.
<b>Unit V L05</b>	<b>Digital Business Strategy and data security:</b> Definition, strategic analysis, strategic objectives, strategy implementation, aligning strategies, applications of digital marketing, managing digital business transformation and growth, data security, security environment , security threats, technology solutions , management policies ,business procedures, public laws; security for client computers, communication channel security , security for server computers

### Recommended Books

#### Text Books

Laudon, Kenneth, Traver, Carol, Guercio, E-Commerce: Business, Technology, Pearson (Latest Edition)

#### Reference Books

1. Edmundson-Bird, D., Hemphill, T., Chaffey, D. Digital Business and E-commerce Management, Pearson. (Latest Edition)
2. Bernd W. Wirtz, Digital Business and Electronic Commerce, Springer International Publishing (Latest Edition)
3. Schneider, Gary, Electronic Commerce, Cengage (Latest Edition)
4. Bharat Bhasker, Electronic Commerce – Frame work technologies and Applications, Tata McGraw Hill (Latest Edition)

## BUSINESS PROCESS RE-ENGINEERING

**Course Credit: 04(2-2-0)**

**Max. Marks: 100(30I+70E)**

**Course Code. MGM**

### Objectives

The aim of the course is to make the students proficient in analysis of business process from tactical, operational & strategic perspectives, Evolution of BPR TQM, Practical Application of the BPR Framework & Critical Success Factors.

### Learning Outcomes

- LO1. Understand BPR and its Evolved  
 LO2. Apply the BPR methodology in actual practice  
 LO3. Understand the phases of BPR  
 LO4. Understand best-practice method to achieve sustainable transformation using BPR  
 LO5. Analyze the critical factor of BPR program management.

<b>Unit</b>	<b>Topic</b>
<b>I L01</b>	<b>Business processes Re engineering :</b> Definition, Basic Concept & Evolution, Need, Myths, Benefits, BPR principles & elements, Breakthrough reengineering model, Performance improvement, Key targets of BPR, Myths about BPM, BPR & other management concepts: TQM, Quality function deployment, ISO standards, ERP.

<b>II L02</b>	<b>Understanding Business Processes</b> , Measuring existing processes before effecting Change, Redesigning Business Processes, Case Studies, selection criteria, dysfunction, importance feasibility, Goals of BPR: reduction of Cycle time & Cost, Quality enhancement, Customer Satisfaction, BPR team characteristics.
<b>III L03</b>	<b>BPR Methods &amp; Phases</b> , Tools used for Business Modelling- flow-charting, business activity maps, relational diagrams, cost-benefit analysis, Process Modelling, Notations, Case Studies. BPR KPIs Definition, Measuring KPIs, Methodologies, Balanced Scorecard (Common Assessment Framework) Extended Framework, Integrated Methodology, Case Studies.
<b>IV L04</b>	<b>BPR enablers in manufacturing:</b> Agile, Lean, JIT, Collaborative; Intelligent Manufacturing, Planning of Production, Product design and its development, Manufacturing & Environment. Functional Information System: Marketing, Production, Material Management, Accounting & Finance, HRM. BPR & IT, Criticality of IT in business process
<b>V L05</b>	<b>Organization Restructuring</b> , Planned alteration in business re-engineering projects; Factors relating to change management systems and culture, Leadership and organizational change management, Factors relating to organizational structure, Factors related to BPR program management, Factors related to IT infrastructure, Factors Relating to BPR Failure, Problems in communication & organizational resistance, Lack of organizational readiness for change, Problems related to creating a culture for change, Lack of training and education, Factors related to management support, Ineffective BPR teams, A framework for barrier management.

#### **Recommended Books/Text Books**

1. Hammer, M. and Champy, J, Re-engineering the Corporation: A Manifesto for Business Revolution, Harper Business (Latest Edition)
2. R. Radhakrishnan S.Balasubramanian, Business Process Reengineering, Text and Cases, PHI. (Latest Edition)
3. Vikram Sethi and William R. King, Organisational Transformation through Business Process Reengineering, Pearson. (Latest Edition)
4. K. Shridhara Bhatt, Business Process Reengineering, Himalaya Publications. (Latest Edition)
5. Hammer, M. and Stanton, S.A, The Re-engineering Revolution, Harper Business. (Latest Edition)
6. Graham R. Sturdy, Business Process Reengineering: Strategies for Occupational Health and Safety, (Latest Edition), Cambridge Scholars Publishing

#### **Reference Books/Readings**

1. Harmon, P , Business Process Change : A Guide for Business Managers and BPM and SixSigma Professionals, Elsevier/Morgan Kaufmann Publishers. (Latest Edition)
2. Kock, N.F., Process Improvement and Organizational Learning: The Role of Collaboration Technologies, Idea Group. (Latest Edition)
3. R. Anupindi et al., Managing Business Process Flows: Principles of Operations Management, Pearson Education Inc. (Latest Edition)
4. Walford, R.B., Business Process Implementation for IT Professionals and Managers, Artech House. (Latest Edition)
5. Henry J Johansson, H J Johansson, Mo, Business Process Reengineering, Wiley. (Latest Edition)

## STRATEGIC MANAGEMENT OF INFORMATION SYSTEMS

Course Code. MGM

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

### Objective

The aim of the course is to introduce concepts to evaluate IT/IS strategies and tools from strategic perspectives. The students will be able to consider and evaluate various factors while taking strategic decision in IT/IS domain.

### Learning Outcomes

LO1: Understanding of IS and IT from strategic perspective

LO2: Ability to analyze IT strategy at operational level

LO3: Establishing the IT systems from Innovation perspective

LO4: Designing of business information system strategy

LO5: Evaluate and organize infrastructure for implementing of IS/IT infrastructure

Unit	Topic
Unit I LO1	<b>Introduction to IS and IT from Strategic perspective:</b> Information Systems and Information Technology basic concepts, Digital Disruption, Three-era Model of Evolving IT Application in Organizations, Success Factors in Strategic Information Systems, Portfolio Management Perspective on IS/IT Investments, Digital Strategies, Framework for Strategy Formulation, Strategy Implementation, The Evolution of the IS/IT Strategy Process: From Technology Deployment to Strategic Focus, Business Context for Developing and Managing the Strategy A Framework for IS/IT Strategy Formulation
Unit II LO2	<b>IT Strategy at operational level:</b> The Business Operating Model: Processes, Activities and Key Entities, Organizational Environment, Examining the Existing IS/IT Environment, Information and Systems to Meet Business Objectives, Process Analysis
Unit III LO3	<b>Innovating with Technology, Systems and Information:</b> Understanding What It Means to Innovate with IT , The Process of Digital Business Innovation, The 'push' and 'pull' of Innovating with IS/IT , Getting Management Attention for Ideas and Innovations, the Search for Ideas, Innovating by Leveraging Information: Exploration and Exploitation, Big Data, Discovering Strategic IS/IT Opportunities from Information, Achieving and Sustaining Advantages across the Value Disciplines, Exploring New Value Propositions, Analysis of Competitive Forces , Value Chain Analysis, Customer Life-cycle Management and the Value Chain, Value Chain to Value Network
Unit IV LO4	<b>Business Information Systems Strategy:</b> Business Strategy and IS/IT, Tools for IS/IT Strategy Formulation and Their Relationships , A Framework for Using the Tools and Techniques Effectively, Identifying how IS/IT Could Impact the Business Strategy, Priorities for IS/IT Investments, Large Organizations, Multiple SBUs and Strategy Consolidation , Investment and Priority Setting Policies ,Evaluating IS/IT Investments, Justifying Business Applications and Infrastructure Investments , Assessing and Managing Investment Risks, Setting Priorities amongst IS/IT Investments
Unit V LO5	<b>Infrastructure and Organizing Framework for the Strategic Management of IS/IT:</b> Strategic Management Requirement, Positioning and Managing IS/IT in an Organization, Capability and Competences from IS/IT view, IS/IT Governance, Framework for IS/IT Decision Making, Instruments of Governance, Strategic Management of IS/IT Services and IT Infrastructure, IS/IT Service Categories, Managing Operational and Value-enabling Services, Managing IT Infrastructure and Infrastructure Services and risks, BPOs, Back-sourcing and Switching Suppliers, Role of CIO and implementation of IS/IT strategy

### Recommended Books

#### Text Books

**Joe Peppard and John Ward**, The Strategic Management of Information Systems: Building a Digital Strategy, Wiley (Latest Edition)

#### Reference Books

1. Keri E. Pearlson Carol S. Saunders, Strategic Management of Information Systems, Wiley (Latest Edition)
2. Anita Cassidy, A Practical Guide to Information Systems Strategic Planning, Taylor & Francis (Latest Edition)
3. Kevin Grant, Ray Hackney, David Edgar, Strategic Information Systems Management, Cengage (Latest Edition)

## ADVANCED MARKETING RESEARCH

**Course Code. MGM**

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make the students proficient in the marketing research analysis and techniques and its application in the business environment. This course is directly linked to the employability in the area of marketing research and develops the student's acumen for the role of marketing research, intelligence analyst and marketing research executive

### Learning Outcomes

- LO1 Apply marketing research in solving business problems.
- LO2 Determine the techniques for a specific marketing research problem.
- LO3 Apply data analysis using SPSS
- LO4 Infer results for decision making using Tableau
- LO5 Developing insights and business actions

Unit	Topic
<b>Unit I</b> <b>LO1</b>	<b>Research Design:</b> Design, Sampling, Hypothesis formulation, methods of data collection, Project proposal, and data collection.
<b>Unit II</b> <b>LO2</b>	<b>Introduction to Various Tools</b> : Parametric and Non Parametric Testing- Mann-Whitney test, Kruskal-Wallis, Anova.
<b>Unit III</b> <b>LO3</b>	<b>Data Analysis:</b> Exploratory Factor Analysis- Principal Component Analysis, Factor Loadings, KMO, Bartlett Test, – Perceptual Mapping using Multi-Dimensional Scaling- ALSCAL and Euclidean Distance.
<b>Unit IV</b> <b>LO4</b>	<b>Data Presentation and Inference:</b> Developing Marketing Research Reports, ethics in report writing, Application of Tableau, Application of marketing research in varied fields.
<b>Unit V</b> <b>LO5</b>	<b>Developing Insights:</b> Developing insights and their usage in business actions using various cases from diversified industries/sectors.

**Tools: SPSS/Tableau**

### Recommended Books

#### Text Books

1. NK Malhotra Marketing research: an applied orientation, 5th Edn, Pearson Prentice Hall, Upper Saddle River, New Jersey, 2007

#### Reference Books

1. Malhotra, Naresh & Dash, Satyabhusan. Marketing Research. Pearson (7th Edition).
2. Hair, J.F., Jr., Black, W.C., Babin, B.J. & Anderson, R.E. (2014). Multivariate data analysis: Pearson new international edition (7th ed.). Upper Saddle River, N.J.: Pearson Education. ISBN: 9781292021904.
3. Allen, P., Bennett, K. and Heritage, B. (2014). SPSS statistics version 22: A practical guide (3rd ed.). Australia: Cengage Learning Australia.



## INTERNATIONAL ECONOMICS

Course Code. MGM

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

### Objective

The course aims at providing a deeper and wider understanding about the principles and theories, which govern the free flow of trade in goods, services and capital between the countries.

### Learning Outcomes

LO1: Compare alternative theories of international trade

LO2: Analyze and test international trade models and policies

LO3: Evaluate the impact of tariffs and non-tariff barriers

LO4: Read and analyze the nation's balance of payment

LO5: Understand how a foreign exchange market operates

Unit	Topic
I LO1	<b>Introduction:</b> What is international economics about? An overview of world trade. Stylized facts about international trade- Contributions of Adam Smith, David Ricardo and J.S. Mill to the theory of International Trade
II LO2	<b>Neoclassical trade theories:</b> Ricardian trade theory (notion of comparative advantage and gains from trade due to specialisation); an introduction to the distributional effects of trade; the specific factor model; Heckscher-Ohlin theory: Rybczinski and Stolper-Samuelson theorems; Heckscher-Ohlin theorem; factor price equalization
III LO1, LO2	<b>New trade theories:</b> external economies of scale, internal economies of scale; the Krugman model; firm heterogeneity; international movement of factors; introduction to the theory of multinational firms
IV LO3	<b>Trade policy:</b> instruments of trade policy; tariffs, quotas, export subsidies, voluntary export restraints. The economics of trade policy; political economy of trade policy; controversies in trade policy
V LO4, LO5	<b>An Introduction to International Finance</b> -The Balance of Payment-The Foreign Exchange Market-Prices and Exchange Rates. Purchasing Power Parity Interest rates and Exchange Rates -Alternative International Money Standards. Overview

### Recommended Books

#### Text Books

1. Paul R. Krugman and Maurice Obstfeld (Latest Edition), International Economics; Theory and Policy, Pearson Education, New Delhi
2. Dominick Salvatore (Latest Edition). International Economics, John Wiley & Sons Inc.

#### Reference Books

1. Jagdish N. Bhagwati et al (Latest Edition), Lectures on International Trade, Oxford University Press, New Delhi
2. H.G Mannur (Latest Edition) International Economics, Vikas Publishers, New Delhi.
3. Dunn R. M. & J.H Mutti (Latest Edition). International Economics, Routledge, London
4. Carbaugh R. J. (Latest Edition) International Economics, Routledge, London.
5. Dana, M. S (Latest Edition). International Economics : Study Guide and Workbook, Routledge Publishers, London
6. Bhagwati J. (Latest Edition). Protectionism, Cambridge University Press Massachusetts
7. Sodersten Bo (Latest Edition). International Economics, The Macmillan Press Ltd. London

## INTERNATIONAL BUSINESS LAWS

Course Code. MGM

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

### Objective

To acquaint the students with the comprehensive understanding of the legal aspects associated with international business transactions.

### Learning Outcomes

LO1: Understand the concept of contract and agreement

LO2: Knowledge about legal frame work of International business

LO3: Understand and evaluate various international commercial terms in context to sea and air carriers

LO4: Read and analyse various licensing agreements LO5: Knowledge about host country laws

Unit	Topic
I LO1	<b>Introduction:</b> Contract, Valid Contract; Void Contract; Contingent Contract; Quasi Contract; Contract of Indemnity, Bailment and Agency- An overview; Performance of contract; Contract Vs Agreement;
II LO2	<b>Legal Framework of International Business:</b> Nature and Complexities; Code and Common Law and their implications to business; International Business Contracts- Legal Provisions; Payment terms; International Sales Agreement; Rights and Duties of Agents and Distributors; The Regulation of Imports and Exports; Comparative Law: Differences in National Laws and Legal Systems; International Sale of Goods CISG (1980): Formation and Performance of Contract, Acceptance and Rejection of Goods. Company Law: Characteristics of Company, Kinds and Stages in the formation of a Company; Setting up offices and branches abroad.
III LO1, LO2	<b>International Commercial Terms (INCOTERMS);</b> Carriage: Unimodel and Multimodel Transport; The Carriage of Goods and the Liability of International Air Carriers: The Warsaw Convention of 1929, The Montreal Convention of 1999, Applicability to International Carriage, Liability for Air Cargo Losses; Liability of the Goods by Sea: The Harter Act, The Hague Rules, the Carriage of Goods by Sea Act (COGSA), Limitations of Liability under COGSA, Nautical Liability of the Carrier; Shipper's Liability for Hazardous Cargo; Carrier's Liability for Cargo Shortages; The Per-Package Limitation; Liability for Material Deviation; Liability of Ocean Transportation Intermediaries.
IV LO3	<b>Licensing Agreements and the Protection of Intellectual Property Rights:</b> Reasons for Intellectual Property Transfer Agreements; Intellectual Protection for Patents, Trademarks and other Intellectual Property; Trade-Related Aspects of Intellectual Property Rights (TRIPS); the DOHA Declaration on TRIPS and Public Health; Non-Enforcement of IPR Laws; The Mechanics of IPR Transfer Regulations; The Gray Market; Franchising: Licensing outside the Technological Context.
V LO4, LO5	<b>Host-Country Regulations:</b> Corporate Law, Taxation and Currency Risk- Host Country Corporate Law affecting Foreign Investment; Minority Ownership Investments; Controlling Currency Risk: Currency Swaps, Arrangements with Soft Currency Country, Payment and Price Adjustment Approaches, Structuring of Hard-Currency Obligations and Revenues, Countertrade, Informal Consortia or Parallel Exchanges, Inconvertibility Insurance.

### Recommended Books

#### Text Books

1. Schaffer, Agusti & Earle (Latest Edition): International Business Law: A Comprehensive Approach, Cengage Learning, New Delhi.

#### Reference Books

1. Lew, D.M., Julton, Clive (Latest Edition): International Trade Law and Practice, Euromoney Publications, London.

2. Carr, I. (2005): International Trade Law (Latest Edition), Routledge-Cavendish.
3. August, R.A., Mayer, D. & Bixby, M. (Latest Edition): International Business Law (5th Ed.), Prentice Hall.
4. Chow, D.C.K., & Schoenbaum, T.J. (Latest Edition): International Business Transactions (2<sup>nd</sup> Ed.), Aspen Publishers

## Discipline Elective Courses (Semester III & IV)

### DIGITAL MARKETING:

#### SALES FORCE MANAGEMENT

Course Code. MGM

**Course Credit: 04(2-2-0)**

**Max. Marks: 100(30I+70E)**

#### Objective

This course would be useful for those students who are specializing in Marketing and intend to pursue a career in Sales, Distribution Management, Channel Management, Supply Chain Management and finally, in Marketing

#### Learning Outcomes

L01 Understand concepts and framework of sales force management

L02 Design sales management plans for strategic decision making.

L03 Analyze the issues and conflicts in the implementation of sales force management plans.

L04 Apply the tools and techniques of sales force management

L05 Recruiting, Training and Motivating the sales force

Unit	Topic
Unit I L01	<b>Introduction</b> : Nature and importance of sales management, emerging trends in sales management, sales operations planning
Unit II L02	<b>Sales Management Plan</b> : sales forecasting- methods and applications, sales process, sales quota, sales territory
Unit III L03	<b>Issues and Conflict:</b> Sales organization, vertical vs horizontal conflicts, sales issues, sales conflicts
Unit IV L04	<b>Tools and Techniques:</b> . DSR/MSR/QSR, sales force automation, sales and technology
Unit V L05	<b>Recruiting, Training and Motivating:</b> . Recruiting and selecting the right sales force, Training OTJ, Field based and Need based. Motivating and compensating the sales force.

**Tools: Salesforce**

#### Recommended Books

##### Text Books

1. Krishna K Havaldar and Vasant M Cavale: Sales and Distribution Management, Tata McGraw Hill

##### Reference Books

1 Tapan Panda and Sunil Sahadev: Sales and Distribution Management, Oxford University Press, Delhi

2. Still and Cundiff: Sales and Distribution Management, Pearson Publications.

#### SERVICE MARKETING

Course Code. MGM

**Course Credit: 04(2-2-0)**

**Max. Marks: 100(30I+70E)**

#### Objective:

This course is designed to prepare students who are pursuing marketing careers in the services or goods industries and non-marketing students desiring to understand the key concepts of services marketing and how they can be used to create competitive advantage for businesses

#### Learning Outcomes

L1: Enable the students to learn the basics of service marketing

L2: Understand customer focus in regard service marketing

L3: Aligning service design and standards and analyzing delivery and performance of services

L4: Analyzing service development and quality dimension of services

L5: Evaluating emerging issues in service marketing

Unit	Topic
<b>I</b> <b>LO 1</b>	<b>Foundations for Service Marketing:</b> Concept and characteristics of services, difference in goods and service in marketing, evolution of services marketing, growth of service sectors and service industries, service marketing triangle, service marketing mix, Challenges faced by the Services Sector, Impact of Technology on Service Firms, Emerging Service Sectors in India.
<b>II</b> <b>LO 2</b>	<b>Focus on the Customer:</b> Customer Expectations of Service, Customer Perceptions of Service, Listening to Customers through Research, Building Customer Relationships, Market segmentation Process, customer loyalty, Service Recovery, measuring customer satisfaction, SERVQUAL and GAP Model
<b>III</b> <b>LO 3</b>	<b>Aligning Service Design and Standards:</b> Service Innovation and Design, Customer-Defined Service Standards, Physical Evidence and the Servicescape; <b>Delivering and Performing Service:</b> Introduction, Service delivery process, service encounters and Moments of Truth, Employees' Roles in Service, service employee- criteria, importance and emotional approach service employee- criteria, importance and emotional approach, Customers' Roles in Service, Managing Demand and Capacity.
<b>IV</b> <b>LO 4</b>	<b>Service Development and Quality Improvement:</b> Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development, Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery.
<b>V</b> <b>LO 5</b>	<b>Emerging Issues in Service Marketing:</b> Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, , Ethical Aspects in Service Marketing

### Recommended Books

#### Text Book:

1. Valerie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler (2018), Services Marketing: Integrating Customer Focus Across the Firm, Seventh Edition, New York, NY: McGraw-Hill Companies.
2. Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta, Service Marketing – People, Technology, Strategy, Pearson Education, New Delhi.

#### Reference Books

1. Verma, Harsh, Services Marketing – Text and Cases, Pearson Education 4. Apte, Govind, Services Marketing – OUP, New Delhi.
2. Jauhari, Vinnie and Kirti Dutta, Services: Marketing, Operations and Management, Oxford University Press, New Delhi.

## MARKETING ANALYTICS

Course Code. MGM

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make the students proficient in the marketing analysis and techniques and its application in the business environment. The course explores customer data analysis techniques and their theoretical foundations to help students acquire analytic skills that can be applied to real world marketing problems.

### Learning Outcomes

- LO1 Overview of advances in marketing analytics.
- LO2 Determine appropriate data sources and analytical tools
- LO3 Use advanced data tools
- LO4 Transform and translate data into insights
- LO5 Apply the insights for business actions

Unit	Topic
Unit I LO1	<b>Introduction:</b> Marketing analytics, Segmentation and targeting, positioning, customer life time value
Unit II LO2	<b>Introduction to Various Tools:</b> Statistical distribution, t-test, ANOVA, and linear regression
Unit III LO3	<b>Data Analysis:</b> Conjoint analysis, text analytics, search analytics , cluster analysis
Unit IV LO4	<b>Data Insights:</b> Data visualization and business Insight
Unit V LO5	<b>Business Applications:</b> Use of various insights for business decision making. Select business cases can be used for the overall discussion and formulation of business actions

**Tools: SPSS/Watson/Tableau**

### Recommended Books

#### Text Books

1. Predictive Analytics: The Power to Predict Who Will Click, Buy, Lie or Die (2016) – ISBN 978-1119145677 – Author: Eric Siegel

#### Reference Books

1. Gandomi, Amir and Murtaza Haider (2015). “Beyond the hype: Big data concepts, methods, and analytics”
2. Allenby & Brazell, Seven Summits of Marketing Research: Decision-Based Analytics for Marketing’s Toughest Problems, 2015

## RURAL MARKETING

Course No.

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

### Course Objective

This course objective is the study of product design, markets and transfer activities such as physical distribution and warehousing, advertising and sales management in rural areas. Rural marketing research helps to know the demographics, psychographic and behavioral characteristics of the target market in rural areas.

### Learning Outcomes

LO1. Students will be able to know new product designing with the rural marketing mix 4 As (Awareness, Acceptability, Adaptability and Affordability)

LO2. They will be able to understand the market structure and also understand the functioning part of the rural markets

LO3. Knowledge about the various Micro Finance Institutes, who extend their services in catering rural market.

LO4. Students can do a survey on corporate farming and its effect on income of the rural farmer.

Unit	Topics
<b>I (LO 2,3)</b>	Nature and Characteristics of Rural Market, Challenges and Opportunities, Rural Products, Product Promotion in Rural Markets, Strategic Challenge, Understanding customer's Needs, Marketing Relativity through Competition, Unique Selling Proposition, Market and Manufacture, Rural Marketing Model, Features of Indian Rural Markets, Profile of the Rural Consumer, Understanding Rural Markets, Factors Contributing to the Growth of Rural Market, Rural Marketing Model, Problems Related to Rural Marketing, Emerging Trends in Markets.
<b>II (LO 2,3)</b>	Consumer Behaviour: Rural Consumer Vs Urban Consumers – a comparison. Characteristics of Rural Consumers, Factors Influencing Buying Behaviour, Cultural Factors Influencing Consumer Behaviour. Researching Rural Market, Rural consumer behaviour. Market Segmentation to the Lure Rural Customer, Organizational Buying Behaviour, Consumer Behaviour — Positivism and Interpretivism, Demographics – Population, Occupation Pattern, Literacy Level.
<b>III (LO 3,4)</b>	Rural Marketing of FMCG's: Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of Consumer durables: Marketing objectives and approaches, Rural marketing of financial services: Challenges in marketing for banking services in rural, opportunities for banking in rural areas, marketing strategies for banking services.
<b>IV (LO 2,4)</b>	Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, Fertilizer industry in India, Indian agrochemical market: Marketing environment for agrochemicals in India, factors affecting agrochemicals market growth, structural challenges faced by Indian agrochemical industry, marketing strategies for agrochemicals.
<b>V (LO 4)</b>	Distribution Strategy: Channels of Distribution, Evolution of Rural Distribution Systems- Wholesaling, Rural Retail System, Vans, Rural Mobile Traders: The last Mile Distribution, Haats/Shandies, Public Distribution System, Co-operative Societies Behaviour of the Channel. Communication strategy: Challenges in Rural Communication, A view of Communication Process, Developing Effective- Profiling the Target Audience.

#### Recommended Books

1. Rural marketing Text & Cases: CSG Krishnamacharyulu and Lalitha Ramkrishnan (**For theoretical understanding of rural marketing it is the best book**)
2. Rural Marketing: Pradeep Kashyap (**For practical understanding it the best book**)
3. Don't flirt with Rural Marketing: RV Rajan
4. Cases in Rural Marketing An Integrated Approach: CSG Krishnamacharyulu and Lalitha Ramkrishnan

## OPERATIONS MANAGEMENT:

### TOTAL QUALITY MANAGEMENT FOR BUSINESS EXCELLENCE

Course Code. MGM

Course Credit: 04(2-2-0)  
Max. Marks: 100(30I+70E)

#### Objective

The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

#### Learning Outcome

LO1: To describe the Concept of Total Quality and its evolution.

LO2: To understand the quality cost and different tools for control of quality.

LO3: To understand the concept of Business Excellence and TQM with Models

LO4: Analyze the effect of benchmarking practices in TQM

LO5: Closely link management of quality of product with that of reliability and maintenance.

Unit	Topic
I (LO -1)	<b>Concept of Quality:</b> Quality in Manufacturing and service, Quality history, meaning, Quality costs - Analysis Techniques for Quality Costs, Total Quality Management(TQM): Meaning and definition of TQM, Basic concepts of Total Quality Management, Historical Review Principles of TQM, Implementation barriers, methods to assist the progress of TQM
II (LO -1,2)	<b>Quality Control and Improvement Tools :</b> Check Sheet, Histogram, Pareto Chart, Cause and Effect diagram, Scatter diagram, Control chart, Graph, Affinity diagram, Tree diagram, Matrix diagram, Process decision program chart, Arrow diagram, Acceptance Sampling, Process capability studies, Zero defect program (POKA-YOKE).
III (LO -1,3)	<b>TQM and Business Excellence:</b> Introduction, Definition of Excellence, framework for business excellence, Business Excellence is TQM?, Models of Business Excellence: The EFQM Model, The Baldrige Model, The Australian model, The State of Excellence in Romania
IV (LO -1,2,3)	<b>Benchmarking:</b> definition & types of benchmarking; reasons for benchmarking, benchmarking process. quality function deployment (QFD) : concept & benefits of QFD, QFD process, house of quality, Supplier Partnership - Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures - Basic Concepts, Strategy, Performance Measure.
V (LO -1,5)	<b>Total Productive Maintenance (TPM)</b> - Concept, Improvement Needs. Quality System: Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System - Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 - Concept, Requirements and Benefits.

#### Books Recommended Text Books

1. Goetsch, D.L. & Davis, S. : Introduction to Total Quality. (Latest Edition)
2. Juran, J.M. & Gryna, F.M. : Quality Planning and Analysis. (Latest Edition)
3. Ross, J.E. : Total Quality Management. (Latest Edition)
4. Charantimath, P.M. : Total Quality Management. (Latest Edition)

#### Reference Books

1. Arora, K.C., TQM and ISO 14000, S.K. Kataria & Sons, New Delhi. (Latest Edition)
2. Hurbert K. Rampersad, Managing Total Quality, Tata McGraw Hill Publishing Company Ltd., New Delhi. (Latest Edition)
3. Juran, J.M. & Gryna, Frank M., Quality Planning and Analysis, Tata McGraw Hill, New Delhi. (Latest Edition)



- Edition)  
 4. Neil Huxtable, Small Business Total Quality, Chapman & Hall. (Latest Edition)

## WORLD CLASS MANUFACTURING

**Course Code. MGM**

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

### Objective

This course would be useful for those students who are eager to learn the concept of world class manufacturing, the flow of material and the concepts of lean manufacturing. The course aims in creating the WCM skill among the students.

### Learning Outcomes

- LO1 Understand concepts and framework of world class manufacturing
- LO2 Integration of Quality and technology in world class manufacturing.
- LO3 Analyze the system and tools for world class manufacturing
- LO4 Assimilate the business aspects for world class manufacturing
- LO5 Assimilate the best world class manufacturing practices

Unit	Topic
<b>Unit I LO1</b>	<b>Introduction:</b> Evolution of world class manufacturing, WCM Framework, Gunn's model, philosophy of WCM.
<b>Unit II LO2</b>	<b>Integration:</b> WCM and challenges, role of QFD, Ohno's view of WCM, Deming and Shingo's approach to quality based WCM
<b>Unit III LO3</b>	<b>Systems and Tools:</b> Overview of Systems and Tools; Information Management Tools – Product and Process Design Tools, Bar Code Systems, Kanban: A Lean Production Tool, Statistical Quality Control (SQC), Material Processing, and Handling Tools; Assessment of Manufacturing Systems and Tools.
<b>Unit IV LO4</b>	<b>Business Aspects:</b> Labour and HRD Practices in WCM: Human Resource Dimensions in WCM; Morale and Teamwork; High Employee Involvement; Cross Functional Teams; Work Study Methods; Human Integration Management.
<b>Unit V LO5</b>	<b>Best Practices:</b> Study of various best world class manufacturing practices of select organizations like- Toyota, 3M, GE etc. Discussion of various best practice measures such as six sigma, kaizen etc.

**Tools: Models as mentioned**

### Recommended Books

#### Text Books

1. World Class Manufacturing- A Strategic Perspective / BS Sahay, KBS Saxena & Ashish Kumar / Macmillan

#### Reference Books

1. Managing Technology and Innovation for Competitive Advantage / V. K. Narayanan/ Prentice Hall
2. Making Common Sense Common Practice – Models for Manufacturing Excellence / Ron Moore / Butter Worth Heinemann.

## TECHNOLOGY, INNOVATION AND NEW PRODUCT MANAGEMENT

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

### Objective

This course would be useful for those students who are specializing in Marketing and using the innovation and technology for creation of new product development. This course aims at developing new products which are innovative and technologically advanced.

### Learning Outcomes

LO1 Understand concepts and framework of technology in modern era

LO2 Apply the innovative practices in varied business decisions

LO3 Understand the implications of product life cycle management

LO4 Develop innovative and technologically advanced new products

LO5 Launching of New Products

Unit	Topic
<b>Unit I LO1</b>	<b>Introduction:</b> Concept and Meaning of Technology and Technology Management- Technology; Technology management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business- Technology and competition; Key issues in managing technological innovation, Forms of Technology- Process technology; Product technology
<b>Unit II LO2</b>	<b>Innovative Practices:</b> What is innovation? How firms develop innovative business models and innovative products? Innovation in business functions
<b>Unit III LO3</b>	<b>Product Life Cycle:</b> The PLC, the stretched PLC, managerial applications of the PLC, criticisms of PLC and operationalizing the PLC, Why do products fail, why do products die? : Introduction to the Product Portfolio concept
<b>Unit IV LO4</b>	<b>Innovative Products:</b> Product Development, Role of Government in Technology Management, Technology Development and Competition, Managing Research & Development (R & D), Intellectual Property Management
<b>Unit V LO5</b>	<b>Launching of New Products:</b> Gestation period, Product commercialization, Product QFD , Product adoption model

**Tools: QFD/Product Matrix**

### Recommended Books

#### Text Books

1. Michael Baker & Susan Hart: Product Strategy and Management, Second Edition, Pearson Education., Delhi

#### Reference Books

1. Harvard Business Essentials, Managing Creativity and Innovation, Harvard Business Press, 2003.

2. Seelig, T. (2017). Creativity rules: Get ideas out of your head and into the world (First HarperCollins paperback edition. ed.). New York, NY: HarperOne, an imprint of HarperCollins.

## SUPPLY CHAIN MANAGEMENT

**Course Credit: 04 (2-2-0)**

**Course Code.**

**Max. Marks: 100 (30I+70E)**

### Objectives

The course introduces students to the concepts and processes of supply chain management, framework for structuring supply chain drivers; network designs, demand forecasting, inventory planning, sourcing decisions and IT enablement of supply chain.

### Learning Outcomes

- LO1. To understand the key concepts in supply chain management.
- LO2. To highlight the importance of all activities of the supply chain.

- LO3. To develop skills for planning, designing the operational facilities of supply chain with the analytical and critical understanding
- LO4. To understand how transportation play an important role in SCM.
- LO5. Demonstrate effective application capabilities of their conceptual understanding to the real world business situations.

<b>Unit</b>	<b>Topic</b>	<b>Hours</b>
<b>I - Supply Chain definition</b>	Objectives, Types, Various definitions, Drivers, Need for SCM, SCM as a profession; SCM decisions and skills, Strategy formulation in SCM; Value in Supply Chain, Tradeoffs, CRM Strategy relationship matrix	15
<b>II - Strategic Sourcing</b>	Strategic Sourcing - Source evaluation, collaborative perspective, Buyer-Supplier Relationship; Partner Selection, develop of Partnership,	15
<b>III - Managing Material Flow in Supply Chain</b>	Inventory Management - importance of inventory, imbalances, uncertainties, inventory costs, inventory turnover ratio; Bullwhip effect in the Supply Chain; Warehousing: Economic Benefits, Strategic benefits, Accuracy and audits, Security, Safety and maintenance; Warehouse Operations: Inbound and Outbound processes, Handling, Storage; Warehouse Ownership: Private, Public, Contract; Warehouse decisions: Site selection, Design, Product mix analysis, Expansion; Warehouse decisions: Layout & Sizing	15
<b>IV - Transportation &amp; Demand Forecasting</b>	Transportation Selection, Tradeoff, modes of transportation, models for transportation and distribution, factors affecting network effectiveness, 3PL advantages – Indian transport infrastructure; The role of forecasting in a supply chain; Components of a forecast & Forecasting methods; Qualitative Forecasting Methods & Quantitative Methods of forecast	15
<b>V - Information Technology in Supply Chain management</b>	Role of IT in a supply chain; The supply chain IT framework: CRM, ISCM, SRM, TMF; Future of IT in SCM; Supply chain IT in practice; SCM & ERP; Enabling Supply Chain Management through IT; Supply Chain Integration/Virtual; Technology in Supply Chain	15

### Books Recommended

#### Text Books

1. Supply Chain Management: Concepts and Cases. Prentice Hall of India. By Altekar RV. 2006.

#### Reference Books

1. Purchasing and Supply Chain Management. Thomson Asia. By Monczka R, Trent R & Handfield R. 2002.
2. Purchasing and Supply Chain Management Analysis, Planning and Practice. Vikas Publ. House. Van Weele AJ. 2000.
3. Designing and Managing the Supply Chain, Concepts, Strategies and Case Studies, 3rd Edition, Irwin/McGraw Hill. By Simchi-Levi, David, Kamisnsky, Philip, and Simchi-Levi, Edith (2008)
4. Essentials of supply chain management (2005), Jaico Publishing House by Dr. R.P. Mohanty and Dr. S. G. Deshmukh
5. Supply Chain management (2008), Pearson Prentice Hall, ISBN: 978-0-13-608040-4. By Chopra, Sunil, P. Meindl, 4th edition

### SUSTAINABLE OPERATIONS MANAGEMENT

**Course Credit: 04 (2-2-0)**

**Course Code.**

**Max. Marks: 100 (30I+70E)**

Learning Outcomes After completing the course students would be able to:

**LO1:** understand the role of Operations in overall Business Strategy of the firm.

**LO2:** understand the application of operations management policies and techniques to the service sector as well as manufacturing firms.

**LO3:** identify and evaluate the key factors and their interdependence of these factors in the design of effective operating systems.

**LO4:** understand the trends and challenges of Operations Management in the current business environment.

**LO5:** apply the techniques for effective utilization of operational resources and managing the processes to produce good quality products and services at competitive prices.

#### **UNIT-I**

Introduction to operations Management: Objectives, Functions and Scope, types of production systems, operations strategy; Designing of operational systems and control: Product Design; Process design & Selection; Product Life Cycle; Process Planning; Process Selection. Process and systems view of the organization; Product process matrix, process analysis; Facility Planning, Factors Affecting Plant location and plant layout; Tools and Techniques used for Plant Layout Planning.

#### **UNIT-II**

Production Planning and Control Process Planning, Aggregate Production Planning, Capacity Planning: Introduction, Capacity Planning; Product Design, and Development; Project Scheduling, Network Diagrams, Critical Path Method (CPM), Critical Path Method: Problems, Critical Path Method: Problems. Program Evaluation and Review Technique (PERT), Sales forecasting, Forecasting system- Qualitative and Quantitative methods.

#### **UNIT-III**

Materials Management - Concepts, Objectives, Functions, Materials Requirement Planning (MRP)-I, Materials Requirement Planning (MRP)-II Purchasing Management - Objectives; Functions; Methods; Procedure Management - Types of Stores; Functions; Coding Methods. Value Analysis - Concepts Inventory Management - Objectives, Factors, Process, Inventory control techniques- ABC, VED, EOQ, SED, FSN analysis. Maintenance Management - Concepts; Objectives; Functions; Types of Maintenance

#### **UNIT- IV**

Quality management: Introduction; Meaning, Concept of Quality, Total Quality Management (TQM), Total Productive Maintenance (TPM), Statistical Quality Control (SQC), concept of Six Sigma and its application; Advanced Manufacturing Technologies: Just in Time (JIT), KANBAN System, Enterprise Resource Planning (ERP), TOC, Lean/ Green Manufacturing, WCM etc. and safety concepts.

#### **UNIT- V**

Analytics in Operations: Statistics for managers Descriptive, predictive and prescriptive; Data visualisation and interpretation; Decision Tree Simulations; Waiting Lines and Simulation – characteristics and measures of waiting lines, performance, queuing models, dispatching, scheduling technique, simulation and line balancing problem; Economics of Maintenance and Spares Management

#### **Recommended Readings:**

1. R. Paneerselvam, Production and Operations Management; PHI; New Delhi
2. Mahadevan, B.; Operations Management - Theory and Practice; Pearson Education
3. Bedi, Production and Operations Management, 2/e, Oxford University Press.
4. K. N. Dervitsiotis, Operation Management, McGraw-Hill International Company.
5. Jay Heizer and B. Render, Operation Management, Pearson Education
6. Gaither, Norman and Frazier, Greg; Operations Management; Thomson Learning; New Delhi
7. Krajewski, Lee J. and Ritzman, Larry P.; Operations Management - Processes and Value Chains; Pearson Education

## INTERNATIONAL BUSINESS:

### COMPETITIVE STRATEGY FOR GLOBAL MARKETS

Course Code. MGM

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

#### Objectives:

The course aims to examine the major issues relating to strategy formulation and execution with respect to global markets / international business

#### Learning Outcomes

- LO1. Understand the global context in which business operates
- LO2. Explore the various drivers and patterns of international business activity in global markets
- LO3. Examine the various forms of international business activity
- LO4. Examine business strategies for going global and key managerial issues.
- LO5. Explore differences between multinational versus transnational management models.

Unit	Topic
<b>Unit I L01</b>	The global context of business today, National versus regional versus global integration, Challenges to globalization
<b>Unit II L02</b>	Porter's national diamond of competitive advantage, Economies of scale and scope, Standardisation versus differentiation in global markets
<b>Unit III L03</b>	Forms of international business, International trade and investment, Licensing arrangements, Transaction cost theories of international business activity
<b>Unit IV L04</b>	Competence building for going global, Cross-cultural management issues, Sharing competencies across borders, Transfer pricing issues in global markets, Expatriate management in global markets
<b>Unit V L05</b>	Stages of evolution in international strategic management, Multi-domestic to multinational to transnational solutions in global markets Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy in global markets

#### Recommended Books (All latest edition)

##### Text Books

Thompson, A., Peteraf, M., Gamble, J., Strickland III, A. J., & Jain, A. K. *Crafting & executing Strategy: The quest for competitive advantage: Concepts and cases*. McGraw-Hill Education.

##### Reference Books

1. Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. *Economics of strategy*, John Wiley
2. Cherlunilam F, *International Business: Text and Cases*, Prentice Hall
3. Grant, R. M. *Contemporary strategy analysis: Text and Cases*, Eighth Edition, Wiley.
4. Teece D "Transaction cost economics and multinational enterprises", *Journal of Economic Behaviour and Organisation*, Vol 7
5. Porter M, *The Competitive Advantage of Nations*, Free Press

## CONSUMER BEHAVIOUR INTERNATIONAL PERSPECTIVES

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

**Objective:** The main objective of this paper is to help students develop basic understanding of the concepts and theories of consumer behavior and will also be exposed to globalization of consumer markets and international dimensions of consumer

### Learning Objectives:

LO1: To understand the conceptual foundations of consumer behavior and consumer buying process.

LO2: To know the conceptual foundations of internal determination of consumer buying decisions.

LO3: To know the conceptual foundations of external determination of consumer buying decisions.

LO4: To get acquainted about cross cultural factors affecting consumer behavior. LO5: To know opinion leadership and Innovation diffusion.

Unit	Topics
I LO1	<b>Introduction Consumer Behavior:</b> Customer and Consumer, Buyer and user, Origin of Consumer behavior, Development of consumer behavior in international perspective, Theory and its Application to Global Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviors
II LO2	<b>Internal Determinants of Consumer Buying Behavior:</b> Individual differences among customers and markets segmentation; Needs, motivation and involvement; Elements and dynamics of consumer perception; Attitudes and attitude change; Elements of Learning, cognitive theory of learning and measurement of consumer learning; Personality theories, self and self-image, and psychographics (values and life style analysis).
III LO3	<b>External Determinants of Consumer Buying Behavior:</b> Family and household influence; Consumer related reference groups, Aspiration Group and social class; Culture and subcultures influence: nature and type of culture, measurement of culture; Models of Consumer Behavior in international perspective; Organizational buying behavior: Process, Influence and model.
IV LO4	<b>Cross-Cultural Consumer Analysis:</b> Consumer and Industrial Buying Behavior; Economic demographic and socio-cultural trends and consumer behavior; Globalization of consumer markets and international marketing implications.
V LO5	<b>Opinion Leadership and Innovation Diffusion:</b> Opinion leadership, Diffusion Innovation and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross- Cultural Consumer Research – Complexities and issues.

### Recommended Books

#### Text Book:

1. Schiffman, Leon G. and S. Ramesh Kumar, Consumer Behavior; Pearson Education. (Latest Edition)

#### Reference Books:

1. Solomon, Michael R.; Consumer Behavior – Buying, Having and Being; Pearson Education. (Latest Edition)

2. Nair, Suja R.; Consumer Behavior in Indian Perspective; Himalaya Publishing House; New Delhi. (Latest Edition)

3. Ramanuj Majumdar, Consumer Behavior, Prentice Hall of India, New Delhi, (Latest Edition).

## INTERNATIONAL FINANCIAL MANAGEMENT

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

### Objectives

- To understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.
- Describe the international monetary system and the foreign exchange markets.
- Examine the Balance of Payments (BOP) data and determine its implications for international competition.
- Identify the basic philosophies that govern corporate behavior throughout the world.

### Learning Outcomes

L01. Explore the international integration of financial markets and analyze implications for financial managers.

L02. Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.

L03. Apply critical thinking skills in identifying and evaluating international financial issues and information.

L04. Use analytical skills to identify and analyze material factors that are involved in business problems.

L05. Use information technology as a tool to do essential business tasks.

L06. Describe how interest rate risk affects financial decision making in the international business arena.

L07. Identify the processes and instruments used in the financing of international trade.

Unit	Topic
<b>I L01,2</b>	<b>International financial Environment:</b> The Importance, rewards & risk of international finance- Goals of MNC- International Business methods – Exposure to international risk- International Monetary system- Multilateral financial institution.
<b>II L02,3,4</b>	<b>International flow of funds and International Monetary system:-</b> International Flow of Funds: Balance of Payments (BoP), Fundamentals of BoP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility (problems on BOP) International Monetary System: Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
<b>III L04,6</b>	<b>Foreign Exchange Market:</b> Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates, Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate behaviour-Cross Rates- - Arbitrage profit in foreign exchange markets, Swift Mechanism. Triangular and locational arbitrage.
<b>IV L07</b>	<b>International Financial Markets and Instruments:</b> Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. Floating rate Notes, Zero coupon Bonds, International Money Markets International Banking services –Correspondent Bank, Representative offices, Foreign Branches. Forward Rate Agreements
<b>V L05</b>	<b>Foreign exchange risk Management:</b> Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency Swaps-Interest Rate Swap-Hedging through currency of invoicing- Hedging through mixed currency invoicing –Country risk analysis.

**Suggested Books:**

1. International Financial Management, Geert Bekaert. (Latest Edition)
2. International Financial Management, PG Apte and Sanjeevan Kapshe. (Latest Edition)
3. Financial Management, MY Khan and PK Jain. (Latest Edition)

**CROSS CULTURE AND DIVERSITY MANAGEMENT****Course Credit: 04(2-2-0)****Course Code. MGM****Max Marks: 100(30I+70E)****Objectives**

This course will help you develop an understanding of the impact of culture on business behaviours and practices.

**Learning Outcomes**

LO1. Develop greater awareness of the changing global environment and understanding of the implications for international business and management.

LO2. Provide conceptual frameworks for systematically understanding the cross-cultural contexts of international business, and theoretical concepts relating to culture, cultural synergies and differences.

LO3. Enable students to exhibit a high degree of cultural intelligence and cross-cultural communication skills applicable to the real world of business.

LO4. Enhance students' understanding of workforce diversity and develop competence in intercultural communication and cross-cultural interactions.

LO5. Help acquire a sharper understanding of their own culture and how it impacts their behavior in a multicultural setting.

<b>Unit</b>	<b>Topic</b>
<b>I LO1</b>	<b>Introduction</b> – Concept of Culture for a Business Context; Brief wrap up of organizational culture & its dimensions; Cultural Background of business stakeholders– An Analytical framework, Difference in Global, International and Multi National firm, Culture and Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.
<b>II LO2</b>	<b>Culture and Global Management</b> – Global Business Scenario and Role of Culture; Elements & Processes of Communication across Cultures; High-Performance Winning Teams and Cultures; Culture Implications for Team Building, Role of leader in a diverse team, Culture and reward systems.
<b>III LO3</b>	<b>Cross Culture</b> – Negotiation & Decision Making – Process of Negotiation and Needed Skills & Knowledge Base; International and Global Business Operations- Strategy Formulation & Implementation; Aligning Strategy, Structure & Culture in an organizational Context. Culture and Communications: Business communication across cultures
<b>IV LO4</b>	<b>Global Human Resources Management</b> – Staffing and Training for Global Operations – Expatriate training – Cross-cultural Competencies for Global Manager- Motivating and Leading; Developing the values and behaviors necessary to build high-performance organization personnel, Retention strategies.
<b>V LO5</b>	Designing the Strategy for a Culture Change Building; Hofstede's cultural dimensions, Successful Implementation of Culture Change Phase, Cultural Factors/Issues in International Performance Management.

**Books Recommended Text Books**



1. Madhavan, Shobhana, (Latest Edition), Cross-cultural Management – Concepts and Cases, Oxford University Press. Second Edition. New Delhi

**Reference Books**

1. Browaeys, Marie Joelle and Roger Price, (Latest Edition), Understanding Cross-cultural Management, Pearson Education, New Delhi
2. Sinha, Jai B.P. (Latest Edition). Multinationals in India. Managing the Interface of Cultures. Sage Publications. New Delhi

**INTERNATIONAL TRADE LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

**Objectives**

The objective of the course is to provide an introduction and scenario to the field of Logistics and supply chain management in the International perspective.

**Learning Outcomes**

- LO1. Develop knowledge about the interconnectedness of business Marketing and organizations within the Logistics Management.
- LO2. Develop knowledge about the strategies, such as information sharing and contracts that can be used to improve the performance of a supply chain.
- LO3. Develop the knowledge to analyse inventory issues and recognise the role of inventory in international logistics.
- LO4. Explain planning of inventory flow of goods and services.
- LO5. Forecast demand and to predict and monitor supply and replenishment policies

<b>Unit</b>	<b>Topic</b>
<b>I LO1</b>	<b>Marketing Logistics:</b> Concept, objectives, and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics. Overview of customer focus & demand, resources & capacity management, procurement & supplier focus, inventory management, operations management, distribution management in SCM. Key Operational Aspects in SC: Creating the Lean SC – JIT Purchasing, JIT Transportation and JIT Production.
<b>II LO2</b>	<b>Transportation:</b> Containerization; CFS and inland container depots; Dry ports; Road-Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents. Transportation activity – Internal transportation, inter-state goods movement; Factors influencing Distribution Logistics.
<b>III LO3</b>	<b>Managing Networks:</b> What is a Network? Business Networks, Network Position, Concept of Focal firm, Business Networks and CRM, Supplier Networks, Distribution Networks, Management of Networks, Supplier Relationships, E Procurement, Partners in Value Creation, Alliance between non-competing firms, Alliance between competing firms, Partners in Value Delivery.
<b>IV LO4</b>	<b>General Structure of Shipping:</b> Characteristics- Types of shipping- liner and tramp operations; Conference Chartering operation- Freight structure and practices Air Transport: Air transportation –total cost concept, advantages, freight structure, and operations; Carrier consignee liabilities- Cargo handling- Information Support System.

<b>V L05</b>	<b>Inventory Control and Warehousing:</b> Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.
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### Books Recommended

#### Text Books

1. International Marketing by SakOnkvisit& John J. Shaw, Publisher: Prentice Hall of India. (Latest Edition)
2. International Marketing by Gupta and Varshing, Publisher: Sultan Chand and Sons. (Latest Edition)

#### Reference Books/Readings

1. Douglas Long: International Logistics Global Supply chain management, Kluwer academic publishers- 1-4020-7453-0. (Latest Edition)
2. Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication. (Latest Edition)
3. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India. (Latest Edition)

## FOREX MANAGEMENT AND CURRENCY DERIVATIVES

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make the students proficient in functioning of foreign exchange markets, risks associated with operating in such markets and techniques used to manage those risks. This course will also equip the students with ability to work in an organization that transacts in foreign currency and is exposed to foreign exchange risk.

### Learning Outcomes

- LO1: Understand the functioning of foreign exchange markets and the risk involved  
 LO2: Ability to forecast foreign exchange rate and the factors that affect foreign exchange rate  
 LO3: Develop understanding of derivatives and other techniques to manage foreign exchange risk  
 LO4: Acquire skills required to manage foreign exchange risks  
 LO5: Awareness of other issues concerning foreign exchange

Unit	Topic
<b>Unit I LO1</b>	<b>Foreign Exchange Markets:</b> Foreign Currency; Foreign Exchange; Foreign Exchange Rates; Cross Rates; Real and Nominal Rates; and Participants of Foreign Exchange Market
<b>Unit II LO2</b>	<b>Foreign Exchange Forecasting:</b> Determination of Foreign Exchange Rate; Parity Conditions; International Arbitrage; and Forecasting Exchange Rates
<b>Unit III LO3</b>	<b>Financial Derivatives and other Techniques of Foreign Exchange Risk Management :</b> Currency Derivatives; Forwards; Futures; Options; Swaps; and other techniques used in Foreign Exchange Risk Management
<b>Unit IV LO4</b>	<b>Foreign Exchange Risk Management:</b> Foreign Exchange Exposure; and Types of Foreign Exchange Exposure; and Management of Foreign Exchange Exposure

<b>Unit V LO5</b>	<b>Other Issues Concerning Foreign Exchange:</b> Regulation of Foreign Exchange Market in India; Foreign Exchange Management Act, 1999; and Accounting for International Operations.
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### Recommended Books

#### Text Books

1. Srivastava Rajiv., *International Finance*, Oxford University Press (Latest Edition)

#### Reference Books

- N.D. Vohra and B.R. Bagrii, *Futures and Options*, Tata McGraw-Hill Publishing Company Ltd
- Apte P. *International Financial Management*, Tata McGraw Hill, New Delhi
- Shapiro Alan C, *Multinational Financial Management*, Prentice Hall, new Delhi
- Jeevanandham, *Foreign Exchange Management-Practice, Concepts & Control*, Sultan Chand & Sons
- *Currency Derivatives: A Beginner's Module*, Workbook from NSE
- Rajwade A. V. *Cash and Derivatives Markets in Foreign Exchange*, Tata McGraw-Hill Publishing Company Ltd

## EXIM FINACING AND DOCUMENTATION

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

### Objective

The present course aims to familiarize the students about the essential aspects of export procedure and documentation.

### Learning Outcomes

LO1: Understand the significance of exports and imports

LO2: Practical understanding of export contract and related risks

LO3: Awareness of export finance, FEMA and availing export incentives.

LO4: Understanding export logistics.

LO5: Understanding relevance of bill of lading and other related documents.

Unit	Topic
<b>Unit I LO1</b>	Significance of Exports and Imports: Regulatory framework; Export Prospects of a Country; Search of Product; Search of Market; Guidelines for International Business Negotiations; Appointing Sales Agents Abroad; Processing of an Export Order; Registration of Exporters and Importers; Quality Control and Pre shipment Inspection Labelling; Marking, Packing and Packaging.
<b>Unit II LO2</b>	Export contract: Distinction between domestic sales contract and export sales contract; Major laws for export contracts; Elements in export contracts; Dispute settlement; Risks in Export Trade ; Marine Risks; Marine Insurance; Market Risks, ECGC Ltd. (Formerly Export Credit Guarantee Corporation of India Ltd.) and its role
<b>Unit III LO3</b>	Exports Finance: Pre-shipment Finance; Post-shipment Finance; Role of Exim Bank; Negotiation of documents with banks; Main Provisions of FEMA; Procedure and documentation for availing export incentives.
<b>Unit IV LO4</b>	Export Logistics: Freight Forwarder; Export Document; Care in preparing export document; Document related to Excise clearance; Form Documents related to customs clearance; Lorry Ticket Documents related to foreign exchange clearance; Bill of shipment; Documents related to transportation and procedures; L/C, Types of L/C; Types of Invoices / Performa, consular, legalized.

<b>Unit V LO5</b>	Documents required for Preparation of main documents: Bill of Lading Auxiliary documents; Mate's Receipt; Inspections Certificate; Insurance Certificate; Place of Origin Packing/Shipping note; Antiquity Black List Certificate; Aligned documents system Master documents.
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**Tools: DB Miner /WEKA/DTREG DM Tools**

### **Recommended Books**

#### **Text Books**

- M. D. Jitendra, Export Procedures and Documentation, Rajat Publications.

#### **Reference Books**

- Rama Gopal, Export Import Procedures, Documentation and Logistics, New Age International Publishers, New Delhi.
- Pervin Wadia, Export Markets and Foreign Trade Management, Manishka Publications.
- Paras Ram, Export: What, Where and How, Anupam, Publications.
- IGNOU IBO4 Study Material
- Government of India, Handbook of Import - Export Procedures.
- Nabhi's Exporters Manual and Documentation.
- Nabhi's New Import-Export Policy Procedures

## HEALTHCARE MANAGEMENT:

### FUNDAMENTALS OF HEALTHCARE ADMINISTRATION

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

#### Objective

The aim of the course is to make students familiar with the fundamentals of management and organization theory, as applicable in context of healthcare organizations. This course will equip the students with abilities to apply the basic concepts and principles in solving the management issues in any healthcare organization setting.

LO1: Understand the basic concepts and principles of management

LO2: Analyze the impact of contextual factors on healthcare organizations

LO3: Able to perform basic management functions

LO4: Understand the behavioural dynamics in organizations

LO5: Leadership competencies for healthcare organizations

Unit	Topic
<b>Unit I LO1</b>	<b>Management Thought Evolution:</b> Nature and evolution of management as a body of knowledge and practice; Initial contributions in Management knowledge: Scientific Management, Administrative approach; and Human Relations Approach. Management by Objective; Emerging approaches to Management.
<b>Unit II LO2</b>	<b>Healthcare Organization Environment:</b> Factors influencing healthcare organization management; Understanding the Internal and external stakeholder dynamics; Impact assessment and organizational responses.
<b>Unit III LO3</b>	<b>Management Functions:</b> Basic management functions; introduction to planning, objective setting and decision-making; Developing organization structure – issues related to divisions, authority and responsibility. Coordinating and controlling the activities.
<b>Unit IV LO4</b>	<b>Understanding the Behaviour:</b> Introduction to individual and organizational behaviour; Factors influencing the individual behaviour at work; Introduction to concept of values, emotion, motivation, personality attitude and learning.
<b>Unit V LO5</b>	<b>Leading Healthcare Organizations:</b> Understanding leadership; Trait, Behavioural and contingency theories; Contemporary Leadership issues; Ethics, trust and transparency in leadership behaviour; Empathy and communication; Leadership in emerging healthcare organization settings.

#### Text Books

1. Koontz, H., Weihrich, H. and Cannice, M.V., *Essentials of Management - An International, Innovation and Leadership Perspective*, McGraw Hill (Latest Edition)

#### Reference Books

1. Robbins, S.P., Judge, T.A. and Vohra, N., *Organizational Behaviour*, Pearson (Latest Edition)
2. Liebler, J.G. and McConnell, C. R., *Management Principles For Health Professionals*, Jones and Bartlett (Latest Edition)

## HEALTHCARE ECONOMICS

Course Code. MGM

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make students familiar with the basic concepts and theories of economics which are used in economic analysis of healthcare. This course will equip the students with abilities to critically assess the market as well as the social need while making informed economic decisions for better and affordable healthcare services.

LO1: Understand the economic concepts and theories as applied in healthcare economic analysis

LO2: Analyze the conditions that influence demand and supply in healthcare

LO3: Understand the economics of information in healthcare

LO4: Assess the linkages and interdependencies between health policy and economic analysis.

LO5: Apply the knowledge of advanced economic analysis relating to behaviour, public health and innovation.

Unit	Topic
<b>Unit I</b> <b>LO1</b>	<b>Introduction to Health Economics:</b> Basic Concepts: Flow of Economic Activity; Nature; Relevance to Healthcare; Laws of Demand and Supply; Concept of Elasticity; Production and Cost functions; Application of Economic concepts in Healthcare and Medical care.
<b>Unit II</b> <b>LO2</b>	<b>Demand and Supply</b> The Demand and Supply of Medical and Healthcare Services; The Grossman mode; Socioeconomic disparities in health; The labour market for physicians and the hospital industry; Price determination under various market conditions;
<b>Unit III</b> <b>LO3</b>	<b>Economics of Information in Healthcare</b> Demand for Insurance in Healthcare; Adverse Selection – Akerlof's Market for Lemons; Adverse Selection – The Rothschild – Stiglitz Model; Adverse Selection in Real Markets; Moral Hazard.
<b>Unit IV</b> <b>LO4</b>	<b>Health Policy and Economics:</b> Economic considerations in Health Policy; Concept of Out of Pocket Expenditure (OOPE); The Beveridge Model – Nationalized Healthcare; Social Health Insurance – The Bismark Model; Population Dynamics and Future of Health Policy; American and Indian Models of Health Financing.
<b>Unit V</b> <b>LO5</b>	<b>Behavioural, Public Health, Innovation and Economics:</b> Economic Epidemiology; The economics of health externalities; Obesity; Prospect theory of behavioural health economics; Time inconsistency and health; Economics of innovation; Digital Health and Price of Healthcare.

### Text Books

1. Bhattacharya, J., Hyde, T. and Tu, P., *Health Economics*, Macmillan (Latest Edition)

### Reference Books

1. Dewar, D. M., *Essential of Health Economics*, Jones and Bartlett Publishers (Latest Edition)
2. Henderson, J., *Health Economics and Policy*, South Western College Publishing (Latest Edition)

## ORGANIZATION OF HOSPITALS

**Course Credit: 04(2-2-0)**

**Max. Marks: 100(30I+70E)**

**Course Code. MGM**

### Objective

The aim of the course is to make students familiar with the different issues in planning and organizing for hospital services. This course will equip the students with abilities to plan and organize the core and supporting medical services in hospitals across different contexts.

LO1: Understand the issues and decisions related to hospital facility organization

LO2: Organize core medical services in hospitals

LO3: Understand issues in organizing for advanced hospital facilities

LO4: Plan for supporting hospital services

LO5: Ability to handle address the complex issues including emergency response and technology integration in hospital services.

Unit	Topic
<b>Unit I</b> <b>LO1</b>	<b>Introduction to Hospital Organization:</b> Developing a new facility – market survey and need assessment; Location and site; Selecting the level and scope of hospital services; Financial planning; Decisions regarding equipment; space allocation and interior design.
<b>Unit II</b> <b>LO2</b>	<b>Organizing Medical Services:</b> Out-patient services; Inpatient Services planning; Scale and scope decisions regarding Intensive Care Units (ICU), Surgical Units; Creating emergency service unit, Day care services, Planning for labor and delivery Services.
<b>Unit III</b> <b>LO3</b>	<b>Advanced Facility Organization:</b> Developing advanced diagnostic and support units; Radiotherapy; IVF and Dialysis facilities; Specialized treatment facilities: Replacement; Transplant and Cardiac care.
<b>Unit IV</b> <b>LO4</b>	<b>Support Service Planning:</b> Admission and waiting unit; Facilities for accompanying care persons; Food and beverages; Medical Records Unit, Laboratory services; Blood banking; Management of Pharmacy Medical Supplies; Oxygen and Medical gas planning.
<b>Unit V</b> <b>LO5</b>	<b>Emerging Issues in Hospital Organization:</b> Patient logistics; international patient services; Use of technology and Artificial Intelligence in managing hospitals; Green and sustainable hospital planning; Emergency and pandemic response planning in hospitals.

### Text Books

1. Tabish, S.A., *Hospital and Nursing Homes Planning, Organisation and Management*, Jaypee (Latest Edition)

### Reference Books

1. Gupta, S., *Modern Trends in Planning & Designing of Hospitals: Principles and Practice*, Jaypee (Latest Edition)
2. Kunders, G.D., *Hospitals - Facilities Planning & Management*, McGraw Hill (Latest Edition)

## INFORMATION MANAGEMENT IN HEALTHCARE

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

**Objectives:** This course is designed to introduce students to the principles of health information technology. The development, content and management of the medical record will be explored as well as a basic overview of the healthcare delivery system.

### **Learning Outcomes:**

After conclusion of this course, the student will be able to:

**LO 1.** Discuss the development of the health information management profession

**LO 2.** Able to make use of health informatics for record making

**LO 3.** Understand the importance and usage of data recording in healthcare system.

**LO 4.** Discuss the legal environment

**LO 5.** Describe the application of information in health care

<b>Unit</b>	<b>Topic</b>
<b>I L01</b>	<b>Connecting Information Management to Organizational Strategies in the Healthcare Environment:</b> Overview and evolution of information system management in health care; Role of information in healthcare; Future health care systems and trends; Using information management in strategic planning; Using information management in the clinical setting; Importance of systems integration
<b>II L02</b>	<b>Information Technology Applications in Healthcare:</b> Electronic health/medical records; Clinical information systems; Management/Administrative financial systems; Information systems for nonhospital organizations; Project management tools and processes; Patient portals and E-Health/health informatics and the internet
<b>III L03</b>	<b>Information Transfer:</b> Knowledge management; Data warehousing, data mining, workflows & analytics
<b>IV L04</b>	<b>The Legal and Ethics Environment:</b> Governmental oversight in healthcare and information technology's role; Health information portability and accountability act; Security and ethics of healthcare and patient information
<b>V L05</b>	<b>Case study:</b> Based on application of Information management in healthcare

### **Recommended Books:**

1. Introduction to Healthcare Management Sharon B. Buchbinder and Nancy H.Shanks (Latest Edition)
2. The Strategic Management of Healthcare organisations (Latest Edition), Peter M.Ginter
3. Essentials of Health Information Management: Principles and Practices.(LatestEdition)
4. Health Care Information Systems: A practical approach for healthcare management (Latest Edition)



## MANAGEMENT OF DISEASE CONTROL

**Course Credit: 04(2-2-0)**

**Max. Marks: 100(30I+70E)**

**Course Code. MGM**

### Objective

The aim of the course is to make students understand the knowledge and skills of epidemiology for management of diseases in public health. This course will equip the students with abilities to plan and implement the preventive and curative programmes for management of communicable and non-communicable diseases (NCDs).

LO1: Understand the foundations of epidemiology

LO2: Able to plan and manage the control of major communicable diseases.

LO3: Apply preventive and curative measures for control of NCDs.

LO4: Understand the important aspects of different programmes and policies of public health

LO5: Manage the health and wellness programmes for different target groups

Unit	Topic
<b>Unit I</b> <b>LO1</b>	<b>Introduction to Epidemiological Aspects of Diseases:</b> Types of diseases - communicable and non-communicable diseases (NCD); Epidemiology-meaning and scope; Agents and vectors of communicable diseases; Communicable disease transmission. Communicable diseases and immunity; Concept of Herd Immunity; Disease control and community; Disease outbreaks- Control strategies.
<b>Unit II</b> <b>LO2</b>	<b>Communicable Disease Prevention and Control</b> The prevention and control approach of major communicable disease in India; Primary infections of the liver and brain; Diarrhoeal diseases; Viral hemorrhagic fevers; Mycobacterial infections; Sexually transmitted diseases; Human Immunodeficiency Virus/Acquired Immuno Deficiency Syndrome (HIV/AIDS); Emerging disease threats- Severe Acute Respiratory Syndrome (SARS), COVID-19, Chikungunya, Dengue, and Swine Flu; Threats from new COVID-19 virus.
<b>Unit III</b> <b>LO3</b>	<b>Prevention and Control of NCD</b> Epidemiology - prevention and control of non-communicable diseases; Infective endocarditis; Heart diseases; Respiratory diseases; Eye diseases; Disorders: Dental, Cardiovascular, Metabolic, Neoplastic and Psychiatric; Injuries; Important National Programmes for management of Non Communicable diseases.
<b>Unit IV</b> <b>LO4</b>	<b>Health Programme and Policy:</b> Situational Assessment; Evidenced based planning; Public health policy; Management of public health emergencies; Public health in disasters; Preparing healthcare for emergency responses and disasters; Rapid health assessment techniques.
<b>Unit V</b> <b>LO5</b>	<b>Child, Adolescent and Geriatric Health Management:</b> Concept of Family Welfare; Healthcare and Wellness; Reproductive health; Women's health issues; Men's health issues; Management of Child and Adolescent Health; Life Cycle Approach; Managing care for old age people.

### Text Books

1. Hawker, J., Begg, N., Reinties, R., Ekdahi, K., Edghere, O., Steenbergen, J.E. V., *Communicable Disease Control and Health Protection Handbook*, Wiley-Blackwell (Latest Edition)

## Reference Books

1. Rayner, M., *An Introduction to Population-level Prevention of Non-Communicable Diseases*, Oxford University Press (Latest Edition)
2. Cliff, A. and Matthew, S-R, *Oxford Text Book of Infectious Disease Control: A Geographical Analysis from Medieval Quarantine to Global Eradication*, Oxford University Press (Latest Edition).

## HEALTHCARE POLICIES AN REGULATIONS

**Course Credit: 04(2-2-0)**

**Course Code. MGM**

**Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make students understand the fundamental issues in health national health policy and programmes. This course will equip the students with skills in the policy analysis and development on the basis on evidences in any given context. The course also provides orientation regarding foundations of health regulations in national and international contexts.

LO1: Understand the health policy framework

LO2: Skills in analysis and evidence based policy making

LO3: Understand regulatory issues under special circumstances.

LO4: Analyse the foundations of national and international healthcare regulations

LO5: Able to link arrangements defined by international agencies with local regulations while working in their respective healthcare contexts.

Unit	Topic
<b>Unit I</b> <b>LO1</b>	<b>Health Policy:</b> Introducing Health Policy; Healthcare Structure – Main institutions; Emerging policy priority areas in Indian public health; Interlinkages between health policy and sustainable development.
<b>Unit II</b> <b>LO2</b>	<b>Health Policy Making</b> The policy-making process: theoretical foundations; Setting policy priority areas; Challenges in balancing Equity, Cost, Access and Quality in Indian context; Policy analysis; Healthcare financing model in India; developing policy brief.
<b>Unit III</b> <b>LO3</b>	<b>Policy and Emerging Issues Public Health</b> Comparative health systems; Influence of policy on health systems; Health Policy and programmes; Features of National Health Policy 2017; Health sector reforms; Regulating private sector healthcare; healthcare and non-governmental organizations; public-private partnership in healthcare.
<b>Unit IV</b> <b>LO4</b>	<b>Foundations of Healthcare Regulations:</b> Need for Health Law; Issue of Fraudulent practices, Negligence and Abuse; Human Rights issues in Healthcare; Rights and Duties of Healthcare Provider
<b>Unit V</b> <b>LO5</b>	<b>Global Healthcare:</b> International health agreements; Actors in International health; International health processes; The role of WHO and other international agencies in regulating global healthcare.

### Text Books

Banerjee, B., *DK Taneja's Health Policies & Programmes in India*, Jaypee Brothers Medical Publishers (Latest Edition).

### Reference Books

1. Herzlinger, R.E., *Consumer-Driven Health Care: Implications for Providers, Payers, and Policy-Makers*, John Willey and Sons (Latest Edition).
2. Gatti, A. and Boggio, A., *Health and Development: Toward a Matrix Approach*, Palgrave Macmillan (Latest Edition).
3. National Health Policy 2017, Available [https://www.nhp.gov.in/nhpfiles/national\\_health\\_policy\\_2017.pdf](https://www.nhp.gov.in/nhpfiles/national_health_policy_2017.pdf)

## MEDICO-LEGAL ISSUES

Course Code. MGM

**Course Credit: 04(2-2-0)**  
**Max. Marks: 100(30I+70E)**

### Objective

The aim of the course is to make students familiar with the different legal issues relevant to the healthcare sector. This course will equip the students with skills in identifying and analysing the ethical and legal issues in healthcare service delivery.

LO1: Understand the broader legal issues related to healthcare services

LO2: Ability to analyse ethical issues in any specific healthcare situation/ context

LO3: Understand the rights and duties of patients and doctors

LO4: Skills in analysing the legal issues in different situations

LO5: Apply the provisions of consumer law in determining the right healthcare practices.

Unit	Topic
<b>Unit I</b> <b>L01</b>	<b>Medico-Legal System in India</b> Constitution of Indian and Fundamental Rights; Act for Doctor's Protection; Healthcare Establishment Certification; License and certifications for healthcare establishments; General Medical Jurisprudence – Autopsy, Wounds, Death, Examination of Stains/Tissues.
<b>Unit II</b> <b>L02</b>	<b>Healthcare Ethics</b> Fundamental Principles of Professional Ethics; Codes of Medical Ethics; Codes of Nursing Ethics; Ethical considerations in different situations: Confidentiality; Human Experimentation of Drugs; Clinical Research Ethics; Euthanasia; HIV/ AIDS Disclosure; and DNA Testing.
<b>Unit III</b> <b>L03</b>	<b>Rights and Duties</b> Patients right of self-determination; Rights and duties of medical practitioner; Doctor and Patients Contractual relationship.
<b>Unit IV</b> <b>L04</b>	<b>Healthcare Service Laws</b> Misconduct of Doctors; Laws related to medical procedures: pregnancy termination; Prenatal diagnostic regulations; human organ transplant; Preventive steps for doctors to avoid litigations.

<b>Unit V LO5</b>	<b>Consumer Law and Healthcare</b> Indian Contract Act; Consumer Protection Act (Relevant Part); Medical Negligence and Compensation.
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### Text Books

1. Tiwari, S., Baldwa, M. and Tiwari, M., *Textbook On Medicolegal Issues: Related To Various Medical Specialties*, Jaypee Brothers Medical Publishers (Latest Edition)

### Reference Books

1. Singh, J., *Medical Negligence and Compensation*, Bharat Law Publications (Latest Edition)
2. Subrahmanyam, B.V., *Parikh's Textbook of Medical Jurisprudence, Forensic Medicine and Toxicology*, CBS (Lates Edition).
3. Selected Cases (To be announced by course instructor)

## HEALTHCARE PLANNING

**Course Credit: 04(2-2-0)**

**Max. Marks: 100(30I+70E)**

**Course Code. MGM**

### Objective

The aim of the course is to make students understand the basic issues in public health planning. This course will equip the students with skills in understanding and applying the health system research in public health planning. The course helps in developing healthcare financial and human resources planning abilities.

LO1: Understand the basic framework of public health and role of different government agencies

LO2: Perform the financial planning for public health

LO3: Able to apply health system research for effective planning of public health

LO4: Plan the human resource development for public health

LO5: Understand the emerging approaches of primary healthcare management in India

<b>Unit</b>	<b>Topic</b>
<b>Unit I LO1</b>	<b>Introduction to Public Health:</b> Public Health: Definition and Functions; Levels of Public Healthcare – Primary, Secondary and Tertiary; Population Health Analysis; Health Services Delivery; Role of Government in Public Health; National Agencies for public health management: NITI Aayog and National Health Mission; Role of Ministry of Health and Family Welfare.
<b>Unit II LO2</b>	<b>Public Health Financial Planning</b> Public Health: Role and Functions of International Development Agencies and Voluntary Organizations; Public Health Financing in India; Public Health in Developing and Emerging Economies: Issues, Challenges and Emerging Innovative Solutions for Financial Resource mobilization.
<b>Unit III LO3</b>	<b>Public Health Planning Tools</b> Health Planning Cycle; Planning Tools and Techniques: Health System Research (HSR); Types; Steps; Applications; Guidelines; Health Measurement and Analysis for Planning.

<b>Unit IV</b> <b>L04</b>	<b>Healthcare Human Resource Planning</b> Need assessment for different healthcare professionals; planning for education, training and capacity building of healthcare professionals (both clinical and administrative) at district, provincial and national level.
<b>Unit V</b> <b>L05</b>	<b>Innovations in Public Health</b> Recent public health reforms and new developments in India; Ayushman Bharat; Inclusion of AYUSH; Reorganization of Primary Healthcare; Role of Community Health Officers; New Models of Community-focused health and wellness services: Challenges and solutions.

#### **Text Books**

1. Green, A., *An Introduction to Health Planning for Developing Health Systems*, Oxford University Press (Latest Edition)

#### **Reference Books**

1. Berman, P., *Health Sector Reform in Developing Countries: Making Health Development Sustainable*, Harvard Centre for Population and Development Studies.
2. Lal, S., *Public Health Management: Principles and Practices*, CBS (Latest Edition).