# LIST OF COURSES

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17MS1001 PERSONALITY DEVELOPMENT AND EXTENSION ACTIVITIES

Credit 1:0:0

Course objectives:
- To understand and study the Behavioral and Personality Pattern of individual and society
- To understand the role of National Service Scheme and National Cadet Corps in Community Development and service to National.
- To understand the role of Red cross society and the importance of Civic sense in National Development.

Course Outcomes
At the end of the course the student will be able to
- Live as a well-groomed human being with decorum and be a role model in the society.
- Behave as a responsible citizen of the Nation and volunteer self towards national building
- Be patriotic citizen with values of self-discipline and character.
- Impart awareness on the rural development and create a healthy community.
- Animate an ethical societal life and impart Civic sense to others.
- Exhibit humanity with social concern.

Unit I - Personality Development: Definition – Important of personality – Type of personality – Influencing the society – Behavioral pattern – Perception.

Unit II – NSS: Orientation to NSS: Genesis – Objectives of NSS – Emblem – Motto – Organization and administration set-up of NSS- Classification of NSS programs - Regular activities, Special Camping Programs.


Unit IV - NCC: History of National Cadet Corps (NCC) - Logo – Motto –Branches – Training Activities. NCC Activities - Community Service – Benefits of NCC.

Unit V - Civic sense and Civic Responsibility: Civic Sense – Social ethics – Rule of the road and road sense-public character – civic skills in character building- Civic Responsibilities.

Text book:
5. Pedagogy of School Subject Civics Paperback – 2016 by Dr. Rampal Singh (Author)

References:
17MS1002 BASICS OF BUSINESS AND MANAGEMENT

Credit: 3:0:0

Course Objective:
- An overview of the GDP, CPI, Inflation and Devaluation
- Understanding on Leadership and Team building
- Sensitization to Entrepreneurship

Course Outcomes:
At the end of the course, the student will be able to:
- Appreciate Indian Economy
- Marketing, Manpower and Technology
- Evolve and develop business plans for their novel ideas
- Demonstrate Leadership
- Apply Budgeting and Taxation in one’s regular life style
- Use Sales and Negotiation Techniques

Unit I - National Income, GDP, CPI, Currency Printing & circulation, Inflation, Devaluation, an overview of Union Budget - Visualization of self as RBI Governor and Union Finance Minister

Unit II - Leadership – Leadership traits for self - Assessing using Managerial Grid - Team Building and Motivation - My experience with Classmates and siblings

Unit III - Budgeting and Taxes - understanding with a help of my family budget and father's tax experience. Creation of once self-financial plan for higher studies (like Engineering, Commerce / Business Administration etc.)

Unit IV - Sales and Negotiations techniques with My mother's experiences in shopping (including online marketing) - bargaining and negotiation skills

Unit V - Human Resources, Marketing and Technology in a Business - designing a Business Plan for my Uncle using economic, market conditions and managerial skills, budgeting and taxes, sales and negotiations skill.

Text Books:
1. Francis Cherunilam, Business Environment, Himalaya Publishing House

Reference Books

17MS2001 MANAGEMENT FOR ENGINEERS

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide engineering students with contemporary knowledge of business management
- Instruct current knowledge of the entrepreneurial processes of people – functional – leadership
- Train the learners in various managerial processes of planning, organizing, leading and controlling

Course Outcomes:
After completing this course, the student should be able to:
- Independently manage the challenges in the work place
- Decide on the types of business for one’s new venture
- Demonstrate the various marketing and selling techniques
- Analyze the impact of costing in business decisions
- Apply HR principles in business
- Adapt quality assurance in business

Unit II - Sales and Marketing: Marketing mix – Sales Vs Marketing - Sales strategies – Targeting – Positioning – Segmentation – Product Life Cycle

Unit III - Costing Management: Overview of Accounting – Costing – Meaning – Cost classification – Cost sheet – Tender and Quotations – Marginal costing – Break Even Analysis


Text Books

Reference Books:

17MS2002 MANAGERIAL SKILLS

Credits: 3:0:0

Course Objectives: This course aims to:
1. To give exposure of essential managerial skills to students.
2. Nurture the fundamentals of creativity, innovation and group decision making;
3. Impart the basics of emotional intelligence and attitude towards change

Course Outcomes: After completing this course, the student should be able to:
1. Apply and execute managerial functions
2. Take Decisions as appropriate in his context
3. Adopt to work place challenges
4. Exhibit Emotional balance in daily life
5. Work in a team effectively.
6. Manage self and others by effectively using organizational communication.

Unit I - Developing Skills: Introduction to skills & personal skills-Manager vs. Leader vs. Boss-Importance of competent managers-skills of effective managers-capability vs. competency-Self assessment tools-JOHARI Window-SWOT analysis.

Unit II - Leadership: Leadership -Leadership Concepts-Trait approaches to Leadership-Qualities of successful leader-Leadership styles-Examples of successful leaders-The Managerial Grid.


UNIT V - Team Building &Corporate Communication: Team –Definition- Ingredients of effective teams-Classification of Teams-Team building-Requirements for effective Team building-Team building interventions-Stages of Team building-Communication-Definition- Types-Process- Team Vs Groups

Text Books

Reference Books:
17MS2003 ADVANCED MANAGERIAL SKILLS

Credit: 3:0:0

Course Objectives:
- Learn the fundamentals of creativity and innovation, and group decision making
- Understand the concepts of emotional intelligence and its applications, along with suitable leadership styles and their influence on subordinates.
- Aware of the types of governance and its applications in various facets of industry and society.

Course Outcomes:
- Apply best practices of creative problem solving to relevant situations.
- Practice emotional intelligence in the workplace and assess suitable leadership styles to be utilized for various situations within organizations.
- Evaluate the performance of organizations based on their adherence to governance norms.
- Assess the utility of various communication tools/methods and utilize appropriate etiquette for written communication.
- Foster values for effective group/team performance
- Demonstrate various conflict management styles pertaining to various situations in organizations.

Unit I - Creativity & Decision making:
- Concept of innovation and creativity – Creative problem solving process – Creative problem solving techniques – Decision making – Decision making approaches (Rationality, Bounded Rationality, Intuition) – Decision making process
- Types of decisions

Unit II - Emotional Intelligence and Leadership:

Unit III – Governance:
Defining Governance and Management – Overview of Scams - Essentials of good governance – Types of governance (Corporate, Project, Global, Democratic, Participative, e-Governance) – Cases on good & bad corporate governance – Consequences of corporate governance – Corporate social responsibility.

Unit IV - Organizational communication:
Communication – Types of communication – Channels of communication – Tools used for communication (verbal, written) – Advances in communication methods/channels – Barriers to communication – Email etiquette – Presentation guidelines – Transactional analysis – Cases on successes & failures in organizational communication. Non Verbal Communication - Gestures and Postures

Unit V - Team building & Conflict Management
Defining groups and teams – Group formation – Types of groups – Group characteristics – Team building process – Traits of effective teams – Types of teams – Defining conflict – Types of conflict – Approaches to conflict – Conflict management process – Approaches to handling conflict

Text books:

Reference books:

17MS2004 NEW ENTERPRISE CREATION AND MANAGEMENT

Course Objectives
- To expose the students for initiative and managing a new enterprise of their choice.
- To Develop, Motivate, reinforce, Entrepreneurial traits and the spirit of enterprise;
- To facilitate decision making process for setting-up of a new enterprise;

Credits: 3:0:0
Course Outcomes

- Analyze the global and local business environment
- Ability to recognize the business opportunity
- Demonstrate the understanding to launch and individual entrepreneurial career
- Develop a well-developed business plan
- Apply an ethical understanding to business situations.
- Articulate effectively to gain funds for venture.


Unit II - Mind Of Indian Customer: The Mind of the Indian Customer – Criticality Discontent Matrix – Customer Dissatisfaction elimination – Exploring and Finding the right information about the products (Just Dial etc..) Ease of buying the product – Delivering the Product (Dabbawalas) – Consumption of the Product – Identifying new business idea


Unit IV - Institutional Support And Managerial Analysis: Pitching Start – Ups with Investors – Sourcing for Funds - Term Loans with Financial Institutions – Understanding Taxes with reference to Small business


Text Books:

References:

Websources:
1. https://www.wfnen.org/
2. www.ediindia.org

17MS2005 BUSINESS ACCOUNTING

Credits 3:0:0

Course Objectives:
This course aims to:
- Introduce Accounting principles and practice
- Impart method of book keeping
- Explain final account preparation

Course Outcomes:
After completing this course, the student should be able to:
- Relate basic accounting concepts
- Demonstrate Double entry book keeping system and various books of accounts
- Preparation of final accounts, etc.
- Understand the basic knowledge in cost accounting
- Ability to write Business accounting programme in costing and inventory control
- Enable the students to work out in accounting software

2017 Management

Unit II - Final Accounts And Depreciation Accounting: Preparation of Final Accounts - Concept of Depreciation – Causes – Features – Objectives - Methods of Depreciation-Provision for bad debts

Unit III - Cost Accounting: Cost Account - Elements of cost - Preparation of cost sheet

Unit IV - Material Cost Accounting: Material cost - Stores Ledger -Costing Materials Issued - FIFO – LIFO

Unit V Budgeting: Budget and Budgetary control- Preparation of various budgets - Flexible Budget - Production Budget -Cash Budget

Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:
5. A.Mukherjee, M.Hanif, Modern Accountancy, Law Point Publications

17MS2007 CONSTITUTION OF INDIA

Credits 3:0:0

Course Objectives:
• To understand the objectives behind the Indian constitution
• To understand the powers of legislation, and
• To know the different functions and roles played by the constitutional authorities

Course Outcomes:
• To understand the making of constitution
• To know the salient features of constitution of India
• Disseminate the fundamental rights as laid in constitution of India
• To create awareness on the functions and Rules of law as citizens of India
• To know the powers of union executive, union legislature and judiciary
• To apply knowledge on situations relating to the legislature and judiciary provisions

Unit I Making of Constitution - Constituent Assembly - Dr. Rajendra Prasath - Dr. B. R. Ambedkar
Unit II Salient features - Fundamental Rights.
Unit III Union Executive - President of India - Vice-President - Prime Minister - Cabinet – Functions
Unit IV Union Legislature - Rajya Sabha - Lok Sabha - Functions and Powers
Unit V Union Judiciary - Supreme Court - Functions - Rule of law, State - Executive - Legislature – Judiciary.

Reference books:
3. Nani Palkhivala (1970) Constitution of India, New Delhi,

17BB2001 PRINCIPLES OF MANAGEMENT

Credits 4:0:0

Course Objectives:
This course aims to:
• Introduce the students to learn principles, concepts and functions of management.
• Impart type of business organization
• Introduce recent trends in management process
• Real time experience in Human Resource
• Nurture the fundamentals of creativity, innovation and group decision making;
• Facilitate understanding about organizational communication and cultural diversity.
Course Outcomes:
After completing this course, the student should be able to:
- Relate the nature and types of business organizations
- Demonstrate the Principles & functions of Management
- Relate the Process of decision making
- Implementing the importance of Human Resource & Cultural diversity
- Think out of the box and find innovative solutions to various work place challenges
- Manage self and others by effectively using organizational communication.

Unit I - Overview Of Management: Definition-Management-Role of managers-Evolution of management though-Organization and the environmental factors-Trends and challenges of management in Global Scenario.

Unit II - Planning: Nature and purpose of planning-planning process-Types of plans-objectives-Managing by objective (MBO) strategies-Types of strategies-policies-Decision making-Types of Decision making process.

Unit III - Organizing: Nature and purpose of organizing-Organization structure-Formal and informal groups – Line and staff authority-Departmentation-Span of control- centralization and Decentralization-Delegation of authority


Unit V - Directing: Creativity and Innovation-Motivation and satisfaction- Motivation Theories-Leadership styles-Communication-Barriers to effective communication-Organization culture-Elements and types of culture-Managing cultural diversity.

Reference Books:
1. L.M.Prasad (2012), Principles of Management, Sultan Chand and Sons, New Delhi

17BB2002 BUSINESS ORGANISATION

Credits 4:0:0
Course Objectives:
This course aims to:
- Impart the fundamental principles and concepts of business organization
- Introduce the legal formalities in setting up of an organization.
- Explain the impact of finance to form business organization
- Internalize the process of setting up a business
- Experiential training in Marketing & Insurance
- Explain Source of Finance

Course Outcomes:
After completing this course, the student should be able to:
- Visualize the Classification of business activities
- Form the business entity
- Analyze the various strategies of establishing new business unit
- Implement Insurance benefits
- Know source of finance
- Become expert in marketing


Unit II - Organizing A Business: Forms of ownership organization- Establishing a new units, plant location, layout, sole proprietor,Partnership,Private and public Ltd.Companies,choice of suitable form of business organization.

Unit III - Public Sector: Central Government, public corporation, Local Government, organization neither public nor private sector, clubs & society, cooperative societies, worker’s cooperatives, Building societies.
Unit V - Elements Of Insurance: Meaning and Definition-causes of Business- Risks, Insurance of Business Risks.


Reference Books:
4. Tulsian (2002), Business Organization and Management, Pearson India
5. Sherlekar (1990), Modern Business Organization and Management (5th), Himalaya Publishing House Pvt Ltd, Mumbai

17BB2003 BUSINESS COMMUNICATION

Credits 4:0:0

Course Objective: To enable the students to learn the nuances of good communication.

This course aims to:
- Empower the students with effective communication skills
- Impart the essentials of business correspondences
- Explain the various role of technology in modern communication

Course Outcomes: On successful completion of this course, the students should have
- Understood the various communication methodology in Business World
- Familiarized and practiced the various methods for business applications
- Executed the art of writing business letters
- Equipped the students with good oral communication
- Enabled the students with good and effective power point presentation and report writing
- Understood the usage of modern technology in Business communication


Unit II - Forms Of Communication: Methods and forms of Communication - Oral and Written forms of Communication - Merits and Demerits of Oral and Written Communication - Channels of Communication


Unit V - Role Of Technology In Communication: Online and other Modern Communication, tools, techniques Role of technology in Communication, its benefits and Demerits.

Reference Books:
17BB2004 MANAGERIAL ECONOMICS

Credits 4:0:0

Course Objective:
This course aims to:
- Impart students with the principles and concepts of Business Economics
- Introduce the marginal utility of modern business
- Explain the structure of market and Governments intervention in Business

Course Outcome
- To understand the basic economic theory
- To know the market demand and supply for the organization development
- To apply fundamental economic concepts in any business for decision making
- To impart the market structure knowledge to know the world economic systems
- To help to analyse the Marginal concept for the proper decision-making
- To evaluate the organization through different market structure

Unit I - Introduction: Introduction to economics:- Scope of managerial economics-application of economics to business decision making.

Unit II - Demand And Supply: Demand – Elasticity of demand – Supply - Market equilibrium - Demand forecasting


Unit IV - Cost And Revenue: Cost and revenue concepts-short run cost –output relations-long run cost-output relationship-BEP.


Text Books:
2. Dwivedi, D.N, Managerial Economics, Vikas publishing house Pvt.Ltd

Reference Books:
1. S.Sankaran (2012), Business Economics, Margham publications
3. SampathKukherjee, Business and Managerial Economics (in the global context), New Central Book Agency(P) Ltd
4. DD.Chaturvedi (2015), Business Economics, Kitab Mahal

17BB2005 PRINCIPLES OF MARKETING

Credits 3:0:0

Course Objective:
This course aims to:
- Impart with the basic principles of marketing management
- Introduce the life cycle of any product and its strategies
- Elaborate the various pricing strategies adopted by sellers

Course Outcomes: This course aims to:
After completing this course, the student should be able to:
- Demonstrate various stages of Product life cycle and its strategic impart
- Relate secrets behind pricing of products and services
- Elaborate ways and means of creating “brand” for a given product or service
- Application of marketing concepts in suitable business environment
- Apply the concepts of marketing, to segment and target the market
- Acquire the knowledge in application of pricing and branding of product

Unit1 Introduction of Marketing Definition of Marketing - Marketing Management- Marketing concept - meaning Importance of Marketing in developing countries - Functions of Marketing - Marketing environment: various Environmental factors affecting the marketing function.


Unit IV - Pricing: Pricing: Meaning to Buyer & Seller - pricing policies – Objective factors influencing pricing decisions - Competitors action to price changes - multiproduct pricing. Physical Distribution - Management of physical distribution - marketing risks.

Unit V - Branding Decisions: Brand-Brand Image, Brand Identity-Brand Personality -Positioning and leveraging the brands-Brands Equity.

Reference Books:
2. R.S.N Pillai and Bagavathi (2010), Marketing Management, S.Chand and Company
4. Philip Kotler (2010), Marketing Management (13th), Pearson Limited

17BB2006 FINANCIAL ACCOUNTING

Credits 3:0:0
Course Objective:
This course aims to:
- Explain basic knowledge of Accounting principles and practice
- Impart the way of book keeping
- Input the students with final account preparation

Course Outcomes:
After completing this course, the student should be able to:
- Relate accounting concepts and conventions that are used in Financial Statements
- Execute Double entry book keeping system
- Prepare and mention various books of accounts
- Prepare financial statements in accordance with Generally Accepted Accounting Principles
- Ability to prepare accounts for Depreciation and Bank Reconciliation and to communicate such data effectively to interested parties
- Understand the knowledge of Inventory Accounting

Unit I - Accounting And Book Keeping: Basic Accounting Concepts-Kinds of Accounts - Double Entry Book Keeping - Preparation of Journal and Ledger Accounts - Subsidiary books
Unit II - Trial Balance And Final Accounts: Meaning – Objectives of Trial Balance - Trading Account – Profit and Loss Account – Balance Sheet- Final Accounts of Sole Proprietorship with simple adjustments
Unit III - Rectification Of Errors: Classification of Errors – Location of Errors – Suspense Account – Rectifying Accounting Entries
Unit IV - Bank Reconciliation Statement: Meaning - Objectives – Importance - Causes of Difference - Technique of Preparing Bank Reconciliation Statement
Unit V - Depreciation And Inventory Accounting: Meaning – Objectives – Causes – Features- Methods of recording depreciation – Methods for providing depreciation - Overview of Inventory

Reference Books:
3. Shukla and Grewal (2014), Introduction to Accountancy, S. Chand and Company
5. S.N.Maheswari (2009), Problems and solutions in advanced accountancy, Vikas Publication House.
17BB2007 BUSINESS LAW

Credits: 4:0:0

Course Objectives:
- The objective of the course is to understand the principles and concepts of law dealing with business.
- To provide students with contemporary knowledge of the fundamental regulatory framework for responsibly run and manage a business.
- To impart current knowledge on the regulations that govern strategic and operational processes in organizations.

Course Outcomes:
- Critically evaluate and deal with various contracts in business.
- Solve practical legal problems that occur in day-to-day business transaction.
- Apply and know various legal forms applicable in business.
- Learn to apply registration procedures and license procedures for starting any business.
- Know the fees details and other contact details regarding legal compliances.
- Motivate the students to go for registration of patent and copyright.


Unit II - Special Contracts: Bailment and Pledge – definition – types – duties and rights of bailor and bailee, duties and rights of pawnee and pawnor – differences between bailment and pledge; Indemnity, Guarantee. Contract of Agency – definition, essentials – principal and third parties - creation and termination of agency


References:

Note:
Subjects related to applicable statutes to read with amendments made from time to time.

17BB2008 MANAGEMENT ACCOUNTING

Credits 4:0:0

Course Objectives:
This course aims to:
- Explain basic knowledge of Management accounting concepts
- Impart the preparation of cost sheet
- Imputhe students to prepare Budgets

Course Outcomes:
After completing this course, the student should be able to:
- Apply the principles of Management Accounting in practice
- EvaluateMarginal costing decisions
- Understandthe materials and labour variances that are implemented in the corporate sector
- Make decisions during crucial times by applying Marginal Costing Techniques
- Have a clear understanding on the distinction between Management Accounting and Financial Accounting
To have a thorough knowledge on the preparation of various types of Budgets needed for the Management to go in the right direction and achieve the goal of the Organisation


Unit II - : Understanding Cost: Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet

Unit III - : Standard costing: Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis and Control

Unit IV - Marginal costing: Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin, Managerial Decision Making Areas – Product Mix, Make or Buy, Pricing Decisions

Unit V - Budgetary Control: Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting

Reference Books:

17BB2009 HUMAN RESOURCE MANAGEMENT

Credits: 4:0:0

Course Objectives:
This course aims to:
- To impart the students with the fundamentals of human resource management
- To introduce the HRM concepts, policies and strategies in the modern economy
- To explain the basic functions of human resource management

Course Outcomes:
After completing this course, the student should be able to:
- Relate to HRM activities in the corporate world.
- Comprehend the importance of HRM and the recent developments in the field of HRM
- Identify the appropriate HRM functions in organizations
- Understand the use of suitable methods to carry out each of the HRM functions.
- Get a comprehensive idea on the application of HR concepts in corporate set up.


Unit III - Recruitment and Selection: Definition of Recruitment- Purpose and Importance of Recruitment. Sources of Recruitment methods. Job analysis-Job Description and Job Specification. Definition of Selection- Steps in selection procedure.

Unit V - Employee Relations: Introduction to Employee relations- Need and importance. Definition of Discipline and its purpose. Introduction to grievance handling-Grievance handling process- Steps involved in grievance handling.

Reference Books:

17BB2010 DIRECT TAXATION

Credits 4:0:0

Course Objectives:
This course aims to:
- Impart adequate knowledge on the concepts of Income Tax Levy on various types of Income
- Involve the students to understand the Status on which Income tax is imposed thereon
- Give an analytical exposure on the computation of Income under the different Heads of Income and the Tax levied upon them.

Course Outcomes:
After completing this course, the student should be able to:
- Compute the Taxable Income and relate them with the different Heads of Income
- Assess the Tax Liability of various types of Tax Payers
- Apply the principles on which the Income is Taxable based on the Residential Status and the Incidence of Tax
- Determine the various forms in which Income of various persons can be clubbed
- Understand the tax incidence on companies
- To render services to companies in the area of Taxation according to the Provisions of the Income Tax Act, 1961

Unit I - History & Introduction: Back ground of Income Tax Act, 1961; Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income and Agricultural Income; Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on the basis of Residential Status

Unit II - Computation of Total Income: Determination of Income under the Head Salaries; Profits and Gains of Business and Profession; Income from House Property-Income from Capital Gain-Income from Other Sources

Unit III - Clubbing Of Income Provisions: Income of Other Persons included in Assessee’s Total Income; Aggregation of Income and Set Off or Carry Forward of Losses; Various Deductions to be made in Computing Total Income, Rebates and Relief’s; Applicable Rates of Taxes and Tax Liability

Unit IV - Taxation of different kinds of persons : Taxation of Individuals including Non-Residents, Hindu Undivided Family, Firms, LLP, Association of Persons, Cooperative Societies, Trusts, Charitable and Religious Institution

Unit V - Classification and Tax Incidence on Companies: Computation of Taxable Income and Assessment of Tax Liability, Dividend Distribution Tax, Minimum Alternate Tax and Other Special Provisions Relating to Companies

Reference Books:
5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax; SahityaBhavan Publication, New Delhi.
17BB2011 RESEARCH METHODOLOGY

Credits: 4:0:0

Course Objectives:
This course aims to:
- Impart students with the basics of research
- Understanding the techniques and tools for good research
- Directs to develop Research Methodology

Course Outcomes: After completing this course, the student should be able to:
- Appreciate the basic framework of research work.
- Ingrain the rigor and discipline for the process of good research
- Interpret and analyze the results in the context of the research
- Learn about the research process, including its guiding principles.
- Gain insight into the common procedures, written fundamentals, and basic phases.
- Receive preparation to engage in independent research at the undergraduate level.

Unit I - Research process: Meaning of Research, Objectives (Self Study), Types of Research, criteria of a good research, Research Process Research Problem: Problem definition, selection and techniques in defining a problem

Unit II - Research design & sampling design: Meaning (Self Study), Need and features of a good design, Types of research design, Sampling Design: Need for sampling - Steps in sampling design, criteria of selecting a Sampling Procedure, characteristics of a good sample design, types of sample designs

Unit III - Scaling & data collection: Measurement Scales - bases of scale classification - Important scaling and scale construction techniques, Data Collection: Primary data collection methods, Observation (Self Study) Interviews, Questionnaires and schedules; guidelines for Questionnaire and Schedule construction and successful interviewing; secondary data collection.

Unit IV - Testing of hypothesis: Concepts, procedure for testing hypothesis, T Test, Chi Square, Analysis of variance - one way and two-way Anova

Unit V - Interpretation of data & report writing: Meaning of Interpretation, Importance of Interpretation, Techniques of Interpretation, Precaution of Interpretation, Steps in writing report, layout of the research report - types of report. Training in SPSS software packages.

Reference Books:

17BB2012 INDIRECT TAXATION

Credits: 4:0:0

Course Objectives:
This course aims to:
- Impart adequate knowledge on the concepts of Indirect Tax Laws
- Involve the students to understand the applicability of the various Taxes Levied by the Government on the goods and services.
- Give an analytical exposure on the computation of various indirect taxes including exemptions and Notifications issued by the Government from time to time.

Course Outcomes:
After completing this course, the student should be able to:
- Compute the Tax Levy imposed upon sale of Goods and Services
- Understand the Scope and Purpose of the various Tax Laws applicable in India
- Apply the concepts of Indirect Tax Laws in the computation of tax levied by the Government
- Have a clear understanding on the Procedures to be adopted by the companies in view of levying tax on the Manufacture of Goods
• Have a good knowledge on availing credit by companies on the value added tax paid on the inputs of capital goods or materials purchased
• Have an overview of the new tax system proposed to be implemented in the near future by the Government.

Unit I - Central Sales Tax: Features, Terms, Registration of a dealer, Procedure of assessment, Filing of returns; Stock Transfer, Branch Transfer, Inter State Sale; Procedures under Central Sales Tax
Unit II - Value Added Tax: Introduction, Definitions, Salient features of State VAT Act; Treatment of Stock & Branch Transfer; Filing of Returns; Accounting & Auditing VAT
Unit III - Customs Law: Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage
Unit IV - Central Excise: Meaning, Definitions, Levy and collection, Classification of goods, Valuations, Assessment, CENVAT; Background, Input Tax Credit, Various modes of computation, Procedures to be followed;
Unit V - Service Tax: Nature, Meaning, Service Provider & Service Receiver; Registration Procedure; Negative List, Mega Exemption Notification; Valuation & Computationof service tax liability and point of taxation; Payment of Service Tax; Filing of Returns; Overview of GST

Reference Books:
4. V S Datey (2016), Elements of Indirect Taxes, TAXMANN

17BB2013 COST ACCOUNTING

Credits 4:0:0
Course Objectives:
This course aims to:
• Introduce cost accounting principles and practice
• Imparts preparing cost sheet
• Explain preparation of Budgets

Course Outcomes:
After completing this course, the student should be able to:
• Apply cost principles
• Demonstrate analysis of costing
• Understand the necessity for costing in Manufacturing Sectors
• Analyse the Cost-Volume-Profit for any organization to make decisions
• Apply the knowledge gained in the computation of Job and Process Costing
• Understand and distinguish between the Direct and Indirect costs associated in manufacturing of a final product

Unit I - Introduction to Cost Terms & Purposes: Costs and Cost Terminology; Direct Costs and Indirect Costs; Challenges in cost allocation; Factors affecting Direct/Indirect cost classifications; Cost behaviour patterns; Cost Drivers
Unit II - Materials: Direct Materials; Indirect Materials; Purchasing control and Procedure; Methods of Purchasing; Requisitioning for Stores; Perpetual Inventory System; Labour: Importance of Labour cost control; Methods of Time-Keeping; Time booking; Normal idle time; Abnormal idle time; Overtime; System of wage payment
Unit III - Cost Volume Profit Analysis: Essentials of CVP Analysis; Contribution Margins; Expressing CVP relationship; CVP Assumptions; Break-Even Point and Target Operating Income; Sensitivity Analysis and Margin of Safety
Unit IV - Job Costing: Evaluation and Implementation; Normal Costing; General Approach to Job Costing; Budgeted Indirect Costs and End-of-Accounting year Adjustments; Underallocated and Overallocated direct costs
Unit V - Process Costing: Characteristics; Advantages; Disadvantages; Principles; Difference between Process Costing and Job Costing; Procedure for Process Costing; Preparation of Process Accounts; Work-In-Process

Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:

17BB2014 FINANCIAL MANAGEMENT

Credits 4:0:0

Objectives:
This course aims;
- To develop an insight on management of finance and resources available
- To focus on importance of crucial topics namely, capital structure, working capital and capital budgeting
- Understand the factors determining working capital

Course Outcomes: After the completion of this course the students should able to
- Analyze the financial requirements
- Apply cost of raising finance
- Analyze the financial stability with the help of ebit and eps analysis
- Demonstrate independent decision-making skills with respect to investment decisions.
- Relate working capital and its determinants in financial decisions
- Demonstrate capital decision making using capital budgeting

UNIT I - An Overview Of Financial Management: Finance and Related Disciplines; Scope; Objectives; Agency Problem; Organisation of Finance Function; Emerging Role of Finance Managers in India; Wealth Maximization criterion- Key decisions of Financial Management.

UNIT II - Time Value of Money, Cost of Capital and Financing Decisions – Introduction to Time Value of Money; Meaning; Techniques; Computation of Present Value and Future value; Importance and Concept of Cost of Capital; Measurement of Specific Costs; Computation of overall cost of capital; Operating, Financial and Combined Leverages; Capital Structure Theories; Net Income Approach, Net Operating Income Approach, Modigliani-Miller Approach, Traditional Approach; EBIT and EPS analysis.

UNIT III - Capital Budgeting: Sources of Funds, Definition of Capital Budgeting; Importance; Process; Factors influencing Capital Budgeting Decisions; Methods of Evaluating Capital Expenditure Procedures – Pay Back Period Method – Accounting Rate of Return Method – Net Present Value Method – Present Value Index Method – Internal Rate of Return Method

UNIT IV - Dividend Policy, Bonus & Rights Issue: Dividend Theories; Walter’s Model; Gordon’s Model; Modigliani-Miller Hypothesis; Determinants of Dividend Policy; Stability of Dividends; Forms of Dividends; Bonus Shares; Stock Split; Rights Issue

UNIT V - Working Capital Management: An overview; Meaning of Working Capital; Concept; Types; Need; Importance of Working Capital; Dangers of excess Working Capital; Disadvantages of excessive and inadequate Working Capital; Factors determining Working Capital needs; Sources of Working Capital; Determining the Working Capital Financing Mix; Estimating Working Capital Requirements; Methods of Calculating Working Capital Requirements

References:
17BB2015 ORGANISATIONAL BEHAVIOR

Course Objectives:
This course aims to:
- To inculcate the students with fundamental knowledge on organizational behaviour
- To familiarize the students with the application of human psychology in organizational settings.
- To enhance the students regarding individual and organizational behaviour.

Course Outcomes:
After completing this course, the student should be able to:
- Understand the influence of human behavioral patterns in the context of an organization.
- Get an overview on organizational psychology.
- Know about personality traits and motivation and also its influence in the work setting.
- Get a comprehensive idea on leadership and group dynamics.
- Relate to organizational culture and climate in the corporate world.

Unit I - Introduction to OB: Introduction to Organisation Behaviour - Definition. Importance of OB in the field of management. Factors influencing Organisation behaviour. Inter-disciplinary approaches to OB. Scope and role of managers in OB.


Unit V - Organizational Culture: Introduction to Organizational culture & organizational climate - Definition, scope and importance. Organizational Conflict - Definition and nature. Organizational Development - Characteristics and functions. Organisational behavior in the global context.

Reference Books:

17BB2016 OFFICE MANAGEMENT

Course Objectives:
This course aims to:
- Provide an understanding of the management of office
- Gives an insight about the communication
- Ingrains practice of drafting official mails and business letters

Course Outcomes:
After completing this course, the student should be able to:
- Understand the basics of office.
- Demonstrate the importance of communication
- Develops skills in office systems and procedures
- Appreciate the organized way of functioning in office
- Gain insight into systems and procedures.
- First hand knowledge about office environment


Reference Books:

17BB2017 PRODUCTION AND MATERIALS MANAGEMENT

Credits4:0:0
Course Objectives: This course aims to:
• Provide an understanding of the basic concepts of production management
• give an insight about the materials management and
• Provide an overview of the inventory concepts

Course Outcomes: After completing this course, the student should be able to:
• Apply the basics of production in management.
• Demonstrate the importance and relevance of inventory across the globe; and
• Understand materials and machine handling in a manufacturing set up.
• Identify how a production line can be run efficiently
• Calculate economic order quantity for various components
• Apply techniques applicable to the operations of a variety of business organization.


Reference Books:

**17BB2018 PRINCIPLES OF INSURANCE**

**Credits 4:0:0**

**Course Objectives:**
This course aims to:
- To impart required knowledge and understanding of Risk management
- To understand the types of risk and process of mitigation of risk
- To gain insight on the structure of Indian insurance and the regulations of insurance business

**Course Outcomes:**
After completing this course, the student should be able to:
- Apply the fundamental insurance concepts
- Analyze types of Life
- Analyze types of General insurance policies in vogue
- Demonstrate the utility of insurance as against specific risks
- Relate the implications of insurance & regulatory authorities
- Illustrate the players in insurance sector and their role


**Reference Books:**
2. Insurance Institute of India materials
16BB2019 INVESTMENT MANAGEMENT

Credits 4:0:0

Course Objectives: This course aims to:
- Provide an understanding of the basic concepts of investment management
- Give an insight about the different forms of investment; and
- Provide an overview of the shares.

Course Outcomes: After completing this course, the student should be able to:
- Distinguish the various investment avenues
- Relate the basics of investment principles
- Develop the skill in developing investment portfolios
- Demonstrate the relevance of security analysis and portfolio management
- Apply knowledge in constructing and analyzing a portfolio
- Demonstrate between investment risk and return


UNIT II - Risk and Return Concepts & Valuation of Securities: Concept of Risk, Types of Risk- Systematic risk, Unsystematic risk, Calculation of Risk and returns. Portfolio Risk and Return: Expected returns of a portfolio, Calculation of Portfolio Risk and Return, Portfolio with 2 assets, Portfolio with more than 2 assets; Valuation of securities: Bond- Bond features, Types of Bonds, Determinants of interest rates, Bond Management Strategies, Bond Valuation, Bond Duration; Reference Shares- Concept, Features, Yields. Equity shares- Concept, Valuation, Dividend Valuation models.


UNIT V - Portfolio Management: Diversification- Investment objectives, Risk Assessment, Selection of asset mix, Risk, Return and benefits from diversification. Mutual Funds:, Mutual Fund types, Performance of Mutual Funds-NAV. Performance evaluation of Managed Portfolios- Treynor, Sharpe and Jensen Measures

Reference Books:
17BB2020 PROJECT MANAGEMENT

Credits 4:0:0

Course Objectives:
This course aims to:
- Impart adequate knowledge on the concepts of Project Management
- Involve the students to understand the various categories of Projects and their Implementation.
- Give an exposure on the Direction of the Project and the Project Work system in various fields of the organization.

Course Outcomes:
After completing this course, the student should be able to:
- Spell out the procedure in forming a Project and how to apply the tools and techniques of a Project Management
- To apply project management principles in business situations
- To optimize resource utilization and
- To ensure time optimization.
- Design a working system and also to prepare a Project Execution Plan
- Involve the Financing and Human Resource components while preparing a Project Implementation Schedule and to give a proper direction for effective completion of the Project.

Unit I - Introduction To Project Management:

Unit II - : Planning And Budgeting:

Unit III - : Scheduling & Resource Allocation:

Unit IV - Control and Completion:

Unit V - Project Organization and Conflict Management:

Reference Books:

17BB2021 ENTREPRENEURIAL DEVELOPMENT

Credits4:0:0

Course Objectives:This course aims to:
- To develop entrepreneurial skills that may contribute to the success of the student’s practical learning experience.
- To investigate the types of resources and sources that may be used to evaluate and plan an entrepreneurial venture.
- To develop a venture plan that can be used as a planning tool for a specific potential opportunity and idea

Course Outcomes:
After completing this course, the student should be able to:
- Able to draft a business plan
- have understood EDP and Project management
- appreciate the Institutional support to entrepreneurial development
• To explore the career choices available to the entrepreneur / intrapreneur.
• Gain knowledge and skill to run a business
• Develop insight into start ups.

**Unit I - Entrepreneurial Competence:** Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality - Characteristics of Successful Entrepreneur – Knowledge and Skills of Entrepreneur.

**Unit II - Entrepreneurial Environment:** Business Environment - Role of Family and Society - Entrepreneurship Development Training and Other Support Organisational Services - Central and State Government Industrial Policies and Regulations - International Business.


**Unit IV - Role Of Institutions:** TIIC, DIC, SISI, SIDCO, SIPCOT, MSMEs, Tax Subsidies and Incentives. Cases on successful entrepreneurs, case studies Enron & Kingfisher, Strategic decisions of Entrepreneurs in India.

**Unit V - Management Of Small Business:** Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

**Reference Books:**

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**17BB2022 SERVICES MARKETING**

**Credits 4:0:0**

**Course Objective:**
This course aims to:
• To orient the students about the evolution and growth of services marketing sector.
• To inculcate the students with knowledge on services marketing and its strategies.
• To understand the current trends in service sector.

**Course Outcomes:**
After completing this course, the student should be able to:
• Understand the underlying concept of services marketing and its importance.
• Know the difference between goods and services.
• Identify and understand the process involved in services marketing.
• Identify the role of services in building businesses.
• Attained a comprehensive idea on the service marketing environment in India and global context
• Recognize the changing scenario in services sector.

**Unit I - MARKETING SERVICES** Introduction – meaning – objectives – importance and growth of the service sector. Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations.

**Unit II - MARKETING MIX IN SERVICE MARKETING:** The Seven Ps: Product decision, Pricing, Strategies and tactics, Promotion of service and placing of distribution methods for services. Additional dimension in services marketing – People, physical evidence and process.


**Unit IV - Effective Management Of Service Marketing:** External communication to the customers – quality service - promise versus delivery gap – Developing appropriate and effective communication about service quality.
Unit V - Service Industries & Role Of Technology Managing services - Financial Services - Health Service - Hospitality Services including travel, hotels and tourism - Professional Service - Public Utility Services - Educational Services. Role of technology in services in marketing.

Reference Books:

17BB2023 MANAGEMENT INFORMATION SYSTEM

Credits 4:0:0

Course Objectives: This course aims to:
- Enable the students to acquire knowledge of MIS;
- To impart knowledge about the application of MIS; and
- To facilitate understanding about the application of MIS in decision making

Course Outcomes:
On successful completion of this course, the students should have understood
- Computer based information system
- MIS support for the functions of management
- Database management system
- Identify and use appropriate analytical tools to evaluate solution alternatives to an information based problem
- Develop computer based application to meet a user need in an organizational context
- Demonstrate understanding of system administration in an organizational context

Unit I - Information Systems: An Overview:
Introduction to Information Systems - definition - features - steps in implementation of MIS - Need for information-information system for decision making- MIS as competitive advantages – MIS structures.

Unit II - Database Management Systems:

Unit III - Computers: The Machines Behind Computing:

Unit IV - Input And Output Devices:

Unit V - Data Communication – Internet:
Telecommunication revolution - Introduction to Email, internet, intranet and teleconferencing, www architecture, Introduction to E-Commerce - models B_B and B_C. EDI - EDI applications in business. Electronic payment cash, smart cards, and credit cards.

Reference Books:
17BB2024 PRINCIPLES OF ADVERTISING

Credits 4:0:0
Course Objectives:
This course aims to:
- To familiarize the students with basic principles of advertising.
- To introduce the role of media in advertising.
- To explain the essentials of advertising in basic needs of advertising to cater the needs of marketing.

Course Outcomes:
After completing this course, the student should be able to:
- Understand the evolution of advertising and its growth
- Know the current trends in advertising
- Express the role of various media in advertising
- Know the impact of advertising in lifestyle of consumers
- Identify and understand the use of advertising in marketing organizations
- Acknowledge advertising as an important function.

Unit I – Advertising: Advertising-Meaning- Definition, nature and evolution. Functions and role of advertising.
Unit II - : Advertising in Marketing Mix: Types of advertising - Place of advertising in marketing mix, AIDA model- Steps in development of advertising (Creative process of advertising.)
Unit III - : Forms of Advertising: Forms of media-press Newspaper trade journal-Magazines-outdoor advertising-poster-banners - neon signs, publicity literature booklets, folders, house organs-direct mail advertising-cinema and theatre programme-radio and television advertising-exhibition-trade fair-transportation advertising. Merits and demerits of media
Unit V - Advertising Ethics and Measuring Effectiveness: Advertising Ethics, Internet and E-mail advertising. Measuring advertising effectiveness. Role of technology in Advertising

Reference Books:

16BB2025 INTERNET AND E-COMMERCE

Credits 4:0:0
Course Objectives: This course aims to:
- Provide an understanding of the basic concepts of e-commerce
- give an insight about the internet; and
- Provide an overview of the e-commerce support activities.

Course Outcomes: After completing this course, the student should be able to:
- Apply the basics of e-commerce in the online business.
- demonstrate the importance and relevance of internet across the globe; and
- Display the services rendered through IT enabled business.
- Understand the concept of security and payment system
- Appreciate the e-commerce development
- Able to better use social network for online business

Unit I - : Introduction to E-Commerce: E-commerce: The revolution is just beginning, E-commerce: A Brief History, Understanding E-commerce: organizing Themes.
Unit III - : Security and payment: The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentment and payment.

Unit IV - E-commerce marketing concepts, Online retailing and services: Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services.

Unit V - Social networks, auctions, and portals: Social networks and online communities, Online auctions, E-commerce portals

Reference Books:

17BC2001 PRINCIPLES OF ACCOUNTANCY

Credits: 4:0:0

Course Objectives: To enable the students to learn principles and concepts of Accountancy.
This course aims to:
- Analyze the financial statement for decision making
- Get insight in compiling, organizing and presenting accounting data
- Explain the accounting standards

Course Outcomes:
After completing this course, the student should be able to:
- Maintain books of Accounts and demonstrate an understanding of the fundamentals of accounting theory
- Demonstrate knowledge of each step in the accounting cycle
- Relate accounting concepts that are used in financial statements
- Support at a basic level the recording and reporting of financial information for business
- Critically evaluate financial statement Information
- Recognize and understand ethical issues related to the accounting profession


UNIT III - Single Entry System: Meaning – Features-Disadvantages - Ascertainment of Profit - Statement of affairs method - Conversion method


Reference Books:
2. T.S.Grewal, Introduction to Accountancy, (2009), S.Chand& Company Ltd.,
17BC2002 BUSINESS ORGANISATION AND OFFICE MANAGEMENT

Credits 4:0:0

Course Objectives:
This course aims to:
- Explain principles and concepts of Business
- Explain the various sources of finance in business
- Have insight in business office arrangements

Course Outcomes:
After completing this course, the student should be able to:
- Relate Nature and types of business organizations and Process of decision-making.
- Apply the formalities to set up a new business
- Execute a blue print of an office
- Ability to support management in office administration
- Knowledge on stock exchange and its functions
- Implementation of Data processing in office management

Unit I - Forms of Business Organisation:
Nature and scope of Business, Forms of business organization, Companies and Co-operative Societies, Public Enterprise, Location of Business, Factors influencing location,

Unit II - Sources Of Finance:
Sources of Finance – Shares, Debentures, Public Deposits, Bank Credits and Trade Credits – Relative Merits and Demerits

Unit III - Stock Exchange:

Unit IV - Office Management:
Office – Its functions and significance – Office layout and office accommodation – Filing and Indexing, Office machines and equipments

Unit V - Data Processing Systems:
Data Processing Systems – EDP – Uses and Limitations – Office Furniture

Reference Books
2. Saksena, Business Administration and Management (2007), SahityaBhawan Publications
4. Shukla, Business Organisation and Management (2008), S.Chand& Company Ltd.,
5. R.K.Chopra, Office Management, Himalaya Publishing House

17BC2003 PRINCIPLES OF MICRO ECONOMICS

Credits: 4:0:0

Course Objectives:
This course aims to:
- Explain the basic tools and methods of economic analysis.
- Know the market conditions of the economy
- Explain the cost and revenue concepts

Course Outcomes:
After completing this course, the student should be able to:
- Define the basic concepts in economics and the nature of economic problem.
- Relate the concepts, methodology and the behaviour of the economic agents as a consumer and a producer.
- Demonstrate the micro economic theories.
- Understand that production is a function of land, labour, capital and organisation and the concepts like fixed cost, variable cost, average cost, and marginal cost
- Describe how the conditions of perfectly and imperfectly competitive markets influence pricing and output decisions for the firm and to examine the market structures of monopolistic competition and oligopoly
- Implement strategies based on market condition

Unit I – Introduction:
Indifference curve analysis: What is an indifference curve? - The Budget line or Iso-expenditure line – Consumers’ equilibrium.


Revenue – Total Revenue – Average Revenue – Marginal Revenue.


Reference Books

17BC2004 FINANCIAL ACCOUNTING

Credits: 4:0:0
Course Objectives:
This course aims to:
• Explain financial accounting concepts in department and branch
• Explain the different methods of depreciation
• Familiarize the final account preparation, using single entry system

Course Outcomes:
After completing this course, the student should be able to:
• Get the practical applications of accounting
• Demonstrate accounting calculations
• Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.
• Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively.
• Ability to provide knowledgeable recommendations to stakeholders

UNIT I - Final Accounts: Preparation of Final Accounts – Trading account, profit and loss and balance sheet – statement of change in equity and manufacturing accounts - Preparing basic financial statements - Statements of financial position - Statements of profit or loss and other comprehensive income


17BC2005 PRINCIPLES OF MARKETING

Credits 3:0:0

Course Objective:
This course aims to:
- Impart with the basic principles of marketing management
- Introduce the life cycle of any product and its strategies
- Elaborate the various pricing strategies adopted by sellers

Course Outcomes:
This course aims to:
After completing this course, the student should be able to:
- Demonstrate various stages of Product life cycle and its strategic impart
- Relate secrets behind pricing of products and services
- Elaborate ways and means of creating “brand” for a given product or service
- Application of marketing concepts in suitable business environment
- Apply the concepts of marketing, to segment and target the market
- Acquire the knowledge in application of pricing and branding of product

Unit 1- Introduction of Marketing:
Definition of Marketing - Marketing Management - Marketing concept - meaning Importance of Marketing in developing countries - Functions of Marketing - Marketing environment: various Environmental factors affecting the marketing function.

Unit II - Consumer Behavior:

Unit III - Product Life Cycle (PLC):

Unit IV - Pricing:
Pricing: Meaning to Buyer & Seller - pricing policies - Objective factors influencing pricing decisions - Competitors action to price changes - multiproduct pricing. Physical Distribution - Management of physical distribution - marketing risks.

Unit V - Branding Decisions:
Brand-Brand Image, Brand Identity - Brand Personality - Positioning and leveraging the brands-Brands Equity.

Reference Books:
2. R.S.N Pillai and Bagavathi (2010), Marketing Management, S. Chand and Company
4. Philip Kotler (2010), Marketing Management (13th), Pearson Limited

17BC2006 MACRO ECONOMICS

Credits 3:0:0

Course Objectives
This course aims to:
- Explain the macro aggregates
- Expose to various macro-economic aspects of Keynesian economics.
- Introduce the economic environment

Course Outcomes:
After completing this course, the student should be able to:
- Exhibit the skill of the functional relationship between macro aggregates
- Relate themacro-economic aspects in Keynesian and Post-Keynesian economics
• Predict the economic and market behavior
• Understand the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate;
• Define macroeconomic terminology, such as the multiplier, accelerator, the natural level of unemployment, and fiscal policy;
• Understand the causes and effects of inflation and unemployment.


Reference Books
1. K.R. Gupta, Macro Economics, (2008), Atlantic Publishers
2. Dr. S. Sankaran, Macro Economics, (2004), Margham Publications, Chennai,

17BC2007 ADVANCED ACCOUNTING

Credits 4:0:0

Course Objectives:
This course aims to:
• Explain financial accounting concepts in Partnership firms
• Explain the different methods of accounting in the event of Dissolution and Insolvency
• Familiarize the cost control systems

Course Outcomes:
After completing this course, the student should be able to:
• Get the practical applications of Amalgamation of firms
• Demonstrate importance and impact of IFRS standards
• Preparation of Branch Accounting including Foreign Branches
• Prepare and Understand the Accounting Treatment in Departmental Accounts
• Understand and Prepare Accounts for Non-Profit Organisations
• Have a thorough knowledge on the implementation and treatment of IFRS especially in the treatment of Plant and Equipment and Intangible Assets

Unit I - Advanced Issues in Partnership Accounts: Accounting for Partnership – Dissolution of firm, Insolvency, Piecemeal Distribution, sale of firm and Amalgamation of firms; Issues related to Accounting in Limited Liability Partnerships;

Unit II - Departmental Accounts: Introduction; Advantages; Methods of Departmental Accounting; Basis of allocation of common expenditure among different departments; Types of departments; Inter-departmental transfers; Memorandum Stock and Memorandum Mark up Account Method;

Unit III - Accounting for Branches including Foreign Branches: Introduction; Distinction between Branch Accounting and Departmental Accounting; Dependant Branches; Methods of charging goods to branches;
Unit IV - Accounting of Non-Profit Organizations: Non-Profit entities; Features of non-profit entities; Accounting process; Preparation of summaries; Receipts and Payments Account- meaning and special features; Procedure for preparation; uses and limitations; Income and Expenditure Account- features, procedure for preparation of Balance Sheet

Unit V - Global Financial Reporting: – Reporting and Analysing Merchandising Operations, Inventories, Cash and Internal Control, Receivables, Treatment and Recognition of Property, Plant and Equipment as per IAS 16, Accounting Treatment of Intangible Assets as per IAS 38.

Reference Books

17BC2008COMMERCIAL LAW

Credits 4:0:0

Course Objectives:
- The objective of the course is to understand the principles and concepts of law dealing with business.
- To provide students with contemporary knowledge of the fundamental regulatory framework for responsibly run and manage a business.
- To impart current knowledge on the regulations that govern strategic and operational processes in organizations.

Course Outcomes:
- Critically evaluate and deal with various contracts in business.
- Solve practical legal problems which occur in day to day business transaction.
- Apply and know various legal forms applicable in business.
- Learn to apply registration procedures and license procedures for starting any business.
- Know the fees details and other contact details regarding legal compliances.
- Motivate the students to go for registration of patent and copyright.


Unit II - Special Contracts: Bailment and Pledge – definition – types – duties and rights of bailor and bailee, duties and rights of pawnee and pawnor – differences between bailment and pledge; Indemnity, Guarantee.Contract of Agency – definition, essentials – principal and third parties - creation and termination of agency


Unit IV - Shops and Establishment Act: Shops and Establishment Act ; Definition of Commercial Establishment; Legal Provision on Working hours, Leave, Employment of children, young persons and women – Leave policies, Maintenance of registers and records and display of notices.


References:

Note:
Subjects related to applicable statutes to read with amendments made from time to time.

16BC2009 PRINCIPLES OF MANAGEMENT

Credits 4:0:0
Course Objectives:
This course aims to:
- Introduce the students to learn principles, concepts and functions of management.
- Impart type of business organization
- Introduce recent trends in management process
- Real time experience in Human Resource
- Nurture the fundamentals of creativity, innovation and group decision making;
- Facilitate understanding about organizational communication and cultural diversity.

Course Outcomes:
After completing this course, the student should be able to:
- Relate the nature and types of business organizations
- Demonstrate the Principles & functions of Management
- Relate the Process of decision making
- Implementing the importance of Human Resource & Cultural diversity
- Think out of the box and find innovative solutions to various work place challenges
- Manage self and others by effectively using organizational communication.

UNIT I - Overview of Management:
Definition-Management-Role of managers-Evolution of management though-Organization and the environmental factors-Trends and challenges of management in Global Scenario.

UNIT II – Planning:
Nature and purpose of planning-planning process-Types of plans-objectives-Managing by objective (MBO) strategies-Types of strategies-policies-Decision making-Types of Decision making process.

UNIT III – Organizing:

UNIT IV – Staffing:

UNIT V - Directing:
Creativity and Innovation-Motivation and satisfaction- Motivation Theories-Leadership styles-Communication-Barriers to effective communication-Organization culture-Elements and types of culture-Managing cultural diversity.

Reference Books:
1. L.M.Prasad (2012), Principles of Management, Sultan Chand and Sons, New Delhi

17BC2010 BUSINESS COMMUNICATION

Credits 4:0:0
Course Objective: To enable the students to learn the nuances of good communication.

This course aims to:
- Empower the students with effective communication skills
- Impart the essentials of business correspondences
- Explain the various role of technology in modern communication

Course Outcomes: On successful completion of this course, the students should have
- Understood the various communication methodology in Business World
- Familiarized and practiced the various methods for business applications
- Executed the art of writing business letters
- Equipped the students with good oral communication
Enabled the students with good and effective power point presentation and report writing
Understood the usage of modern technology in Business communication

Unit II - Forms of Communication: Methods and forms of Communication - Oral and Written forms of Communication - Merits and Demerits of Oral and Written Communication - Channels of Communication
Unit V - Role of Technology In Communication: Online and other Modern Communication, tools, techniques Role of technology in Communication, its benefits and Demerits.

Reference Books:

17BC2011 FINANCIAL ACCOUNTING LAB
Credits 0:0:2
Course Objective
- Provides hands-on training with sample exercises like basis of financial of accounting to maintain the account.
- To simplify payroll management and train the students to efficiently manage employee details and process employee salaries.
- To acquire skills in respect of most sophisticated computerized accounting procedures and practices.

Course Outcome
- Encourage students to become an expert in Tally data entry operator
- To gain a knowledge in company creation, enter accounting voucher entries including advance voucher entries, do reconcile bank statement, do accrual adjustments, and also print financial statements, etc. in Tally ERP.9 software.
- To enable the student to understand the importance of pay roll system.
- To focus student attention to understand the concept of stock query, receivable and payable management.
- Develop skills in preparing ratio analysis
- To impart knowledge in generating cash/ fund flow statement.

The faculty conducting the laboratory will prepare a list of 12 experiments, get the approval of the HoD / Director, and notify it at the beginning of each semester.

Reference Books


17BC2012 BUSINESS STATISTICS

Credits: 3:1:0

Objectives:
The objective of this course is to make the students:
1. To understand collection and compilation of data, information and presentation of data
2. To gain knowledge in sampling, standard error, level of significance
3. To know the various distribution, frequency and measures of the proportions

Outcomes:
- Drawing meaningful conclusions from application of statistical tools.
- Thorough knowledge of Statistics enables to apply and associate with real situations.
- Helps to understand data and enables them to make sound decisions based on its analysis.
- Apply matrix techniques to the business models
- Apply statistical theory and methods to various disciplines
- Acquire the knowledge in application of the index numbers

Unit I - Introduction to Statistics: Introduction; Statistics and Statistical methods; Characteristics of Statistics; Limitation of Statistics; Scales of Measurement; Data collection; Data classification; Graphical presentations of data

Unit II - Measures of Central Tendency & Dispersion: Measures of Central tendency: Mathematical averages; Positional averages; Partition values mean, median and mode. Measures of dispersion: Range, Coefficient range, Interquartile range; Quartile deviation; Average deviation and Coefficient of variation

Unit III - Time Series Analysis & Index Numbers: Meaning of Time series; Application of Time series; Measurement of trend; Measurement of Cyclic and Seasonal variations. Index number: Meaning of Index numbers; Characteristics of Index numbers; Types of Index numbers; Simple Index and Unweighted Aggregate price Index numbers

Unit IV - Matrices and Determinants: Introduction to Matrices; Types of Matrices, Multiplication of matrices by a scalar; Transpose matrices; Symmetric and Skew Symmetric matrices

Unit V - Theory of Sets and Mathematics of Finance: Description of a set; Types of set; Venn diagram; Operation on sets; Applications of Set theory; Mathematics of Finance: Meaning of Simple & Compound Interest; Significance & application of Compound Interest; Problems on Simple & Compound Interest

Reference Books:

17BC2013 CORPORATE ACCOUNTING - I

Credit 4:0:0

Course Objectives:
This course aims to:
- Explain corporate accounting concepts as per IFRS standards
- Explain the methods of journalizing in the event issue of shares & Debentures
- Familiarize the corporate accounting systems in different business situations

Course Outcomes:
After completing this course, the student should be able to:
- Get the practical applications of Internal Reconstruction & Amalgamation of firms
- Demonstrate importance and impact of IFRS standards in preparing company accounts
- Preparation of Statement of Accounts for Insurance & Holding companies
- Gain Adequate knowledge on Human Resource Accounting
- Apply the technical skills learnt on the Valuation Process of a business as well as Shares
• Do the computations on a Business Acquisition Case such as Amalgamation and Absorption

Unit I - Shares and Debentures: Issue of Shares and Debentures; Various kinds; Forfeiture; Re-issue; Underwriting of Shares and Debentures; Redemption of Preference Shares and Debentures; Purchase of Business; Profits prior to Incorporation

Unit II - Company Accounts: Preparation of Company Final Accounts; Computation of Managerial Remuneration; Valuation of Goodwill; Valuation of Shares; Valuation of Business; Valuation of Assets

Unit III - Reconstruction & Human Resource Accounting: Alteration of Share Capital; Internal and External Reconstruction; Reduction of Capital; Human Resource Accounting; Accounting Standards, Financial Reporting Practices as per IFRS; Accounting for Price Level Changes

Unit IV - Business Acquisitions: Absorption; Amalgamation; Liquidation; Statement of Affairs; Deficiency Accounts; Liquidator’s Final Statement of Receipts and Payments

Unit V - Banking and Insurance Company Accounts: Prescribed forms of Profit and Loss Account and Balance Sheet; Salient Features; Explanation of items appearing in the Final Accounts; Rebate on Bills Discounted and Interest on doubtful debts; Classes of Insurance Business; Forms of Revenue Account and Balance Sheet in Insurance companies; Holding Companies

Reference Books

17BC2014 COMPANY LAW AND SECRETARIAL PRACTICE

Credit: 4:0:0

Course Objective:
This course aims to:
• Impart adequate knowledge on the Company Law & Secretarial Practice
• Involve the students to understand the Procedure involved in Formation of a company and the Requirements of the Company Laws in Practice
• Give the inputs needed on the importance of a company secretary and the nature of duty as stipulated by the Companies Act.

Course Outcomes:
After completing this course, the student should be able to:
• Draft the procedure for Incorporating a company
• Prepare Minutes of Meeting and know how company meetings are conducted
• Give inputs on preparing Memorandum and Articles of Association and understand the information in the Prospectus and other Statements issued by the companies
• Have a thorough knowledge on how shares are being allotted to the Public
• Understand the way in which the Directors of Companies are being appointed and what are the circumstances in which they will be removed from performing their duties
• Have a clear view on the induction of members into a company and the compliance requirement to be followed by the companies

Unit I - Incorporations and Conversions: Definition, essential characteristics and kinds of companies. Provisions regarding Incorporation and raising of Capital, Promoters, Companies limited by Guarantee; Unlimited Companies; Limited Liability Companies (LLC); Conversions and Re-conversions; Commencement of business, Specimen Resolutions, Duties of Secretaries

Unit II - Governing Documents: Memorandum of Association and Articles of Association, Prospectus, Statement in lieu of Prospectus, Alteration, Changes and Modification Procedure followed for alterations in Memorandum and Articles of Association of a company

Unit III - Allotment and Consolidation: Allotment/Change in Share Capital; Transfer and Transmission; Procedure for Allotment, Consolidation and Sub-division of shares; Conversion of Shares into Stock/Warrants; Cancellation of Shares, Dematerialisation of Shares; Issue of Share Certificates and Share Warrant; Forfeiture of Shares
Unit IV - Appointments and Removal of Directors: Procedure for Appointment and Re-appointment; Removal and varying terms of appointment, Fixation/revisions of remuneration of Directors including Managing and Whole-time Directors, Managers, Company Secretary, Compliance Officer, Secretary in Whole-time practice, Auditors, Cost Auditors, Sole Selling Agents.

Unit V - Membership in a Company: Procedure for induction of members; expulsion of a member, variation of members’ rights; procedure for making application to the Court/Company Law Board; Compliance and maintenance of Statutory Books/Registers.

Reference Books:
1. S.Srikanth , Shanti Rekha Rajagopal , Revathy Blakrishnan (2016), Corporate Laws and Secretarial Practice, Jain Book

17BC2015 BANKING THEORY

Credit 3:0:0
Course Objectives:
This course aims to:
- To impart the knowledge on banking system and acts pertaining to it.
- To orients the students about the system and functions of banks.
- Explain the relationship between banker and customer, and orientation on the legal significance of pass book and negotiable instruments.

Course Outcomes:
After completing this course, the student should be able to:
- Acquaint students with theoretical, legal and practical aspects of banking
- Knowledge on Indian Banking System and acts pertaining to it.
- Understand the rights and duties of banker and customer
- Enlighten the students’ knowledge on types of customer and deposits.
- Knowledge on forms of securities and negotiable instrument.
- Impart the knowledge on statutory protection to paying and collective banker

Unit I - Introduction to Banking: History of Banking in India- Significance of Banks- Types of Banks and functions -Functions of RBI Banking regulation Act 1949- Recent trends in Banking

Unit II - : Customer Relationship: Meaning – Definition of Banker and Customer – Rights and Duties of Banker and Customer- Relationships between banker and customer – Types of account and their operations – Different Deposits Products and Services to customers and Investors –Lending policies of commercial bank KYC / AML / CFT norms

Unit III - : Negotiable Instruments Definition - Important Provisions - Payment and Collection of Cheque and Other Negotiable Instruments - Role & Duties of Paying & Collecting Banks -Endorsements -Forged Instruments - Bouncing of Cheque - Its Implications – Cheque Truncation System

Unit IV - Ancillary Services: Remittances - Safe Deposit Lockers - Government Business - Paying banker – Collective banker - Statutory protection duties to Paying and Collective banker and forms of Securities

Unit V - Retail Banking: Credit Cards- Debit Cards-Smart Cards - Home Loans - Personal Loans - Consumer Loans-Technology in Banking - Alternate Delivery Channels - Phone Banking- ATMs - Net Banking-POS Banking - Kiosk Banking- e-Lobby - Mobile Banking - Digital Branches

Reference Books:
17BC2016 INDUSTRIAL LAW

Credits: 4:0:0

Course Objectives:
This course aims to:

- Provide an insight on the vital role played by the government, employer and employees in shaping the labour management relations and policies.
- Identify the rationale and practice of Industrial laws in organizations.
- Impart knowledge on scope, coverage of major employment related legislations, wage legislation and integrated Social Security Scheme.

Course Outcomes: After completing this course, the student should be able to:

- Will identify the nature and scope of industrial law in protecting workers
- Learn the legal rules to be complied to ensure fair, safe and healthy workplaces, leading to increased productivity.
- Learn the wage policies to implement in the organization.
- Gain knowledge of various employee social welfare schemes to be complied.
- Develop a framework for analysis of Industrial Relations problems to avoid industrial Conflicts.
- Gain knowledge on various records to be maintained under Labour legislations in India.


Unit III - Laws on Wages and Bonus: Minimum rate of wages - Procedure for fixation and revision of wages – wages in kind – Rules for payment of Wages, Permissible Deductions, Eligibility for Bonus – Payment of minimum and maximum bonus - Offences and Penalties.


Unit V - Laws on Social Security: The Employee’s Provident Fund - Contributions – Employees’ Pension scheme - Employees’ Deposit-linked insurance scheme; Payment of Gratuity - Determination of the amount of Gratuity - Offences and Penalties.

Reference Books

Note:
Subjects related to applicable statutes to read with amendments made from time to time.

17BC2017E-COMMERCE

Credits: 4:0:0

Course Objectives: This course aims to:

- Provide an understanding of the basic concepts of e-commerce
- give an insight about the internet; and
- Provide an overview of the e-commerce support activities.

Course Outcomes: After completing this course, the student should be able to:

- Apply the basics of e-commerce in the online business.
- demonstrate the importance and relevance of internet across the globe; and
- Display the services rendered through IT enabled business.
- Understand the concept of security and payment system
- Appreciate the e-commerce development
- Able to better use social network for online business

Unit I - Introduction to E-Commerce: E-commerce: The revolution is just beginning, E-commerce: A Brief History, Understanding E-commerce: organizing Themes.


Unit III - Security and payment: The e-commerce security environment, Security threats in the e-commerce environment, Technology solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentation and payment.

Unit IV - E-commerce marketing concepts, Online retailing and services: Consumer online: The Internet Audience and Consumer Behaviour, Basic Marketing Concepts, Internet Marketing Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analyzing the viability of online firms, E-commerce in action: E-tailing Business Models, Common Themes in online retailing, The service sector: offline and online, Online financial services, Online Travel Services, Online career services.

Unit V - Social networks, auctions, and portals: Social networks and online communities, Online auctions, E-commerce portals

Reference Books:

17BC2018FINANCIAL STATEMENT ANALYSIS

Credits 4:0:0

Course Objectives:
This course aims to:
- Explain corporate accounting concepts
- IFRS inputs and developments in company accounts
- Preparation of company accounts

Course Outcomes:
After completing this course, the student should be able to:
- Prepare company accounts as per Schedule VI
- Handle MS Excel to analyze the Balance sheet
- Demonstrate knowledge in IFRS and Ind AS
- Analyze and Interpret the Financial Statement
- Synthesize Directors Report & Management Discussions
- Analyze Schedules & Notes to accounts


Unit IV - Cash Flow Analysis: Cash flow statements as per Ind AS /IFRS format- Cash flows from Operating, Financing, Investment activities. Cash Flow Analysis for Credit Management, Rate of Return on Assets and ability to finance maintenance and growth programmes.


2017 Management
Management Accountants as per Institute of Chartered Accountants of India and Institute of Cost Accountants of India.

Text Books:
2. John Dearden Accounting for Management Text and Cases, Vikas Publishing, 3 edition,

Reference Books

17BC2019 COST ACCOUNTING

Credits4:0:0

Course Objectives:
This course aims to:
• Introduce cost accounting principles and practice
• Imparts preparing cost sheet
• Explain preparation of Budgets

Course Outcomes:
After completing this course, the student should be able to:
• Apply cost principles
• Demonstrate analysis of costing
• Understand the necessity for costing in Manufacturing Sectors
• Analyse the Cost-Volume-Profit for any organization to make decisions
• Apply the knowledge gained in the computation of Job and Process Costing
• Understand and distinguish between the Direct and Indirect costs associated in manufacturing of a final product

Unit I - Introduction to Cost Terms & Purposes: Costs and Cost Terminology; Direct Costs and Indirect Costs; Challenges in cost allocation; Factors affecting Direct/Indirect cost classifications; Cost behaviour patterns; Cost Drivers

Unit II - Materials: Direct Materials; Indirect Materials; Purchasing control and Procedure; Methods of Purchasing; Requisitioning for Stores; Perpetual Inventory System; Labour: Importance of Labour cost control; Methods of Time-Keeping; Time booking; Normal idle time; Abnormal idle time; Overtime; System of wage payment

Unit III - Cost Volume Profit Analysis: Essentials of CVP Analysis; Contribution Margins; Expressing CVP relationship; CVP Assumptions; Break-Even Point and Target Operating Income; Sensitivity Analysis and Margin of Safety

Unit IV - Job Costing: Evaluation and Implementation; Normal Costing; General Approach to Job Costing; Budgeted Indirect Costs and End-of-Accounting year Adjustments; Underallocated and Overallocated direct costs

Unit V - Process Costing: Characteristics; Advantages; Disadvantages; Principles; Difference between Process Costing and Job Costing; Procedure for Process Costing; Preparation of Process Accounts; Work-In-Process

Note: Distribution of Marks between Problems and Theory shall be 60% and 40%.

Reference Books:
17BC2020 INCOME TAX LAW AND PRACTICE

Credits 4:0:0
Course Objectives:
This course aims to:
- Impart adequate knowledge on the concepts of Income Tax Levy on various types of Income
- Involve the students to understand the Status on which Income tax is imposed thereon
- Give an analytical exposure on the computation of Income under the different Heads of Income and the Tax levied upon them.

Course Outcomes:
After completing this course, the student should be able to:
- Compute the Taxable Income and relate them with the different Heads of Income
- Assess the Tax Liability of various types of Tax Payers
- Apply the principles on which the Income is Taxable based on the Residential Status and the Incidence of Tax
- Determine the various forms in which Income of various persons can be clubbed
- Understand the tax incidence on companies
- To render services to companies in the area of Taxation according to the Provisions of the Income Tax Act, 1961

Unit I - History & Introduction: Back ground of Income Tax Act, 1961; Meaning of Assessment year, Previous year, Person, Assessee, Income, Gross Total Income, Taxable income and Agricultural Income; Residential Status of an Assessee: - Determination of Residential Status - Incidence of Tax on the basis of Residential Status

Unit II - Computation of Total Income: Determination of Income under the Head Salaries; Profits and Gains of Business and Profession; Income from House Property-Income from Capital Gain-Income from Other Sources

Unit III - Clubbing Of Income Provisions: Income of Other Persons included in Assessee’s Total Income; Aggregation of Income and Set Off or Carry Forward of Losses; Various Deductions to be made in Computing Total Income, Rebates and Relief’s; Applicable Rates of Taxes and Tax Liability

Unit IV - Taxation of different kinds of persons : Taxation of Individuals including Non-Residents, Hindu Undivided Family, Firms, LLP, Association of Persons, Cooperative Societies, Trusts, Charitable and Religious Institution

Unit V - Classification and Tax Incidence on Companies: Computation of Taxable Income and Assessment of Tax Liability, Dividend Distribution Tax, Minimum Alternate Tax and Other Special Provisions Relating to Companies

Reference Books:
5. Girish Ahuja and Ravi Gupta : Systematic approach to income tax; SahityaBhavan Publication, New Delhi.

17BC2021 BUSINESS RESEARCH METHODS

Credit 4:0:0
Course Objective:
This course aims to:
- To impart the students with the fundamentals of business research methods.
- To give an overview of research methodology to the students.
- To explain the basic methods of research to develop their research skills.

Course Outcome:
After completing this course, the student should be able to:
- Understand the core concepts in business research.
- Know about the various types research methods.
- Identify and use the appropriate research design.
- Get a comprehensive idea on the research process.
- Gain knowledge on the application and importance of business research.

Unit II - Research Design: Meaning of research design. Types of research design. Research design, Quantitative and Qualitative research. Steps in selection and formulation of a research problem. Steps in research process.

Unit III - Data Collection: Types of Data- Primary Vs Secondary Data. Sampling- Definition and types. Methods of Data collection. Designing Questionnaire- Reliability and validity. Means of data collection-personal interview, mail and telephone.


Reference Books:

17BC2022 MANAGEMENT ACCOUNTING

Credits: 4:0:0

Course Objectives:
This course aims to:
- Explain basic knowledge of Management accounting concepts
- Impart the preparation of cost sheet
- Imputhe students to prepare Budgets

Course Outcomes:
After completing this course, the student should be able to:
- Apply the principles of Management Accounting in practice
- EvaluateMarginal costing decisions
- Understandthe materials and labour variances that are implemented in the corporate sector
- Make decisions during crucial times by applying Marginal Costing Techniques
- Have a clear understanding on the distinction between Management Accounting and Financial Accounting
- To have a thorough knowledge on the preparation of various types of Budgets needed for the Management to go in the right direction and achieve the goal of the Organisation


Unit II - Understanding Cost:Introduction, Meaning of Cost, Objective of Costing, Methods of Costing, Technique of Costing, Classification of Cost, Elements of Cost, Statement of Cost Sheet

Unit III - Standard costing: Meaning, Concepts and Objectives, Merits and Demerits of Standard costing, Prerequisite for establishment of standard costing, Efficiency and Activity Ratios, Variance Analysis and Control

Unit IV - Marginal costing: Definition, Assumptions and Uses, Marginal Costing Vs. Absorption Costing, CVP /BEP Analysis, Key factors and Safety Margin, Managerial Decision Making Areas – Product Mix, Make or Buy, Pricing Decisions

Unit V - Budgetary Control: Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting
Reference Books:

16BC2023 PRINCIPLES OF AUDITING

Credit 4:0:0

Course Objective:
This course aims to:
- To impart knowledge pertaining to basic concepts of auditing
- To provide knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standards.
- To acquaint oneself with audit of different companies and recent trends in auditing.

Course Outcome:
After completing this course, the student should be able to:
- Knowledge of auditing principles, procedures and techniques in accordance with current legal requirements and professional standard
- Understanding the objectives and types of auditing, internal check
- Identify potential legal liability in the context of an audit engagement.
- Understand the eligibility criteria to become an auditor.
- To acquaint oneself with auditing procedure and report Writing.
- Evaluate audit of different institution and knowledge on recent trends in auditing.

UNIT I - Introduction to Auditing:
Meaning and objectives of Auditing - Types of Audit - Basic principles governing an audit – Detection And Prevention of Frauds and Errors - Fraud and fraudulent behavior and their prevention in business, including money laundering

UNIT II - Internal Control:
Internal Audit- Audit Programme -Audit Notebook- Routine and Test Checking - Internal Control - Audit Procedure - Vouching and verification of Assets and Liabilities - Audit of Limited Companies

UNIT III - Appointment of Company Auditor:
Qualification and Disqualification of Auditors - Appointment and Reappointment of company auditor Powers, Duties and Liabilities of Auditors

UNIT IV - Audit Report:
Content of Audit Report – Preparation of Auditor’s report and Certificate - Special Audit - Audit of Banking-Insurance and Educational institutions - Elementary knowledge of Management Audit - Operational Audit - Efficiency Audit - Corporate Social Audit

UNIT V - Recent Trends
Recent trends in Auditing – Information and Systems Auditing - Assessing audit risks, Understanding the entity and its environment-Fraud, laws and regulations -Audit planning and documentation - Audit sampling and other means of testing -Computer-assisted audit techniques, - Not-for-profit organizations.

Reference Books:
### 17BC2024 INDIRECT TAX

**Credits:** 4:0:0  
**Course Objectives:**  
This course aims to:  
- Impart adequate knowledge on the concepts of Indirect Tax Laws  
- Involve the students to understand the applicability of the various Taxes Levied by the Government on the goods and services.  
- Give an analytical exposure on the computation of various indirect taxes including exemptions and Notifications issued by the Government from time to time.  

**Outcomes:**  
After completing this course, the student should be able to:  
- Compute the Tax Levy imposed upon sale of Goods and Services  
- Understand the Scope and Purpose of the various Tax Laws applicable in India  
- Apply the concepts of Indirect Tax Laws in the computation of tax levied by the Government  
- Have a clear understanding on the Procedures to be adopted by the companies in view of levying tax on the Manufacture of Goods  
- Have a good knowledge on availing credit by companies on the value added tax paid on the inputs of capital goods or materials purchased  
- Have an overview of the new tax system proposed to be implemented in the near future by the Government.

**Unit I - Central Sales Tax:** Features, Terms, Registration of a dealer, Procedure of assessment, Filing of returns; Stock Transfer, Branch Transfer, Inter State Sale; Procedures under Central Sales Tax  
**Unit II - Value Added Tax:** Introduction, Definitions, Salient features of State VAT Act; Treatment of Stock & Branch Transfer; Filing of Returns; Accounting & Auditing VAT  
**Unit III - Customs Law:** Basic Concepts, Types of Customs Duty, Valuation, Customs Procedures; Anti-Dumping Duties; Valuation Rules; Import procedures; Export procedures; Baggage; Stores; Warehousing; Demurrage  
**Unit IV - Central Excise:** Meaning, Definitions, Levy and collection, Classification of goods, Valuations, Assessment, CENVAT; Background, Input Tax Credit, Various modes of computation, Procedures to be followed;  
**Unit V - Service Tax:** Nature, Meaning, Service Provider & Service Receiver; Registration Procedure; Negative List, Mega Exemption Notification; Valuation & Computation of service tax liability and point of taxation; Payment of Service Tax; Filing of Returns; Overview of GST  

**Reference Books:**  
4. V S Datey (2016), Elements of Indirect Taxes, TAXMANN  

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### 17BC2025 ENTREPRENEURIAL DEVELOPMENT

**Credits:** 4:0:0  
**Course Objectives:** This course aims to:  
- To develop entrepreneurial skills that may contribute to the success of the student’s practical learning experience.  
- To investigate the types of resources and sources that may be used to evaluate and plan an entrepreneurial venture.  
- To develop a venture plan that can be used as a planning tool for a specific potential opportunity and idea  

**Course Outcomes:**  
After completing this course, the student should be able to:  
- Able to draft a business plan  
- have understood EDP and Project management  
- appreciate the Institutional support to entrepreneurial development  
- To explore the career choices available to the entrepreneur / intrapreneur.
- Gain knowledge and skill to run a business
- Develop insight into start ups.


UNIT IV - Role of Institutions: TIIC, DIC, SISI, SIDCO, SIPCOT, MSMEs, Tax Subsidies and Incentives. Cases on successful entrepreneurs, case studies Enron & Kingfisher, Strategic decisions of Entrepreneurs in India.

UNIT V - Management of Small Business: Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of small Business.

Reference Books:

17BC2026 BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Credit: 4:0:0

Course Objective:
This course aims to:
- To foster the key value systems outlined in business ethics
- To understand the key issues facing in the implementation of business ethics in organizations
- To explain the importance of being ethical socially responsible in the corporate world.

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate knowledge pertaining to the nature and scope of business ethics.
- Analyze practical ethical dilemmas and take required measures to resolve such issues
- Awareness regarding legal provisions and stipulations pertaining to business ethics, with special reference to corporate governance and foreign exchange.
- Analyze the compliance of organizations with regard to environmental ethics
- Examine the performance of organizations based on CSR activities
- Demonstrate values and traits required for ethical leaders/managers.

Unit I – Introduction: Defining business ethics, Nature & Scope of Business ethics, Theories pertaining to business ethics, Factors influencing implementation of ethics, consequences of poor business ethics in organizations.


Unit III - Legal aspects of Ethics: Provisions in the Indian constitution pertaining to Business ethics – Corporate governance – Committees for implementation of corporate governance in India – Legal stipulations pertaining to corporate governance in India – Foreign Exchange Regulation Act, Foreign Exchange Management Act – Legal challenges pertaining to corporate governance.
Unit IV - Environmental Ethics: Economic environment – Industrial policy and its impact on business – Committees for environmental ethics & standards – cases on implementation of environmental law and its impact of business

Unit V - Corporate social responsibility: Definition of corporate social responsibility – Laws pertaining to CSR in India – Corporate citizenship – Challenges faced in implementing CSR – Cases on CSR success & failure in corporations

Text books:

Reference Books:

17BC2027 DATA ANALYSIS FOR BUSINESS RESEARCH

Credits 0:0:2

Course Objectives
1. Understand how to edit, code and enter the data collected in excel/spss
2. Understand how apply statistical concepts to analyze the data
3. Understand how to interpret the statistical results

Learning Outcome:
1. Know what descriptive statistics are and why they are used
2. Create and interpret graphs and charts
3. Understand the concept of hypothesis testing
4. Calculate and Interpret the Parametric tests
5. Calculate and Interpret the Non-parametric tests
6. Apply and interpret simple correlation and regression

Unit I - Introduction to descriptive statistics: Introduction to data analysis, Meaning, importance and usage of data in business research. Measures of central tendency, Measures of variation, Measures of Symmetry and Measures of Relative standing (quartiles, deciles and percentiles)

Unit II - Visual representation of data (graphs and charts): Bar-chart, Pie-chart, Histogram, Box-plot, Trend-chart and Scatter-plot

Unit III - Testing of Hypothesis-Parametric Tests: One sample and two sample tests - testing of means - testing of proportions – large and small samples – dependent samples (Z-test and t-test)

Unit IV - Testing of Hypothesis-Parametric Tests: Sign Test, Mann-Whitney ‘U’ Test, Wilcoxon Signed Rank Test and Chi-Square Test

Unit V - Correlation and Regression: Pearson Correlation Coefficient, Spearman Rank Correlation Coefficient and Simple Linear Regression, Simple Linear Model, Regression Slope and Constant and Coefficient of determination

The following experiments are to be conducted using EXCEL/SPSS:
Analysis and Interpretation of data for the given problem using
1. Measures of central tendency and variation
2. Measures of skewness and relative standing
3. Bar-chart ,Trend-chart and Pie-chart
4. Histogram and Box-Plot
5. Scatter-plot
6. Hypothesis testing(Z-test for mean and proportion)
7. Hypothesis testing(t-test for mean)

2017 Management
8. Chi-square test for Association  
9. Sign test and Mann-Whitney-U test  
10. Wilcoxon Signed Rank Test  
11. Pearson Correlation and Spearman Rank Correlation  
12. Linear Regression  

**Text Books**  

**Reference Books**  

**17BB2026 CONSTITUTION OF INDIA**  

**Credits**: 4:0:0  
**Course Objectives:**  
- To understand the objectives behind the Indian constitution  
- To understand the powers of legislation, and  
- To know the different functions and roles played by the constitutional authorities  

**Course Outcomes:**  
- To disseminate the fundamental rights as laid in constitution of India  
- To create awareness on the functions and Rules of law as citizens of India  
- To apply knowledge on situations relating to the legislature and judiciary provisions  
- To educate the pupil about the Constitutional rights, duties and policies of the government  
- To learn the functions and roles of various functions and roles of Legislative, Executive and Judiciary bodies.  
- To know the Election Commissions powers and roles.  

**Unit I - Constitution of India:** Framing of the Constitution in India - Constituent Assembly - Dr. Rajendra Prasath - Dr. B.R. Ambedkar - Territorial Organization of states – Distribution of Legislative Powers between the Union and State - Union and State Legislature – Composition - Legislative Power of the President and Governor – Powers, Privileges and immunities of the Members of Legislature. 

**Unit II - Union Executive:** President of India - Vice-President - Prime Minister - Cabinet – Executive Power of the Union and State – Cabinet Government – Appointment of Prime Minister and Chief Minister. Composition of Council of Ministers – Concept of aid and advice – Collective and Individual Responsibility – Anti-defection law. 

**Unit III - Union Legislature:** Rajya Sabha - Lok Sabha - Functions and Powers; Election Commission of India: Powers and functions 

**Unit IV - Union Judiciary:** Supreme Court - Functions - Rule of law - Appointment of Judges – Jurisdiction of the supreme Court – Original, Appellate and Advisory - Independence of the Judiciary – High Courts in States – Appointment of Judges – Transfer or judges - Judicial review 

**Unit V - Administrative Relations between Union and states:** Ensuring of Constitutional governance-proclamation of Emergency – Safeguards against abuse of emergency power - President’s Rule in States. Power of the President to grant pardons and to suspend, remit or commute sentences. 

**Reference books:**  
1. Agharwal. R.C. 1977 National Moment and Constitutional Development - New Delhi,  
2. Chapra B.R., 1970, Constitution of India, New Delhi,  
3. Rao B.V., 1975, Modern Indian Constitution, Hyderabad,  
4. Nani Palkhivala - 1970 Constitution of India, New Delhi,  
5. Krishna Iyer, V.R., 2009, Law and Justice, New Delhi,
17BB2027 DISASTER MANAGEMENT

Credits: 4:0:0

Course Objectives:
- The aim of the session is to create awareness among participants on Disaster Management Scenario in India
- To understand the Policy and Programmers for Disaster In India
- Roles and Responsibilities of Panchayat, urban and Local bodies in Disaster Management

Course Outcomes:
- Demonstrate the various hazardous situation and its strategical impart
- Application of Sphere Standards Indian context
- Interpretation of laws disaster management act in India
- Acquainting with Disaster Response command system in respective states, and
- Application of Best Practices from Case scenario Studies in India.
- Acquire knowledge of Disaster management and apply in various scenarios

Unit I - Hazard and Vulnerability Profile India: Disaster Management Indian scenario, India’s vulnerability profile, Disaster Management Act 2005 and Policy guidelines, National Institute of Disaster Management, National Disaster Response Force (NDRF) National Disaster Management Authority.

Unit II - Disaster Management: States Disaster Management Authority, District Disaster Management Authority Cases Studies : Bhopal Gas Disaster, Gujarat Earth Quake, Orissa Super-cyclone, south India Tsunami, Bihar floods, Plague- Surat, Landslide in North East, Heat waves of AP & Orissa, 278 Cold waves in UP.

Unit III - Best practices on Disaster Management: Bengal famine, best practices in disaster management, Local Knowledge Appropriate Technology and local Responses, Indigenous Knowledge, Development projects in India (dams, SEZ) and their impacts


Unit V - Crisis Management: Indian Meteorological Department, National Crisis Management Committee, Indian NATIONAL Centre for Oceanic Information System (INCOIS).

References:
2. Disaster Medical Systems Guidelines. Emergency Medical Services Authority, State of California, EMSA no.214, June 2003

17BB2028 HUMAN RIGHTS

Credits: 4:0:0

Course Objectives:
- To create awareness on the Social Rights, Human Rights of Women and Children, Social Practice and Constitutional Safeguards
- To uphold the significance of rights against Female Foeticide, Infanticide, Physical assault
- To understand the various institutions to safeguard the Human Rights in India.

Course Outcomes:
- To apply knowledge on the relevant constitutional provisions
- To know the rights available regarding violations of individuals
- To gain knowledge on Human Rights commission and other institutions available in
- To apply knowledge on safeguards against terrorism and use of weapons
To know the various redressal system available in India.
To learn the Procedure for Dealing with Complaints of Human Rights Violation.

Unit I - Concept of Human Rights: Indian and International Perspectives - Evolution of Human Rights - Definitions under Indian and International documents


Unit III - Human Rights of Women and Children: Social Practice and Constitutional Safeguards - Female Foeticide and Infanticide - Physical assault and harassment - Domestic violence - Conditions of Working Women


Reference books:
4. Ruhela S. P – “Human Value and Education” New Delhi – Sterling publishers

Credits: 4:0:0
Course Objectives:
- To understand on the laws and legal rights for women
- To create awareness on the Women’s Rights against Domestic Violence on Women
- To provide adequate knowledge on protection against Immoral Trafficking and sexual harassment

Course Outcomes:
1. To learn the Indian legal system framework
2. To apply knowledge on the Women’s rights applicable in India
3. To impart the safeguarding mechanisms against Domestic Violence
4. To gain knowledge on the various social welfare laws for women.
5. To know safeguarding laws and rights available for women against Immoral Trafficking and sexual harassment
6. To know the various redressal system available in India for violence against women.


References:
1. Nitya Rao “Good Women do not Inherit Land” Social Science Press and Orient Blackswan 2008
2. International Solidarity Network “Knowing Our Rights” An imprint of Kali for Women 2006
## LIST OF COURSES

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**16MS1001 BASICS OF BUSINESS AND MANAGEMENT**

**Credit 3:0:0**

**Course Objective** is to provide:
- An overview of the GDP, CPI, Inflation and Devaluation
• Understanding on Leadership and Team building
• Sensitization to Entrepreneurship

**Course Outcomes**
• At the end of the course, the student will be able to:
  • Appreciate Indian Economy
  • Connect Cost, Marketing, Manpower and Technology
  • Evolve and develop business plans for their novel ideas

**Course Description**
Understanding, National Income, GDP, CPI, Currency Printing & circulation, Inflation, Devaluation, an overview of Union Budget through visualization of self as RBI Governor and Union Finance Minister - Leadership – Leadership traits for self - Assessing using Managerial Grid - Team Building and Motivation - My experience with Classmates and siblings – Budgeting and Taxes understanding with a help of my family budget and father's tax experience. Creation of once self-financial plan for higher studies (like Engineering, Commerce / Business Administration etc.,). Sales and Negotiations techniques with My mother's experiences in shopping (including online marketing) - bargaining and negotiation skills - Connecting cost, HR, Marketing and Technology in a Business - designing a Business Plan for my Uncle using economic, market conditions and managerial skills, budgeting and taxes, sales and negotiations skill.

**Reference Books**
3. Francis Cherunilam, Business Environment, Himalaya Publishing House,

**16MS1002 EXTENSION AND PERSONALITY DEVELOPMENT**

**Credits: 1:0:1**

**Course objectives:**
• To sensitize the students about the importance of Rural Development in National Development.
• To understand the role of National Service Scheme in Community Development.
• To understand the role of National Cadet Corps in National Development and Security.
• To impart knowledge among students on societal behavioral patterns
• To study the important concepts in Physical fitness and Rules and Regulation of Athletics and Games.

**Course Outcomes**
At the end of the course the student will be able to
• Understand the problem and the solution for rural community.
• Understand, Impart and make aware the Govt. Schemes to the rural community.
• Be patriotic citizen with values of self discipline and character.
• Knowledge on rules and regulations of sports activity and kindle the team spirit among the youth.
To be a responsible citizen.

Description
Role of Educational institutions in **rural development** - population growth, illiteracy, unemployment, agricultural sector, health, hygiene, sanitation and nutrition. Objectives of NSS - Special Camping Programmes – Awards – green environment and waste management. NCC Activities – Parade Training – Weapons Training–Firing Practice Obstacle Course Training - Adventure Activities. Benefits of NCC. Type of **personality development**, behavioral pattern; social service through societal development. Health education, **physical fitness**, effect of exercise on various body systems, rules and regulations of games & athletics.

References:
6. Foundation of Physical Education, Charles A Bucher
7. Rules of Sports and Games, M.L. Kamalesh
8. Health Educaion, Dr. Ravindran

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**16MS2001 BUSINESS ACCOUNTING**

**Credits 3:0:0**

**Course Objectives:**
This course aims to:
- Introduce Accounting principles and practice
- Impart method of book keeping
- Explain final account preparation

**Course Outcomes:**
After completing this course, the student should be able to:
- Relate basic accounting concepts
- Demonstrate Double entry book keeping system and various books of accounts
- Preparation of final accounts, etc.

**Course Description:** This course broadly covers the introduction on Accounting Principles, Branches of accounting, accounting rules, Journalizing, Ledger, Subsidiary Book including cash books-Trial Balance, Preparation of Final Accounts, Depreciation, Provision for bad debts, Cost Account, elements of cost, Preparation of cost sheet, Material cost, Stores Ledger, FIFO, LIFO, Budget and Budgetary control, Preparation of various budgets, Flexible Budget, Production Budget, Cash Budget

**Note:** Distribution of Marks between Problems and Theory shall be 60% and 40%.

**Reference Books:**
5. A.Mukherjee, M.Hanif, Modern Accountancy, Law Point Publications

16BB2001 PRINCIPLES OF MANAGEMENT

Credits 4:0:0

Course Objectives:
This course aims to:
- Introduce the students to learn principles, concepts and functions of management.
- Impart type of business organization
- Introduce recent trends in management process

Course Outcomes:
After completing this course, the student should be able to:
- Relate the nature and types of business organizations
- Demonstrate the Principles & functions of Management
- Relate the Process of decision making

Course Description: This course begins with an introduction to management and its basic definitions, nature and scope of management. Various Scientific approaches to managements, meaning, purpose and various types of planning, types of planning, decision making and types of decisions. This covers the topics such as Organizing, various types of organizing, Organizational structure, Staffing, Recruitment process, Motivation, Directing, and modern trends in management process with case studies.

Reference Books:
1. L.M.Prasad (2012), Principles of Management, Sultan Chand and Sons, New Delhi

16BB2002 BUSINESS ORGANISATION

Credits 4:0:0

Course Objectives:
This course aims to:
- Impart the fundamental principles and concepts of business organization
- Introduce the legal formalities in setting up of an organization.
- Explain the impact of finance to form business organization

Course Outcomes:
After completing this course, the student should be able to:
- Visualize the Classification of business activities
- Form the business entity
- Analyze the various strategies of establishing new business unit

Course Description: This course broadly covers the definition of business activities, scope of doing business, characteristics and objectives of Business Organization, Evolution of business organization, Establishing a new units, plant location, layout, forms of Business Organization such as Sole Proprietorship, Partnership, Joint Stock Companies & Co-operatives – limited liability partnership (LLP),
different types and forms of mergers, takeovers, acquisition, Business Finance, sources of finance, Security Market, Money Market, Study of Stock Exchange & SEBI.

Reference Books:
4. Tulsiyan (2002), Business Organization and Management, Pearson India
5. Sherlekar (1990), Modern Business Organization and Management (5th), Himalaya Publishing House Pvt Ltd, Mumbai

16BB2003 BUSINESS COMMUNICATION

Credits 4:0:0

Course Objective: To enable the students to learn the nuances of good communication.
This course aims to:
- Introduce the students with of good communication skills
- Impart the essentials of business correspondences
- Explain the various role of technology in modern communication

Course Outcomes: On successful completion of this course, the students should have understood
- Demonstrate the Methods of communication in Business World
- Execute the art of writing business letters with right format
- Relate the role of technology in modern communication

Course Description: This course broadly covers the essentials and importance of Business Communication, Methods of Communication, Communication Barriers, Communication through letters, Layout of letters business enquiries, Offers and Quotations, Orders, Claims, Complaint letters, Status enquiries, Bank correspondence, Correspondence of company secretary with share holders and directors, Agenda, Minutes, Communication through reports, Contents, Reports by individuals, Committees, Annual report, Application for appointment, reference and appointment orders, Modern Communication, Role of technology in Communication.

Reference Books:
16BB2004 MANAGERIAL ECONOMICS

Credits 4:0:0

Course Objective:
This course aims to:
- Impart students with the principles and concepts of Business Economics
- Introduce the marginal utility of modern business
- Explain the structure of market and Governments intervention in Business

Course Outcomes:
After completing this course, the student should be able to:
- Relate objectives of business firms and its activity
- Identify the Factors of production and BEP for better productivity
- Compare various competitions and price administration to tackle competition

Course Description: This course broadly covers the objectives of business firms, Demand analysis, Law of Demand, Elasticity of demand, Production function, Factors of production, Cost and Revenue Curves – Break-even-point (BEP) analysis, Market structure and prices, Pricing under perfect Competition, Pricing under Monopoly, Pricing under Monopolistic competition, Oligopoly, wages, Marginal productivity theory, Interest, Theories of Profit, National Income, Fiscal Policy and Monetary Policy

Reference Books:
1. S. Sankaran (2012), Business Economics, Margham Publications
2. H.L. Ahuja (2007), Business Economics, S. Chand & Company

16BB2005 PRINCIPLES OF MARKETING

Credits 4:0:0

Course Objective:
This course aims to:
- Impart with the basic principles of marketing management
- Introduce the life cycle of any product and its strategies
- Elaborate the various pricing strategies adopted by sellers

Course Outcomes: This course aims to:
After completing this course, the student should be able to:
- Demonstrate various stages of Product life cycle and its strategical impart
- Relate secrets behind pricing of products and services
- Elaborate ways and means of creating “brand” for a given product or service

Course Description: This course broadly covers the basic concepts of marketing such as definition, importance, functions, marketing environment, buyer behavior, market segmentation, Targeting, Positioning (ISTP), Marketing Channel, Marketing Mix, Product Life Cycle (PLC), Management of physical distribution, Marketing risks, Branding Decisions, Brand Identity-Brand Personality -Positioning and leveraging the brands-Brands Equity.

Reference Books:
2. R.S.N Pillai and Bagavathi (2010), Marketing Management, S.Chand and Company
4. Philip Kotler (2010), Marketing Management (13th), Pearson Limited

16BB2006 FINANCIAL ACCOUNTING

Credits 4:0:0

Course Objective:
This course aims to:
- Explain basic knowledge of Accounting principles and practice
- Impart the way of book keeping
- Give input to the students with final account preparation

Course Outcomes:
After completing this course, the student should be able to:
- Relate accounting concepts and conventions that are used in Financial Statements
- Execute Double entry book keeping system and
- Prepare the final account, BRS and depreciation account

Course Description: This course broadly covers the basic Accounting Concepts, Kinds of Accounts, Double Entry Book Keeping, Preparation of Journal and Ledger Accounts, Subsidiary books, Trial Balance, Final Accounts of Sole Proprietorship with simple adjustments – Rectification of Errors, Bank Reconciliation Statement , Accounting for Depreciation – Overview of Inventory

Reference Books:
3. Shukla and Grewal (2014), Introduction to Accountancy, S. Chand and Company
5. S.N.Maheswari (2009), Problems and solutions in advanced accountancy, Vikas Publication House.

16BC2001 PRINCIPLES OF ACCOUNTANCY

Credits 4:0:0

Course Objectives: To enable the students to learn principles and concepts of Accountancy. This course aims to:
- Analyze the financial statement for decision making
- Get insight in compiling, organizing and presenting accounting data
- Explain the accounting standards

Course Outcomes:
After completing this course, the student should be able to:
- Relate accounting concepts that are used in financial statements
- Critically evaluate financial statement Information
- Maintain books of Accounts

Course Description: This course broadly covers the fundamentals of Book Keeping – Accounting Concepts and Conventions – Journal – Ledger – Subsidiary books – Trial balance – overview of AS – IndAS (IFRS), Final accounts of a sole trader with adjustments – Errors and rectification, Bill of exchange- Accommodation bills – Average due date – Account current, Accounting for consignments and
Joint ventures, Bank Reconciliation statement – Receipts and Payments and income and expenditure account and Balance sheet – Accounts of professionals

Note: Distribution of Marks between problems and theory shall be 80% and 20%.

Reference Books
2. T.S.Grewal, Introduction to Accountancy, (2009), S.Chand & Company Ltd.,

16BC2002 BUSINESS ORGANISATION AND OFFICE MANAGEMENT

Credits 4:0:0

Course Objectives:
This course aims to:
- Explain principles and concepts of Business
- Explain the various sources of finance in business
- Have insight in business office arrangements

Course Outcomes:
After completing this course, the student should be able to:
- Relate Nature and types of business organizations and Process of decision-making.
- Apply the formalities to set up a new business
- Execute a blue print of an office


Reference Books
2. Saksena, Business Administration and Management (2007), Sahitya Bhawan Publications
4. Shukla, Business Organisation and Management (2008), S.Chand & Company Ltd.,
5. R.K.Chopra, Office Management, Himalaya Publishing House
16BC2003 PRINCIPLES OF MICRO ECONOMICS

Credits: 4:0:0

Course Objectives:
This course aims to:
- Explain the basic tools and methods of economic analysis.
- Know the market conditions of the economy
- Explain the cost and revenue concepts

Course Outcomes:
After completing this course, the student should be able to:
- Relate the concepts, methodology and the behaviour of the economic agents as a consumer and a producer.
- Demonstrate the micro economic theories.
- Implement strategies based on market condition

Course Description: This course broadly covers the basic concepts of Economics, Micro and Macro approach, Economic laws, Theory of consumer behavior, Law of Demand, Indifference curve analysis, Elasticity of demand, Types and Degrees, Measurement, Factors influencing elasticity of demand, Factors of Production, Laws of returns, Cost and Revenue, Market Structure, Monopolistic Competition, Oligopoly

Reference Books

16BC2004 FINANCIAL ACCOUNTING

Credits 4:0:0

Course Objectives:
This course aims to:
- Explain financial accounting concepts in department and branch
- Explain the different methods of depreciation
- Familiarize the final account preparation, using single entry system

Course Outcomes:
After completing this course, the student should be able to:
- Get the practical applications of accounting
- Demonstrate accounting calculations
- Prepare accounts for Depreciations, Reserves and Hire Purchase Trading Accounts

Course Description: This course broadly covers the Accounting for Depreciation, methods of providing depreciation, Reserves and Provisions, Investment accounts, Royalty excluding Sublease, Single Entry system-meaning and features, Statement of affairs method and Conversion method, Departmental accounts, transfers at cost or selling price, Branch excluding foreign branches, Hire purchase and installment systems including Hire Purchasing Trading account- Goods on sale or Return
Reference Books

16BC2005 PRINCIPLES OF MARKETING

Credits 4:0:0

Course Objectives:
This course aims to:
• impart the fundamentals concepts and theories of marketing;
• introduce the marketing environment to the learners;
• Explain the marketing plans and marketing strategy to participate in the competing market.

Course Outcomes:
After completing this course, the student should be able to:
• visualise the applications of marketing goods and services;
• segment the market with the given product or service;
• analyse and compare the market conditions.

Course Description: This course broadly covers the basics of marketing, Global Marketing, E-marketing, Tele marketing, Marketing Ethics, Marketing functions, Standardization, Market Information System, Consumer Behaviour, Factors influencing consumer behavior, Market segmentation, Targeting, positioning (STP), Customer Relations Marketing, Marketing Mix, Stages of Product life cycle, Marketing Channels, Marketing and Government, Bureau of Indian Standards, Agmark, Consumerism, Green Marketing

Reference Books:

16BC2006 MACRO ECONOMICS

Credits 4:0:0

Course Objectives
This course aims to:
• Explain the macro aggregates
• Expose to various macro- economic aspects of Keynesian economics.
• Introduce the economic environment
Course Outcomes:
After completing this course, the student should be able to:

- Exhibit the skill of the functional relationship between macro aggregates
- Relate the to macro-economic aspects in Keynesian and Post-Keynesian economics
- Predict the economic and market behavior

Course Descriptions: This course broadly covers the nature and scope of Macro Economics, National Income and Social accounting, theories associated with Macro Economics, Theory of effective demand, Involuntary unemployment & Full employment, The consumption function, concept of multiplier, determinants of investment, liquidity preference and rate of interest, Principle of acceleration, The rate of Interest & General Equilibrium, Interaction of IS & LM Function, shifting of IS function, Shifting of LM function, Macro economic policies and objectives, Philip's curve, trade off and non-trade off.

Reference Books
1. K.R. Gupta, Macro Economics, (2008), Atlantic Publishers
2. Dr. S. Sankaran, Macro Economics, (2004), Margham Publications, Chennai,

16MS3001 ORGANIZATIONAL BEHAVIOR AND MANAGEMENT

Credits: 3:0:0

Objectives:
- to learn management concepts
- to better understand themselves as individuals in order to carefully manage and
- to obtain the desired Outcome from their teams and organization’s dynamics.

Outcome:
At the end of this course, the students will be able to understand:
- The principles underlying organizational behavior
- Behavioral processes and personality
- Application of leadership and motivational theories and
- To communicate effectively among groups.


Reference Books
1. Stephen P Robbins, Timothy A Judge, Neharika Vohra (2011), Organizational Behaviour (14th edn.), New Delhi, Pearson Education

16MS3002 MARKETING MANAGEMENT

Credits: 3:0:0

Objectives:
This course aims to orient the participants towards principles and basic tenets of marketing discipline and make the participants to:
- Think strategically about marketing
- Use key frameworks to analyze situations and make decisions
- Understand how to create a strong marketing place

Outcome:
- Evaluate and employ basic elements of marketing
- Convert 4Ps to 4Cs
- Use current trends in marketing planning and analyse the market
- Use principles of buyer behavior to make strategic marketing decisions


References:
2. Wilson and Gilligan, Strategic Marketing Management: Planning Implementation & Control
   Viva (Latest Edition).
16MS3003 ACCOUNTING FOR MANAGERS

Credits: 3:0:0

Objectives:
This course aims;
- To develop an insight of principles and techniques of accounting
- To focus on understanding, financial, cost and management accounting with its applications in different managerial situations
- To interpret, analyse and take decisions - depending on the business situations

Outcome:
- Student will be able to understand, analyze and interpret the Corporate financial statements.
- Exposure to the global trends in Accounting.
- Able to construct and interpret the cash flow statements according to / AS-3.
- Enabling the application of Costing and Budgets.


References:
5. Bhattacharya and John Deardon, Accounting for Management, Vikas Publishing House, 2004

16MS3004 QUANTITATIVE TECHNIQUES FOR MANAGEMENT

Credits: 3:0:0

Objectives:
The objective of this course is to make the students;
- To understand collection and compilation of data, information and presentation of data
- To gain “Statistical Thinking”
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions
- To understand what kind of data is required for what kind of decisions.

Outcome:
- Drawing meaningful conclusions from application of statistical tools.
- Thorough knowledge of Statistics enables to apply and associate with real situations.
- Helps to understand data and enables them to make sound decisions based on its analysis.


References:
2. Levin, Rubin, Statistics for Management, PHI, 2009

16MS3005 LEGAL ASPECTS OF BUSINESS

Credits: 3:0:0

Objectives:
At the end of the course, the students should be able to understand:

Outcome:
Upon completion of the course, the students should be able to:
- Acquire a fundamental knowledge about the business laws
- Apply the concepts of various provisions in business
- Address the business needs on various legal aspects

Course Description:

References:

16MS3006 ECONOMICS FOR MANAGERS

Credits: 3:0:0

Objectives:
This course is designed;
- to learn both micro and macro economics concepts and tools of analysis of business decisions.
- to decide and provide solutions to different managerial problems in various challenging business environmental situations.

Outcome:
- to enhance the ability of the students to apply fundamental economic concepts in business decisions.
- to understand how companies react according to business cycles and market competitions.


References:
5. Varshney R L & Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi
16MS3007 HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Objectives:
To equip the course participants:
- To gain an understanding of operational functions of HR
- To frame appropriate policies and procedures
- To align the human resources of the organizations with business strategy

Outcome:
- The prospective managers shall be prepared to evolve HR policies and procedures for the operational functions of HR in organizations.
- The students shall be empowered to meet HR challenges, as economic downturn has destabilized many industries, organizations and functions.


References:

16MS3008 FINANCIAL MANAGEMENT

Credits: 3:0:0

Objectives:
This course aims;
- To develop an insight on management of finance and resources available
- To focus on crucial topics namely, cost of capital, capital structure, working capital and capital budgeting, thereby leading to better decision making by the to-be financial managers.

Outcome:
- Students learn to analyse the financial requirements, cost of raising finance, and financial
• Students demonstrate independent decision-making skills with respect to Investment and Dividend decisions.
• Students gain understanding of International Finance and the scope of financial markets abroad.


**References:**

**16MS3009 PRODUCTION AND OPERATIONS MANAGEMENT**

**Credits:** 3:0:0

**Objectives:**
• To learn how to produce goods and services of right quality and quantity at the right time and right manufacturing cost
• To understand the various factors influencing Efficiency, Productivity, Economy, Quality and reduced processing time
• To understand the importance of Planning in Production management and to learn the various tools available for Production planning
• To learn to process of optimizing the production process through proper process and layout planning
• To understand the principles behind Total Quality Management and learn the tools for Quality management

**Outcome:**
• To understand the link between the organizational Strategy and production strategy in a highly competitive global environment.
• To compete on the basis of product design, cost or quality.
• To evaluate the key performance measures such as product design, manufacturing quality, response time, engineering and distribution, is essential for competitive success and long term survival
• To familiarize with various production processes and service systems, and to make quantitative analysis of problems arising in the management of operations.

References:
2. Paneerselvam, Production and Operations Management, PHI 2009

16MS3010 MANAGEMENT INFORMATION SYSTEM

Credits: 3:0:0

Objectives:
At the end of the course, the students should be able to understand:
• Fundamentals of information system
• E-commerce and functional business systems
• Computer networks and its security issues
• Knowledge about infrastructural requirement for IT in an organization

Outcome:
Upon completion of the course, the students should be able to:
• Acquire a fundamental knowledge about MIS in business
• Apply the concepts of information systems in business
• Address the business needs for e-commerce and the Internet

Information System Planning (ISP) process and need - Hardware requirements - Software requirements - Service requirements –Managing the information system function - Failures in IT management.

References:
2. Lisa Miller, “Management Information System”, Pearson Education

16MS3011 BUSINESS RESEARCH METHODS

Credits: 3:0:0

Objectives:
The objective of this course is to make the students understand on;
- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development
- Sample design
- Data acquisition and preparation and
- Reporting

Outcome:
After learning this course, the students would be able to demonstrate their ability to:
- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology
on topics related to their specialization


References:

16MS3012 STRATEGIC MANAGEMENT

Credits: 3:0:0

Objectives:
- To apply Strategic Methods and process in decision making
- To examine the various strategic alternatives and consequences
- To understand the Strategic Evaluation and Measurement for implementing effective measures

Outcome:
After learning this course, the students would be able to demonstrate their ability to:
- To develop a methodological framework of strategy for any given situation
- To Produce a research project on topics related to strategy implementation and control
- To develop a case study on strategic issues of corporates

Course Description:

References:

16MS3013 CORPORATE BANKING AND INSURANCE MANAGEMENT

Credits: 3:0:0

Objectives:
- To impart required knowledge in Banking & Risk management
- To understand Indian insurance structure and the regulations of insurance business
- To know the Life and general insurance policies in vogue and insurance concepts

Outcome:
At the end of the course the students will be able to
- Understand the basics of the banking sector
- Understand the risk management concepts particularly in Insurance
- Obtain the knowledge on types/terms of insurance & regulatory authorities

References:
4. Timothy W Koch & Scott Macdonald S : Bank Management – Thomson South Western

16MS3014  STRATEGIC COST MANAGEMENT

Credits: 3:0:0

Objectives:
- To understand the importance of decision-making
- To analyse the performance measures both financial and non-financial
- To be a facilitator and apply tools for effective decision making process

Outcome:
- To understand the importance of strategic cost management
- Develop skills of decision making to have competitive advantage
- Able to comprehend, appraise and analyze Cost Management Systems


References:
3. Horngren, foster and Datar “ cost Accounting-a managerial emphasis Prentice Hall, latest edition, New Delhi
5. ICAI – Institute of Cost Accountants of India, Manuals and Guidelines on Cost Audit.

16MS3015 CORPORATE TAXATION

Credits: 3:0:0

Objectives:
- To gain basic Knowledge on Direct Tax & its impact on the corporate.
- To know the Central Excise & its Exemptions
- To understand about Customs Duty and Exemptions, Service Tax and exemptions & CST, Goods & Services Act

Outcome:
- Able to plan and manage tax for corporate.
- To make financial and tax planning
- To corroborate with the current applications and rules


References:
3. Inter Study material of Institute of Chartered Accountants of India and Institute of Cost Accountants of India.
5. Cheryl D Block, Examples and Explanations : Corporate Taxation, 4th e, Aspen Publishers

Manuals for additional readings:
2. Clearances and Approvals
3. Tax and Duty Manuals
16MS3016 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits 3:0:0

Objectives:
- To gain insight into financial markets specifically about Equity markets
- To understand the mechanism of trading, listing, IPO and Valuation of Securities
- To analyse using Fundamental and Technical analysis to track the market movement
- To apply Portfolio Planning and to evaluate the performance of a portfolio.

Outcome:
- To acquire skills in asset allocation; choice of various types of investment vehicles (stocks, ETF’s, bonds, real estate) in a portfolio; performance measurement and manage a portfolio using investment simulation method.
- To facilitate students desirous of making careers in Investment companies, Banking, and stock broking firms
- To familiarize on the back office and front-end of trading systems through NCCMP training program.

Course Description:

References:

16MS3017 FINANCIAL ANALYSIS AND REPORTING

Credits 3:0:0

Objectives:
- To impart required knowledge and understanding in financial analysis and reporting
- To familiarize with the techniques of Financial statement analysis, Income and Balance sheet analysis
- To analyse and interpret the results from the annual reports
Outcome:
- Understand the basics of Financial statements
- Understand the techniques in Financial statement analysis
- To Obtain the knowledge on Financial distress, Scams and SEBI measures to contain scams


References:

16MS3018 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 3:0:0

Objectives:
- To provide a broad understanding about the concepts of microfinance and institutional roles of its promotion as functional agents.
- To understand the contextualized framework of sustainable development issues.
- To gain insight on the nuances in microfinance institutions

Outcome:
- To assess the promotional microfinance activities.
- To analyse the problems and issues pertaining to microfinance
- To apply knowledge in utilizing the services


References:

16MS3019 FINANCIAL MARKETS AND INSTITUTIONS

Credits 3:0:0

Objectives:
- To impart required knowledge and understanding in financial markets and institutions
- To know the functions of financial inclusions on service sectors like banks and insurance companies.
- To apply knowledge in the utilizing the services in banking and insurance sector

Outcome:
- To Understand the basics of the financial markets and institutions
- To Understand the concepts like development banking and NBFC’s
- To Obtain the knowledge on Financial market, Inclusion on commercial banks and Insurance sector

Course Description: Economic Growth And Financial Institutions: - Capital formation and economic growth, Process of capital formation-Saving, investment and finance -Problem of capital formation in India, Role of financial institutions ,Indian economy and financial development, Mission objective, Tasks of All India Finance Institutions (AIFI’s). Development Financial Institution: - Role and functions of Industrial development bank of India (IDBI),Industrial finance corporation of India (IFC),Industrial Credits and Investment corporation of India (ICICI) and Industrial Reconstruction bank of India (IRBI), RBI policy guidelines for financial institutions. Non Banking Finance Companies: - Nature and significance-Types of NBFCs-NBFCs in India-Regulatory norms and directions for NBFCs-Financial performance of NBFCs (RBI and SEBI)-Challenges before Indian NBFCs. Financial Markets: - Meaning-functions, Components-Categories of Indian financial markets (Money market, Capital market, Forex market)-International capital market (Bond market, Equity market)-Regulatory agencies role in Indian Financial markets. Financial Inclusion and Commercial Banks: - Introduction of inclusion–Financial
inclusion (Main goals-Major aspects, Reasons, Consequences, Steps taken in India – benefits of financial inclusive growth in India)-Present structure of Indian banking system-Financial inclusion on commercial banks and Insurance sector.

References:

16MS3020 FINANCIAL SERVICES

Credits: 3:0:0

Objectives:
- The understand the scope and functions of financial intermediaries
- To analyse the uses of the types of financial instruments.
- To know the services of merchant banks and Credits rating agencies in India.

Outcome:
- To apply Skills acquired in Project appraisal, Credits appraisal, pre and post Issue management activities
- To develop corporate advisory services and consultancy skills.
- To enhance their skill set from this course curriculum. Further enhancement of education can be done by taking up courses such as CA/ ICWA/CFA etc.


References:

16MS3021  FINANCIAL DERIVATIVES

Credits: 3:0:0

Objectives:
- To understand about the role of Forward and Future markets
- To analyse the Option valuation & prices
- To know about the Derivatives Markets

Outcome:
- To simulate and practice on the trading platforms applying the commodity and currency market strategies using options, futures and swaps.
- To clearly understand on the Black & Schole’s option pricing model and Greeks,
- To apply the technique to evaluate and compare options of different maturities and strikes.


References:
4. S.S.S. Kumar, Financial Derivatives, PHI Learning, 2010
16MS3022 WEALTH MANAGEMENT

Credits 3:0:0

Objectives:
- This course helps to have a better understanding on wealth management & wealth management process
- To facilitate knowledge requirements relating to asset allocations and financial planning.
- To explore the investment and investment products.

Outcome:
- To understand the key elements in wealth management
- To assess the operation of the wealth management industry
- To apply financial planning skills


Text Books:
5. Frank Reilly, Keith Brown, Investment Analysis and Portfolio management, South western college publications

Reference Books:
1. World Wealth Report, Capgemini
2. Planning for Retirement Needs, David A. A. Littell, Kenn Beam Tacchino, American College Publishing
16MS3023 PRODUCT AND BRAND STRATEGIES

Credits: 3:0:0

Objectives:
- To provide an overview of product development, launch and branding aspects in the current context on product and brand management.

Outcome:
At the end of the course the students will be able to:
- Outline strategies for product decisions
- Understand various options available before a brand manager in strategic decisions.


References:
1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
3. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,

16MS3024 SOCIAL MEDIA MARKETING

Credits: 3:0:0

Objectives:
- The course focuses on imparting the knowledge related to Social Media Marketing for the purpose of using the same in attracting and retaining customers. It also enables to understand the impact of Social Media Marketing by providing insights into social analytics, metrics, and measurements.

Outcome:
At the end of the semester the students can:
- Acquire skills in web marketing management.
- Develop functional skills to analyze digital media.
- Take decisions concerning appropriate digital media mix.

Course Description: Social Media and Communication Mix – Benefits & Challenges – Social Media and Customer Engagement – ROC – New Role of Customers – The Social Business Eco system – Integrating Social Media with Overall Market efforts – Developing Social Media Marketing plan. Social Media

References:

16MS3025 SALES AND DISTRIBUTION MANAGEMENT

Credits: 3:0:0

Objectives:
- To introduce and delve into the intricacies of the rare combination of sales and channel management among marketing subjects
- To examine the channel management process

Outcome:
At the end of the course the students will be able to:
- Provide clear cut views on the avenues for successful conduct of these two crucial channels that engage with ultimate consumers
- Understand the nuances of sales force and channel management.


References:

16MS3026 MARKETING RESEARCH

Credits: 3:0:0

Objectives:
- To orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research

Outcome:
At the end of the course the students will be able to:
- Secure an overview about research for new product development
- Carry out research in pricing, distribution and promotion realms.


References:
16MS3027 CONSUMER BEHAVIOUR

Credits: 3:0:0

Objective:
- To orient the participants towards the consumer decision premise and the various models involved in purchase decision making of customers.

Outcome:
At the end of the course the students will be able to:
- Gain insight into the factors influencing consumer decision process.
- Become familiar with dynamics involved in determining the behaviour of consumer in respect of purchase decision.


References:
16MS3028 SERVICES MARKETING

Credits 3:0:0

Objective:
- To orient towards the fundamental principles and concepts underlying services development and management of service delivery in conjunction with advances in this realm.

Outcome:
At the end of the course the students will be able to:
- Understand the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analyzing the performance and managing service delivery.


References:

Additional Readings:
1. Articles on Services Marketing from Peer Reviewed journals to be provided by subject faculty at the beginning of the semester.

16MS3029 CUSTOMER RELATIONSHIP MANAGEMENT

Credits: 3:0:0

Objective:
- To impart orientation in respect of providing means for learning basic tenets and successful delivery of CRM program

Outcome:
At the end of the course the students will be able to:
- Understand how information technology can be aligned with business practices
- Achieve business goals and support business imperatives, first by defining CRM and its various components
- Gain knowledge in terms of application of IT in CRM.

**References:**

**16MS3030 RETAIL MARKETING**

**Credits:** 3:0:0

**Objective:**
- To let the students secure knowledge in the current practices in retail operations and marketing strategies in specific.

**Outcome:**
At the end of the course the students will be able to:
- Understand the retail business operations in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies of the retailing system in India.

logistics – computerized replenishment system – corporate replenishment policies. Non Store Retailing -
The impact of Information Technology in retailing -Integrated systems and networking – EDI – Bar
coding – Electronic article surveillance – Electronic shelf labels – customer database management system
- Legal aspects in retailing - Social issues in retailing - Ethical issues in retailing.

References:

16MS3031 RURAL MARKETING

Credits:3:0:0

Objective:
- To provide conceptual understanding on the Rural Marketing with special reference to Indian
  context

Outcome:
At the end of the course the students will be able to:
- To know about the mantra for success for any company going rural.
- To understand the buying behaviour, the consuming pattern, the need and wants of the rural
  consumer
- To provide some of the challenges and opportunities that the rural market holds for the
  Companies.

Course Description: Definition – scope of rural marketing – concepts – components of rural markets –
classification of rural markets – rural vs. urban markets - Rural marketing environment Population –
occupation pattern – income generation - expenditure pattern – literacy level – infrastructure facilities –
rural Credits institutions – rural retail outlets – print media in rural areas — rural demand. Rural
Consumer behaviour: Consumer buying behaviour models, Factors affecting Consumer Behavior, Social
factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer-
Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle,
Personality and Brand Belief, Information Search and pre purchase Evaluation, Rise of Consumerism,
strategies – social marketing - Role of financial institutions, commercial banks and cooperative
institutions in rural Marketing – problems and challenges in rural marketing . Marketing of agricultural
produce and rural and cottage industry products –consumer and durable goods – FMCG products- health
and financial services - Researching Rural Market:Sanitizing rural market, Research design- Reference
frame, Research approach, Diffusion of innovation, Development studies, PRA approach, The need for
PRA, Sampling, Operational aspects of data collection. The future of Rural Marketing: Introduction,
Focused Marketing Strategies, Market Research, Consumer Finance, Rural Vertical, Retail and IT
Models, Rural Managers, Glamorize Rural Marketing, Public-Private Partnership, e-Rural Marketing -
CASE STUDIES – with Indian context

References:
1. Rural Marketing – T P Gopalaswamy – Vikas Publishing House
2. Rural Marketing –R V Badi, N V Badi – HPH, 2/e, 2005
3. The Rural Marketing Text Book – Pradeep Kashyap, Siddhartha Rant – Biztantra, 2005
4. Rural Marketing – Habeeb Ur Rahman – HPH, 1/e, 2004
5. Rural Marketing – Sukhpal Singh – Vikas Publishers
6. Rural Marketing – C G Krishnamacharyulu, Lalitha Ramakrishnan – Pearson Education
7. Agricultural Marketing in India – Acharya – Oxford I B H
8. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH, 1/e
9. Rural Marketing, Sanal Kumar Velayudhan, 2/e, Response, SAGE Publication

16MS3032 B2B MARKETING

Credits: 3:0:0

Objective:
- To orient the learners toward nitty-gritty of industrial marketing in Indian context and keep them abreast of ethical standards maintained in this sector.

Outcome:
At the end of the course the students will be able to:
- To understand some of the nuances of the B2B marketing,
- Outline the strategies that are being adopted in this sector.


References:
16MS3033 SUPPLY CHAIN MANAGEMENT

Credits: 3:0:0

Objectives:
- To provide students with insights about the Supply Chain dynamics
- To understand the importance of managing a supply chain and the role of operations in managing a successful supply chain.
- To make students understand the role of Purchasing in Supply chain management.

Outcome:
- The students would gain an understanding of the key issues in Supply chains
- The students would understand the importance of purchasing and Supplier relationship
- The students would have a clear understanding of the issues in distribution


References:

16MS3034 TOTAL QUALITY MANAGEMENT

Credits: 3:0:0

Objective:
- To make students understand the importance of Quality management and the role of Human resources management in ensuring Quality. To familiarize the students with the statistical tools used in Quality management. To gain insights into Quality Management systems those are in vogue today.

Outcome:
- An understanding of the Framework for TQM
- A thorough insight into the implementation process for TQM
- An ability to use statistical tools for better Quality management
An ability to use control charts and use specific tools for Quality management


References:
5. Gupta (2009), Total Quality Management, Tata McGraw Hill,
6. Charantimath, (2010), Total Quality Management, Pearson,

16MS3035 ENTERPRISE RESOURCE PLANNING

Credits: 3:0:0

Objective:
- To make students understand the systems which integrate internal and external management information across an entire organization.

Outcome:
- The understanding of ERP models and information flows underlying the ERP softwares.
- How integration works in an enterprise system, and the linkages with organizational processes.
- The basic principles and issues behind the ERP system design and configuration.
- Understanding of issues involved in ERP implementation


References:

16MS3036 ADVANCED PRODUCTION MANAGEMENT

Credits: 3:0:0

Objective:
- To understand in detail the production planning process and to be able to solve daily problems faced in the shop floor due to production planning issues. To understand inventory issues

Outcome:
- The student will be able to perform Material Resource Planning for any type of production system
- The student will be able to manage inventories without affecting the production plan

Course Description: Production Planning system: Manufacturing Planning and Control system, Sales and operations Planning, Manufacturing resources planning, makes the production plan. Master Scheduling: Developing a master production schedule. Materials Requirement Planning: Bill of Materials, MRP process, Uses of MRP. Production Activity Control: Data requirements, Order preparation, Scheduling, Load leveling, Scheduling Bottlenecks, Theory of Constraints and Drum-Buffer-Rope. Inventory Management: Inventory and the flow of materials, Functions of inventory, Objective of inventory management, Inventory costs, Economic order quantity, Variations of EOQ model, Period – order quantity. Independent demand ordering system: Order point system, Determining safety stock, Determining service levels, Different forecast and Lead-Time intervals, Determining when the order point is reached, Periodic review system, Distribution inventory. Products and processes: Need for new products, Product development principles, Product specification and Design, Process design, Continuous process improvement

References:
4. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
16MS3037 MANUFACTURING PLANNING AND CONTROL

Credits: 3:0:0

Objective:
- Manufacturing planning and control entails the acquisition and allocation of limited resources to production activities so as to satisfy customer demand over a specified time horizon. As such, planning and control problems are inherently optimization problems, where the objective is to develop a plan that meets demand at minimum cost or that fills the demand that maximizes profit.

Outcome:
- To inculcate on the decisions on production and inventory quantities.
- To study the demand management and the evaluating technique of forecast
- To know the production activity control
- To learn the manufacturing order quantities of production control.


Text Books
4. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)
5. Billington, Dennis, ( 2009), Production Planning and Inventory Control, PHI Learning

16MS3038 SERVICE OPERATIONS MANAGEMENT

Credits: 3:0:0

Objectives:
- To make the students understand the importance of process analysis and the supply chain issues
- To give a comprehensive learning of the latest trends of handling the materials like MRP and JIT
- To demonstrate the competence of the quality concepts like TQM and Six Sigma.

Outcome:
- To inculcate knowledge on the formulating strategies and strategic positioning
- To obtain knowledge on the yield management
- To emphasize the understanding towards the evaluation approaches under project management.

References:
5. Jorg Thomas Dickersbach and Gerhard Keller Production Planning and Control with SAP ERP (2nd Edition)

16MS3039 PRINCIPLES OF SIX SIGMA AND LEAN MANUFACTURING

Credits: 3:0:0

Objectives:
- Leveraging the basic Industrial Engineering knowledge with advanced methods commonly identified with six sigma (ref: American Society for Quality (ASQ) Body of Knowledge).
- To appreciate the value and utilize teamwork in accomplishing improvements to the “as is” process. Learning a brief history of manufacturing approaches employed and the background and philosophy of lean production

Outcome:
- To demonstrate the competence using Industrial Engineering and Six Sigma “tools” in achieving quantifiable results.
- To learn the concept of waste and that the quest for truly lean production is a journey and not a destination.
- The need for strategy, alignment with other corporate or plant Objective and preparation for lean production will be presented.
- To learn a set of approaches used in implementing lean production in Production operations.
- Need for employee creativity and motivation for lean implementation will be discussed and examples will be given

References:
1. Evans, J.R. and Lindsay, W.M (2007) An introduction to six sigma and process improvement (1st edn.), Cengage learning: Delhi
5. Dennis Hobbs (2012), Lean Manufacturing Implementation, J Ross Publication

16MS3040 BUSINESS PROCESS REENGINEERING AND VALUE ENGINEERING

Credits: 3:0:0

Objective:
- To analysis and design of workflows and processes within an organization. Business Process Reengineering (BPR) is basically rethinking and radically redesigning an organization's existing resources

Outcome:
- To study the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical modern measures of performance, such as cost, quality, service, and speed
- To know the concept of value engineering and job plan of value engineering

Course Description: Business Process: Definition Dimensions, History of BPR, Definition, Basics, Benefits of BPR, Role of leader and manager, Guiding principles of BPR, Key targets of BPR. BPR IN MANUFACTURING INDUSTRY: Enablers of BPR in manufacturing, Product design and development, BPR AND IT: Relationship between BPR and IT, Role of IT in Reengineering, BPR tools and techniques, Criticality of IT in Business process. BPR IMPLEMENTATION METHODOLOGY: Reasons for implementation of BPR, Necessary attributes of BPR methodologies, BPR team characteristics, Different phases of BPR, Different BPR methodologies, Steps of Process Reengineering, Performance measures of BPR, Risks associated with BPR, Barriers to BPR implementation, Areas generating Barriers to BPR, A framework for Barrier management. VALUE ENGINEERING CONCEPTS, THEORY AND FUNDAMENTALS: Relevance of Value engineering to Indian Scenario, Meaning of Value, Ways to add Value, Value Engineering basics, Techniques employed in Value Engineering VALUE ENGINEERING JOB PLAN: Introduction, Selecting the project. Selecting team members, Phases of Value Engineering Job plan, General phase, Information phase, Function phase, Creation, Phase, Evaluation phase, Investigation phase, Implementation phase.
References:
7. Kumar (2009), Value Engineering, Narusha Publishers

16MS3041 LOGISTICS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Present an insight of the principles of logistics management
- Provide a basic understanding of the logistics operations in a business
- Create an awareness about the various avenues of logistics management

Course Outcomes: After completing this course, the student should be able to:
- Understand the concepts of logistics
- Describe the various industries aligned with logistics
- Depict the various utilities of logistics in customer satisfaction.

Course Description: This course covers broadly the fundamentals of logistics management such as 7 R’s of logistics management, various objectives management, various transportation modes, fundamental concepts related to packing, various types of warehouses, time management, roles of intermediaries in logistics, containerization, palletization and various document requirements.

References:

16MS3042 PROJECT MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an understanding of project management.
- Provide a complete understanding of the project management processes
- Provide insights on the knowledge areas of project management.

Course Outcomes: After completing this course, the student should be able to:
- Use appropriate tools and techniques for Project management;
- Manage project within the present constraints;
- Develop a strategy for project management.
**Course Description:** The course introduces project management and describes the Organisational influences and project life cycle. A detailed study of the project management processes are included. The knowledge areas related to project integration management, project scope management, project time management, project cost management, and project quality management, project human resources management, project communication management, and project risk management, project procurement management and project stakeholder management are discussed in detail.

**Content References:**
1. Project Management Institute, (2013), Project Management Body of Knowledge (PMBOK GUIDE), (5th edn), Project Management Institute, Pennsylvania
4. Rita Mulcahy (2009), PMP Exam Prep (6th Edn), RMC Publications, Minnesota

**16MS3043 CROSS CULTURAL MANAGEMENT**

**Credits:** 3:0:0

**Objectives:**
- To learn organizational culture within and between countries, across different cultures
- To familiarize management aspirants to practice global management practices, when they work in MNCs and international NGOs
- To offer a selective but broad view of current thinking on culture linked to management, organization and communication

**Outcome:**
- The course participants stand to gain a substantial understanding of key contemporary issues such as cross cultural conflict and equipped with appropriate negotiation skills required to be a successful cross cultural communicator.

References:

16MS3044 COMPENSATION MANAGEMENT

Credits: 3:0:0

Objectives:
- To have an insight into compensation structure followed in the industry
- To know the process of linking performance with pay
- To understand the value/ process of framing of different benefit plans
- To explore methods by which labour costs could be controlled

Outcome:
At the end of the course,
- Students would be able to frame a strategic pay model
- Students would be able to frame incentive schemes, benefit plans based on organizational/industry requirements
- Students will also be able to work out labour costs and suggest measures to have labour costs under control


References:
16MS3045 LABOUR LEGISLATION AND INDUSTRIAL RELATIONS

Credits 3:0:0

Objectives:
- To provide adequate knowledge and critical understanding of substantive and procedural labour laws in operation in India
- To make the participants take keen interest in the practical aspects of Industrial Relations for the betterment of the employer-employee relations.

Outcome:
- The participants will be able to handle legal issues pertaining to industrial relations in organizations
- To be equipped with skills to manage employer-employee conflicts/grievances.


References:
16MS3046 MANAGING EMPLOYEE PERFORMANCE

Credits: 3:0:0

Objectives:
- To enhance knowledge about employee performance in organizations
- To enable the participant to distinguish individual and organizational performance
- To provide insights into the various methods and techniques of performance evaluation
- To facilitate planning for performance, coaching, measuring and mentoring

Outcome:
At the end of this course the student participant will be able to
- Thoroughly transpire the nuances of employee performance management
- Create templates and models to measure performance
- Plan, execute and monitor individual performance and generate reports
- Familiarize with the latest trends and technological support for managing performance

Course Description: Performance Planning - Performance Planning – Meaning – Planning need based

References:

16MS3047 NEGOTIATIONS MANAGEMENT

Credits: 3:0:0

Objectives:
- To unravel the fundamentals of negotiations to the student participant
- To give an exposure on the merits and demerits of conflicts and resolutions in an organization
- To train students on various negotiation skills and requirements for negotiation
- To educate the participant on ethical usage of negotiations for conflict resolution

Outcome:
At the end of the course the student participant will be able to
• ascertain the need for conflict resolution in a given situation
• understand human psychology and choose the most appropriate method for negotiation
• systematically resolve conflicting situations and arrive at mutually conducive solutions


References:

16MS3048 ORGANIZATIONAL TRANSFORMATION

Credits: 3:0:0

Objectives:
• To understand radical change dynamics in management philosophy
• To help the student participant understand organizational transformation
• To facilitate deeper insight through knowledge and skill acquisition

Outcome:
At the end of the course the student participant will be able to
• Appreciate the importance of change and transformation at various levels of organization
• Practically decipher organizational structures and design for effective change
• Formulate strategies for transformation and change using various models


References:
3. Cummings & Worley (2009), Organizational development and change (8th edition), Cengage Learning, India.

16MS3049 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Objectives:
- To provide strategic human resource management processes that can be employed for business performance
- To understand investment perspective for guiding managerial decisions regarding strategic human resources related issues
- To develop appropriate strategies for organizational effectiveness

Outcome:
- To enable participants capable of conducting a strategic review of human resource practices in order to develop and implement strategic human resource management
- To explore the strategic role of human resources in organizational performance
- To evaluate and measure employee performance, mentoring and career management


References:

16MS3050 WORK PLACE COUNSELING

Credits: 3:0:0

Objectives:
- To develop a conceptual understanding of workplace counseling and its importance in organizations
- To develop counseling skills in the budding managers so that they can help their employees to sort out their personal, family and work related problems

Outcome:
At the end of the course,
- the students acquire a wide range of communication methods that managers can use, to build trusting and respectful relationships
- Students get practical knowledge of creating amicable and conducive environment in the organizations in which employees can better manage themselves and their work.


References:

16MS3051 TRAINING AND DEVELOPMENT

Credits: 3:0:0

Objectives:
- To comprehend the theory surrounding learning
- To provide the application of training methods
- To help prospective trainers to create a value through T&D
- To successfully deal with competitive challenges

Outcome:
- Student will have a good understanding on identifying the training needs of the employees
- Students learn to design, develop the training programs for employees
- Students are exposed to the implementation and evaluation of the training imparted to the employees
- Students learn the theoretical underpinnings of adult learning or androgyne

Course Description: Introduction: opportunities and challenges – the role of training-structure of training organizations- strategic planning and training- OD and training-motivational and learning theories, understanding motivation and performance, training and management development, Objective of training. Training Need Analysis (TNA): what is TNA- importance of TNA, benefits of TNA, When to conduct need analysis, Conducting need analysis-Framework for TNA approaches-outcomes of TNA. Training design: definition of training design, identifying constraints-developing Objective- essential elements in training design, important consideration while designing a training course- Bloom’s typology of learning, The CRAMP model, facilitation of learning, facilitation of transfer-theories of training design- Elaboration theory, Gagne-Brigg’s theory. Training methods: On the job methods- off the job methods- traditional methods-E learning-technology’s influence on training and learning-computer based training-developing effective online learning-technologies for training support-for training administration-development phase-implementation phase. Evaluation: Reasons-process- types of evaluation data-outcomes used in evaluating training programs - constraints in evaluation-four levels frameworks of evaluation criteria-evaluation designs- post test only- pretest-post test- post-test only with control group-pretest-post test with control group- the future of training and development
References:
5. Goldstein Irwin L., Ford, J. Kevin , Training in Organizations, Thomson Asia Ltd., Singapore, 2005

16MS3052 DESIGNING HUMAN RESOURCE SYSTEM

Credits: 3:0:0

Objectives:
- This course aims to develop an insight of various HR practices in the organisation that makes the employees to work more effectively.
- It gives the learner an overall picture about how Human resource system is designed in an organization
- It also gives an insight into how the best working environment can be established in an organization where the employees feel pride and joy in their work, how jobs can be designed to help the employees to utilise their higher level skills and satisfy their higher level needs.

Outcome:
- Student will be clear on analyzing the concepts pertaining to HR
- Students learn to take up the challenge of matching the role and the person in organisations.
- Students are exposed to the recent and changing trends of HR.
- Students learn the method of appraising one’s performance / potentiality, developing the dyadic relationship, and to integrate the individual in the culture.


References:
2. Werner Desomond,(2008), Human resource development, Cengage India learning Private limited, New Delhi
4. Lepak David and Gowan Mary (2009), Human resource management, Pearson Education, New Delhi

16MS3053 LOGISTICS CONCEPTS AND PLANNING

Credits: 3:0:0

Objectives: This course aims to:
- Provide an understanding of the basic concepts in logistics management;
- give an insight about the logistics market; and
- Provide an overview of the Logistics System.

Outcomes: After completing this course, the student should be able to:
- Apply the fundamentals of logistics management for the efficiency in performance.
- Demonstrate the skills in logistics functional strategies.
- Evolve a suitable decision making functions in logistics related issues.

Course Description: Concepts of Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design - Logistics positioning, integration theory, transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.

References:

16MS3054 WAREHOUSE AND DISTRIBUTION FACILITIES MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
- Provide an understanding of the basic concepts pertaining to warehousing operations;
- give an insight about the procedural set-up of warehousing; and
- Offer an overview of managing warehouse efficiency.

Outcomes: After completing this course, the student should be able to:
- Address the issues related to warehousing.
- Display the skills of unitization, and
- show the efficiency in distribution facilities management.

Course Description: Issues, Equipment, Processes Warehouse rationale and material flow, warehouse operations, systems, Layout, Managing Warehouse Efficiency - Order Picking, Measuring warehouse efficiency, warehouse workforce design and development, Unitization, Shipping and Packaging -
Unitizing, packaging, Packaging for transportation, Distribution Facilities Management Materials Handling System design, Material handling technologies, site selection.

References:
4. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,

16MS3055 FREIGHT TRANSPORT MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
- Provide a basic understanding about freight management;
- give an broader view on the fundamentals of transportation component in Logistics management; and
- Give an overview of the regulatory framework of transportation.

Outcomes: After completing this course, the student should be able to:
- Apply the essentials of freight management in cost efficiency.
- show the skills in the documentation process of transportation, and
- help the management in the decision-making process to manage their cargo movement.

Course Description: Transport fundamentals - Transport systems, choices, characteristics, types of services, freight costing and pricing, Documentation, Regulation and Policy - Documentation, Transportation regulation and public policy, transportation policy, associations, Transport decisions - Transport service selection, Vehicle routing and scheduling.

References:
2. David Lowe (2005), Intermodal Freight Transport, Elseveir Butterworth Heinemann

16MS3056 INTERNATIONAL LOGISTICS

Credits: 3:0:0

Objectives: This course aims to:
- explore the crux of international logistics;
- showcase the nitty-gritty of modes of international transportation; and
- Present the various risks involved in all modes of transportation.

Outcomes: After completing this course, the student should be able to:
- Define the basic inputs of international logistics.
- portray the feasibility of decisions in relation to the selection of modes of transportation, and
- Tackle the issues related to fixing the precise INCOTERMS for the consignment.
Course Description: Definition, concept and importance - Meaning and significance of International Transportation, Modes of International transportation, Freight costing and pricing, Ocean and Air mode of transportation - Features, Types and terminology, Freight, parties and Perils associated with sea mode, Unit Load Device concept, Air cargo tariff structure, Air freight consolidation, IATA, TIACA, Concept of Land Mode, Intermodalism - Road, Rail, pipeline, Containerisation, Procedural and Documentation - EXIM procedure, INCOTERMS 2010, Packing and labeling for exports.

References:

16MS3057 CONTRACT AND REVERSE LOGISTICS

Credits: 3:0:0

Objectives: This course aims to:
- Provide an understanding of the basic concepts in contract logistics;
- offer a broader view of reverse logistics; and
- Cultivate the importance of delivering logistics services.

Outcomes: After completing this course, the student should be able to:
- Emanate the skills of fixing the contract logistics for their organisation.
- Leverage the concept of outsourcing the logistics activities, and
- Enhance the possibilities of addressing delivery related issues.

Course Description: Contract Logistics - Third Party Logistics, Formulating and selecting contract logistics provider, implementing outsourcing strategy, Introduction to reverse logistics - Closed loop supply chains and reverse logistics, business and market review, Emerging trends in Reverse Logistics - Systems and technology, managing processes, Delivering Logistics Services - Project/Operations planning, Managing service quality and performance.

References:
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
16MS3058 SUPPLY CHAIN CONCEPTS AND PLANNING

Credits: 3:0:0

Objectives: This course aims to:
- Provide an understanding of the fundamental concepts in Supply Chain;
- provide a platform to evolve a successful supply chain performance; and
- offer the ways of forecasting to enhance Supply Chain planning.

Outcomes: After completing this course, the student should be able to:
- Apply the basics of logistics management for the efficiency in performance.
- Demonstrate the skills in managing material flow in the organisation.
- Display the exploring global logistics market.

Course Description: Concepts of Supply Chain - Service and manufacturing supply chain dynamics, Integrated Supply Chain design, Supply Chain strategies, Supply Chain Performance Drivers and Forecasting - Logistics drivers, cross functional drivers, Collaborative Planning, Forecasting and replenishment (CPFR), Sales and Operations Planning - Introduction to Sales and Operations planning, Resource planning, scheduling.

References:
1. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
3. Rahul V Altekar (2009), Supply Chain Management: Concepts and cases (1st Edition), New Delhi: Prentice Hall India Pvt Ltd.,

16MS3059 MATERIALS AND INVENTORY MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
- Provide an understanding of the basic concepts in Materials and inventory management;
- give an insight about the cost aspects of Inventorying; and
- Provide an overview of the inventory control system.

Outcomes: After completing this course, the student should be able to:
- Relate the basics of material flow in the organisation;
- Exhibit the skills in managing Inventory system; and
- Display the expertise in evolving successful Inventory management methods.

Course Description: Materials Management - Materials classification, storage, handling and inventory - Inventory Planning - Inventory functionality and principles, inventory types and characteristics, costs relevant for inventory decision making, planning the inventory resource, accommodating uncertainty, Inventory Management - Policies, Processes, strategic development process, methods for improved inventory management, selective inventory control system, tools for inventory control.

References:
2. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt Ltd.,

16MS3060 PURCHASING AND STRATEGIC SOURCING

Credits: 3:0:0

Objectives: This course aims to:
- offer a broader outlook on purchasing function;
- figure out the possibilities of strategic outsourcing through conceptual analysis; and
- Provide an overview of the Strategic outsourcing quality.

Outcomes: After completing this course, the student should be able to:
- Look into the purchasing operations and its structure;
- Analyse the possibilities of effective strategic outsourcing analysis; and
- Evaluate the quality of strategic outsourcing and its process.

Course Description: Purchasing operations and structure - Purchasing and supply processes, purchasing policy and procedures, Supply Management integration for competitive advantage, purchasing and supply organisations, Strategic Outsourcing Analysis - Supply management and commodity strategy development, supplier evaluation and selection, Tools and techniques of purchasing analysis, Strategic Outsourcing Quality - Supplier quality management, supplier management and development, Strategic Outsourcing Process - Strategic Cost management, Negotiation, contract management.

References:

16MS3061 MARKETING CHANNEL DESIGN AND DISTRIBUTION PLANNING

Credits: 3:0:0

Objectives: This course aims to:
- Cover the wider spectrum about the marketing channel design and distribution planning;
- Offer the various distribution strategies; and
- Provides knowledge on the effective management of pricing and revenue.

Outcomes: After completing this course, the student should be able to:
- Contribute in the distribution strategies of his/her firm.
- Add nitty-gritty ideas into the effective managing of their distribution functions; and
- Showcase the efficiency in Pricing and revenue management in Supply Chain.

Course Description: Marketing Strategies and Physical Distribution, Distribution strategies - Direct shipment, intermediate inventory storage points, transshipment, Retailer-supplier partnerships, Distribution resource planning and implementing, Pricing and revenue management in Supply Chain -
Multiple customer segments, Perishable assets, seasonable demand, Bulk and spot customers.

References:

16MS3062 DECISION MODELING IN LOGISTICS AND SCM

Credits: 3:0:0

Objectives: This course aims to:
1. Provide the quantitative measures of logistics management;
2. Give an insight about areas of cost optimization; and
3. Ponder and practice the ways and means of effective managerial decision making using various analytic tools.

Outcomes: After completing this course, the student should be able to:
1. Apply the theories and conceptual models for optimizing the cost.
2. Emanate effective decision-making by analyzing with proper measures.
3. Display the skill of approaching the key issues using analytics.

Course Description: Transportation Mix, Factors influencing effective selection system, transportation costs, method of selection, IT and SCM, data mining and SCM, QT for managerial decision making, LPP, transportation and assignment problem, international control, Simulation, forecasting, Supply Chain Reengineering, and cost & performance measurement in SCM.

References:

16MS3063 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 3:0:0

Objectives: This course aims to:
1. provide a conceptual understanding about the international business environment
2. make the learners keep abreast with the changing environment of International Business
3. find the ways and means of entering into the offshore market.

Outcomes: After completing this course, the student should be able to:
1. identify their marketing environment,
• analyse the economic, technological, and cultural environment; and
• scan the environments and apply the business strategies accordingly

Course Description: International business environment, environmental analysis, globalization, micro and macro environment, global supply and demand, infrastructural requirements, Corporate Social Responsibility, Foreign Direct Investment and its regulations, technology transfers, natural environment and its components, political environment, cross border mergers and acquisitions.

References:

16MS3064 INTERNATIONAL LOGISTICS MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
• Provide the basic understanding of the logistics operations in international business
• have a clear understanding about the various parties involved in logistics activity
• understand the infrastructural support of logistics industry

Outcomes: After completing this course, the student should be able to:
• comprehend the world of logistics
• identify their careers in this expanding industry.
• Analyse the problems faced by the logistics firms and offer solutions for the same.

Course Description: Logistics flow, logistics costs, international trade logistics chain, objectives of logistics management, 7Rs of logistics management, logistics management in Export business, INCOTERMS, seaborne trade operations and shipping management, packing and containerization, warehousing management, role of intermediaries in international logistics management, Air transportation, and IATA.

References:
1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, PrenticeHall India, New Delhi.

16MS3065 INTERNATIONAL TRADE PROCEDURES

Credits: 3:0:0

Objectives: This course aims to:
• present with an insight of acquainting the student with the procedures and documents used in international business
• provide in-depth knowledge of India’s Foreign Trade Policy
• provide the learners to know the intricacies of the international trade,
Outcomes: After completing this course, the student should be able to:
- understand the procedures to be adopted in international trade
- adhere to the Indian FTP
- act upon the legal systems to enhance the ethical way of doing international trade

Course Description: Similarities and difference between international and domestic trade, gains from international trade, international trade formalities, documentation framework, pricing and pay terms involved in international business, India’s foreign trade policy framework, multilateral trading system, Theories related to International trade, Comparative cost, Balance of Payment, correction of BoP disequilibrium, export finance (Preshipment and post shipment), customs clearance of export cargo, and excise formalities.

References:

16MS3066 FOREIGN EXCHANGE MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
- Equip the students with the Foreign Exchange management concepts
- Make the learners to be familiar with the recent developments in the FOREX market.
- Bring in the risks involved in foreign exchange dealings

Outcomes: After completing this course, the student should be able to:
- Foresee and understand the risks involved in the foreign exchange transactions.
- Expose the various methods to avoid the foreign exchange risks.
- Equip with quality decisions in foreign exchange dealings

Course Description: Administration of exchange, foreign exchange transactions, purchase and sales transactions, authorized dealers, foreign currency accounts, multinational banking, FEDAI regulations, role of RBI, forex markets, transactions in interbank markets, spot and forward exchange rates, merchant transactions, interest rate risk, exchange risk, transaction exposure, translation exposure, economic exposure, swap deals, FERA and FEMA implications.

References:
16MS3067 INTERNATIONAL STRATEGIC MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
- familiarize the learners with the concepts, tools and techniques of international strategic management
- enable them to develop analytical and conceptual skills;
- Showcase the ability to look at the totality of situations.

Outcomes: After completing this course, the student should be able to:
- know the concepts, tools and techniques of strategic management in the international arena.
- develop analytical and conceptual skills in different situations.
- influence the superiors with their strategic skills

Course Description: Concepts, Characteristics and Dimensions of Strategic Management, Logic and process of Internationalization, Corporate global strategy, Nature, components and significance of environmental scanning, Diagnosing industry globalization potential, External and internal forces interacting with corporate objectives, Identifying strategic alternatives, Stability strategy, Growth and diversification strategy, Merger, acquisitions and retrenchment, Setting corporate objectives in MNC’s, Formulating generic competitive strategy, Implementing corporate strategy, Strategic control and operational control.

References:
1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,

16MS3068 GLOBAL MARKETING MANAGEMENT AND RESEARCH

Credits: 3:0:0

Objectives: This course aims to:
- present an insight of the international marketing concepts
- provide a conceptual understanding about the concepts of research across the globe.
- make the learners to know how international market research can be conducted

Outcomes: After completing this course, the student should be able to:
- conduct research in the foreign market, which is vital for the international businessmen
- decide the course of activity based on research
- Apply their knowledge in analyzing the situations and suggest the outcome.

Course Description: Globalisation of markets, Global marketing environment, International marketing research, international marketing mix, international PLC, problem definition, research design, types of research, online and other secondary sources, observational and tracking methods, qualitative research methods, Questionnaire, attitude measurement, scaling techniques, sample design, positioning the product, systematic product development (Conjoint analysis) and market research report.

References:

16MS3069 INTERNATIONAL BUSINESS LAW

Credits: 3:0:0

Objectives: This course aims to:
- Develop an understanding of the different laws, legal rules and regulations through which foreign trade is governed.
- Provide a review and analysis of the international trade and business environment and apply this knowledge to practical aspects of doing business in international markets.
- Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements.

Outcomes: After completing this course, the student should be able to:
- Identify current trends in international trade and foreign investment.
- Explain the concepts of export and import practices and procedures.
- Develop a strategic framework for analyzing international business decisions.

Course Description: Legal Environment of International Business, Sources of International Law, Regulations of export and import act like The Foreign Trade (Development And Regulation), Conciliation and Arbitration, Law relating to International Contract, Agency agreements, Credits, Carriage and Insurance, Technology Transfer, Joint ventures, Consultations, Foreign Investment laws, Electronic Commerce, Patents and Trade Marks, Environmental Agreements, Unfair trading practices, Litigation-Jurisdiction and applicable Law, Process and Procedure, Alternative Dispute Resolution for settlement of Disputes.

References:
16MS3070 FOREIGN TRADE POLICY

Credits: 3:0:0

Objectives: This course aims to:
- recall the importance of Foreign Trade for the development of a nation.
- describe the commercial policy instruments, and
- to offer ideas about doing foreign trade with all procedural inputs

Outcomes: After completing this course, the student should be able to:
- display the skills in Foreign Trade policy.
- demonstrate the ability in dealing procedural hiccups in global advertisement; and
- to show the effectiveness in documentation works in line with the procedural aspects of FTP.

Course Description: Importance of foreign trade, need for policy framework, historic perspective of Foreign Trade policy, Glimpse of India’s Foreign Trade Policy 2009-2014, need for commercial policy instruments, India’s exports and imports, customs tariff policy, Special Economic Zones (SEZ), Foreign Debt and Aid, Foreign Direct Investment, Foreign Portfolio Investment, India’s Regional Trade Agreements (RTA’s).

References:

16MS3071 INTERNATIONAL PROJECT MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:
- provide the students with the understanding of project planning and scheduling
- help the learners to understand the impact of project team handling the projects
- offer knowledge about the risks involved in implementing the project

Outcomes: After completing this course, the student should be able to:
- emanate the skills of a project manager
- show the effective usage of tools and techniques to handle projects
- demonstrate the skill in evaluating and controlling the pace of projects

Course Description: Project characteristics, project management, skills of a project manager, role of project manager, understanding the organisational structures, project life cycle, project integration management, project scope management, project time management, project scheduling, project cost management, project quality management, project Human resource management, project communication management, project risk management, project procurement management, project stakeholder management, feasibility studies, tools and techniques, project planning resources, developing project team, procurements and sharing information, measuring and controlling project performance, and controlling work results.

References:
16MS3072 TRANSPORTATION MANAGEMENT

Credits: 3:0:0

Objectives: This course aims to:

- familiarize the participants with the management of ports
- enable them to deal with the desperate activities associated with ports all over the world.
- orient the students to effort the procedural needs and intricacies in it

Outcomes: After completing this course, the student should be able to:

- understand the activities and process followed in the port.
- understand the laws and practices adopted in the ports.
- demonstrate the documenting and procedural skills adhered in all types of ports

Course Description: Physical and economical merits and demerits of various modes of Transportation, Location Characteristics, Organization structure in Ports, Interface of Rail & Road infrastructure, ICDs, Factors affecting the future ports & terminals, Port Operations, Managing Port Operations, Cargo handling equipment, intermodal connections, Port services, Concept of Hinterland, Identifying Customer Needs handling competition & adding value, IT infrastructure in ports and terminals, Port Development and privatisation areas of ports, Cabotage law & practices affecting coastal movement of cargo, development of minor ports, Environmental issues connected with Ports & Terminals, Air Cargo, IATA areas & Countries, different types of aircraft, Air freight Exports and Imports, Special Cargoes, Consolidation Documentation, Air Way Bill (AWB).

References:

1. H. Ligteringen and H. Velsink (2012), Ports and Terminals, VSSD Publishers
2. Dong-Wook Song and Photis Panayides (2012), Maritime Logistics: A complete guide to effective shipping and port management (Kindle Edition), Kogan Page Publishing
4. Pradeepa Kumar Samanta & Ashok Kumar Mohanty (2005), Port Infrastructure & Economic Development, Gyan Publications
5. UNCTAD (2010), Port Development : A Handbook for Planners in developing countries
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<th>Course Code</th>
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<td>14MS302</td>
<td>Reliability and Maintenance Management.</td>
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<td>Global Management Solutions</td>
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<td>Strategic Cost Management</td>
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<td>Security Analysis and Portfolio Management</td>
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<td>Sales and Distribution Management</td>
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<td>Marketing Research Applications</td>
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<td>15MS3090</td>
<td>Supply Chain Risk Management</td>
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14MS301 - OPTIMIZATION THEORY FOR MANAGERIAL DECISIONS

Credits: 4:0:0

Course Objective:
- To understand the various models of optimization techniques.
- To learn the various algorithms used for optimization of managerial problems.
- To apply these optimization techniques for managerial decision making.

Course Outcome:
The student will be able to convert managerial problems into mathematical models. Also the student will be able to apply suitable optimization techniques to solve those managerial problems and facilitate them for better decision making.

Unit I
Introduction, classification of optimization problems, Application of optimization, concepts of design vector, Design constraints, constrain surfaces, objective function surfaces and multilevel optimization.

Unit II
Karmakars method of solving L.P. Problems for managerial decisions, Quadratic programming, non-linear programming- unconstrained optimization techniques, Basics of constrained optimization for making managerial decisions.

Unit III
Integer linear programming methods and applications, introduction to integer non-linear programming and basics of geometric programming for managerial decisions.

Unit IV
Multi-objective optimization methods and applications for managerial decisions, Formulation of problems- Separable programming and stochastic programming.

Unit V
Managerial decision making using Genetic algorithms, Simulated Annealing, Neural network based optimization. An overview of fuzzy system for managerial decision making.

Text Books

Reference Books
2. SN Sivanandam and S N Deepa, “Principles of Soft computing”, Wiley India (P) Ltd, 2007
14MS302 - RELIABILITY AND MAINTENANCE MANAGEMENT

Credits: 4:0:0

Course Objective:
- To understand the mathematical concepts behind reliability and maintenance.
- To develop reliability and maintenance system in a business environment.
- To develop models for reliability evaluation.

Course outcome:
The student will be able to solve reliability issues using sound mathematical principles. The students will be able to develop maintenance management systems.

Unit I
Definitions: Reliability, Hazard rate, active redundancy, Maintainability, Downtime; Reliability and Quality, Failure and failure modes, Causes of failures, Maintainability and Availability
Concept of Bathtub hazard rate curve, reliability evaluation of two-state device networks- series, parallel, k out-of-m systems; standby redundant systems, reliability evaluation of three-state device networks: series and parallel.

Unit II
Reliability Determination Methods: Network reduction technique, Path tracing technique, decomposition technique, Delta-star method
Advanced reliability evaluation concepts: supplementary variables technique, Interference theory, Human reliability, Common cause failures, fault trees, Failure mode and effect analysis

Unit III
Maintenance Management: Maintenance systems and economics of reliability – maintainability and availability concepts, MTBF, MTTR, MTBM, and MDT repair hazard rate, maintainability and availability functions and their mathematical expressions.

Unit IV
Maintenance and Spares Management: Preventive replacement- individual replacement policy- individual preventive replacement policy- preventive group replacement

Unit V
Condition based maintenance: Advantages and disadvantages, vibration monitoring, vibration parameters and vibration instruments

Text Books

Reference Books
14MS303 GLOBAL MANAGEMENT SOLUTIONS

Credits 4:0:0

Course Objective:
The objective of this course is to make the students to
• understand the concepts involved in the present management solutions,
• gain the knowledge about the existing problem solving mechanisms,
• Know the various management strategies applicable to corporate.

Course Outcome:
At the end of the course the students will be able to apply various management techniques used in the present day scenario at global level.

Unit I

Unit II

Unit III
E-commerce, Customer Relationship Management, Enterprise Resource Planning: meaning, Essence, Role, Requirements, Assumptions, basic philosophy, advantages, limitation, Implementation steps - impact on the organization.

Unit IV
Five S Model (5 S), Kaizen, Knowledge management: meaning, Essence, Role, Requirements, Assumptions, basic philosophy, advantages, limitation, Implementation steps - impact on the organization.

Unit V
Quality Circle, 6 Sigma, Supply Chain Management: meaning, Essence, Role, Requirements, Assumptions, basic philosophy, advantages, limitation, Implementation steps - impact on the organization.

Text Books:
1. Dinesh Seth, Subash C Rastogi (2004), Global Management Solutions (1st Edition), Ceneage Learning India Pvt Ltd.
2. Avinash Ratra (2009), Modern Management: Diversity, Quality, Ethics And The Global Environment [eBook], Global India Publications

Reference Books:
3. Dinesh Seth, Subash C Rastogi (2009), Global Management Solutions (1st Edition), South Western, First Edition
14 MS 304 GLOBAL MARKETING MANAGEMENT

Credits 4:0:0

Course Objective:
The objective of this course is to make the students to
• To provide knowledge of marketing from the international perspective
• To enable them to decide suitable marketing strategies for the dynamic international market

Course Outcome:
At the end of the course the students will be able to clearly decide on the international marketing strategies to be adopted for successful running of the business.

Unit I
Introduction to International Marketing - Nature and significance; Complexites in international marketing; Transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies – market segmentation – Global market entry strategies

Unit II
International Marketing Environment - Internal environment; External environment- geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

Unit III
Product Decisions - Product planning for global markets; Standardization Vs Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

Unit IV
Pricing Decisions - Environmental influences on pricing decisions; International pricing policies and strategies. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Unit V
Distribution Channels and Logistics - Functional and types of channels; Channel selection decisions; Selection of origin distributors/agents and managing relations with them; International logistics decisions.

Text Books:

Reference Books
Credit 3:0:0

Course Objective is to provide:
- An overview of corporate banking in general
- The fundamental of retail banking and
- Knowledge on banking regulations

Course Outcomes
At the end of the course, the student will be able to:
- analyze the various corporate banking services in professional management
- understand the Banking Regulations
- demonstrate the day to day practices of banking management

Course Description
Meaning, Importance and Various Services provided by Corporate Banking. Corporate deposits. Project and Infrastructure: Finance - its market analysis. Operational and integrated Risk Management, Risk management and capital Management, BASEL norms, Current guidelines on risk management along with Retail Banking: Applicability of retailing concepts, distinction between Retail and Corporate / Wholesale Banking. Approval process for retail loans, Credit scoring, Banking Ombudsman and its functions, Banking regulation on CRR, SLR and LAF.

Reference Books
15MS3002 STRATEGIC COST MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide an understanding on the nature of strategic competitiveness
- Know the competitive environment facing a firm, assess the attractiveness of the industry and the potential sources of competitive advantage and disadvantage
- Present application knowledge on issues related to techniques of SCM

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate skills of analysis, evaluation and synthesis of cost management techniques
- Develop business level strategies with cost orientation
- Assess the likely sustainability of firm strategies and competitive positions

Course Description
Conceptual framework, environmental influences on cost management practices, cost management pillars, role of SCM in strategic positioning, Strategic Costing techniques like activity based costing, life cycle costing, target costing, Kaizen Costing, Benchmarking and Balanced score card including Cost Control and Cost Reduction. Pricing Methods evaluation of different Pricing Methods, Pricing a new Product, Bottom Line Pricing and Transfer Pricing. Learning Curve.

References:
Course Objective

This course aims to:

- Acquaint with the basic principles underlying the provisions of direct and indirect tax laws and accepted tax practices.
- Ensure practical aspects of Tax Planning as an important managerial decision-making process.
- Enable the students to real life situations involving taxation and equip them with techniques for taking tax sensitive decisions.

Course Outcomes

After completing this course the student should be able to:

- Develop the skill required for tax planning using the various provisions studied in this course.
- Compute the income under various heads and calculate the tax liability involved on the various capacities of persons.
- Work out the valuation pertaining to Central Excise, Customs, Service Tax and Value Added Tax in accordance with the procedure pronounced under the respective Acts to take appropriate decisions.

Course Description

Residential status of various persons including computation of income tax liability, Return of Income Tax, and Filing Procedure along with the Procedure and Valuation of Central Excise and Customs Duty are offered in this course. Service Tax Registration Procedure, Valuation for service tax and various forms used. The implications of Value Added Tax – Its features, merits and limitations.

References:

15MS3004 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits: 3:0:0

Course Objective is to provide:
This course aims to gain insight into:
- The mechanism of trading, listing, IPO, Book building and due diligence
- Analysis and application of Valuation of Securities
- Portfolio Planning and evaluation of the performance of a portfolio.

Course Outcomes
After completing this course, the student should be able to:
- Acquire the skills that include, asset allocation; choice of various types of investment vehicles (stocks, ETF’s, bonds, real estate) in a portfolio; performance measurement; risk management based on economic, industry and company analysis.
- Apply hands-on practice in selecting securities and managing a portfolio using investment simulation method.
- Enable them to analyse and enhance decision making skills in their investment options.

Course Description
The concepts and framework of Securities & stock market; Investment Avenues; Mechanics in Trading and functions of stock exchanges; Risk – Return Analysis; SEBI – functions and guidelines; Valuation of Securities and Bonds; Capital Asset Pricing Model, Fundamental analysis; Technical Analysis; Efficient Market Hypothesis and relevant theories, Single Index model; diversification; Portfolio Planning, Selection and Evaluation.

References:
15MS3005 FINANCIAL ANALYSIS AND REPORTING

Credits: 3:0:0

Course Objectives:
This course aims to:
- Impart knowledge and understanding on financial analysis and reporting techniques.
- Explain various tools and techniques that are used in financial analysis.
- Explores in greater depth on the financial distress and scams

Course Outcomes:
After completing this course, the student should be able to:
- Critically evaluate financial statements
- Apply knowledge on financial distress
- Handle independently MS Excel, CRISIL software for financial analysis


Reference Books:
15MS3006 MICRO FINANCE AND INSTITUTIONAL ROLE

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide in-depth understanding of different components of microfinance in the Indian context
- Analyze the role and impact of microfinance and microfinance institutions and various microfinance lending models practiced throughout the world
- Provide understanding of risks involved in microfinance institutions and strategies to minimize risk.

Course Outcomes:
After completing this course, the student should be able to:
- Analyze cases and develop problem-solving skills
- Examine alternative forms of economic development
- Create appropriate credit distribution and lending models for given situation


References:
1. Debadutta K. Panda(2009), Understanding Microfinance, Wiley India Private Limited
Course Objectives: This course aims to:
- Provide understanding of the linkage between the financial system and economic development
- Provide exposure to various financial instruments and services
- Provide understanding of the regulatory framework and prudential norms for financial institutions

Course Outcomes: After completing this course, the student should be able to:
- Analyze the current situation and challenges faced by the financial institutions in economic growth
- Compare and assess financial instruments and suggest appropriate financial solutions
- Apprehend the nuances of financial inclusion issues

Course Description:
Structure of financial system, financial instruments and services, financial system and economic development, role of regulatory agencies, role and functions of the development financial institutions and specialized financial institutes like EXIM, ECGC, etc., and State Finance Corporations. Merchant banking services, Banc-assurance, securitisation, credit rating and role of credit rating agencies. Industrial sickness and rehabilitation, role of BIFR. NBFCs, challenges before Indian NBFCs, money market, capital market and international capital market, financial inclusion, government initiatives and institutional role.

References:
15MS3008 FINANCIAL DERIVATIVES

Credits: 3:0:0

Course Objectives: This course aims to:
- Develop an insight on how derivatives are traded in the market
- Explain various financial derivatives used in financial markets.
- Understand Forward, Futures, Options and Swaps

Course Outcomes: After completing this course, the student should be able to:
- Practice on trading platforms using futures and options.
- Evaluate using Black Scholes Option pricing model.
- Apply various strategies in trading futures and options.

Course Description: Definitions, features and types of financial derivatives – Forwards, Futures, Options and Swaps, history and uses of derivatives. Pricing and trading mechanisms of futures and options, hedging strategies using futures and options, Black and Scholes models, Greeks, Dynamic hedging, Call option valuation, Put option valuation, Hedge ratios, Binomial model, option pricing models, swaps market, and credit derivatives.

References:
2. S.S.S. Kumar, (2010), Financial Derivatives, PHI Learning
15MS3009 VENTURE CAPITAL AND PRIVATE EQUITY

Credits: 3:0:0

Course Objectives: This course aims to:
- Encourage Entrepreneurial spirit through this course to identify their potentials on their investment intuitions
- Explore opportunities to venture into new business arena.
- Emphasize on their investment decisions and strategies, exploring on the seed funding and private equity analysis.

Course Outcomes: After completing this course, the student should be able to:
- Apply strategic decisions on private equity management.
- Evaluate and to discover new ventures of financing.
- Analyse the specific techniques of fundraising and deal structuring

Course Description: The conceptual framework of the major developments in the world of private equity and fundraising from these sources; Leveraged Buyout Investments and the role of debt and the state of current debt markets; Seed funding and Angel Investors, Public Infrastructure Investments, recent credit crunch and its longer term implications. Sword financing, venture lending, crowd funding, growth of public/private partnerships with governments; private equity firm strategy in a world of international opportunities; rise of sovereign wealth funds; Private Equity Management- due diligence, deal structuring, deal sourcing, and pricing; strategic issues for private equity funds.

References:
15MS3010  WEALTH MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Explain various fundamental tools and techniques in wealth management process
- Cover the knowledge requirements relating to asset allocation and financial planning
- Explore various investment avenues worldwide.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the concepts and key elements in wealth management.
- Manage personal financial planning
- Assess the wealth management process

Course Description: World Wealth Statistics and Forecast, key drivers of wealth management, savings and wealth creation cycle, wealth accumulation, preservation and transfer. Private banking, family office, client profiling, asset allocation principles, relationship management process, structured products, Mutual fund products and schemes, Systematic Investment Planning, lifecycle investment guide, skills required for wealth managers, investment options and super-annuation and retirement income planning.

References
Course Objective is to provide:
- the techniques for measuring risk
- knowledge on various Insurance schemes
- application of Insurance Management into day to day managerial practices

Course Outcomes
At the end of the course, the student will be able to:
- use the risk management in taking suitable steps to cover such risks
- to take suitable Insurances according to the nature of risks
- to use insurance to defend against risks

Course Description
Risk Management including risk mitigation, its different types - Insurance Regulations which includes Purpose and Need for Insurance fundamentals of agency-law-IRDA and its role - Fundamental principles of life Insurance-financial planning and taxation, Insurance Products including Life insurance products-Group Insurance and pension plans-General Insurance: Health insurance policies, Rural/Social Insurance, Fire and Marine Insurances, Engineering and other Insurances.

Reference Books:
2. Hand book on Principles of Insurance, Published by Insurance Institute of India, (2011), New Delhi
3. Hand book on Principles of Life Insurance, Published by Insurance Institute of India, (2011), New Delhi
4. Hand book on Practice of General Insurance, Published by Insurance Institute of India, (2011), New Delhi
Credits: 3:0:0

Course Objective
This course aims to:
- Familiarize the students with International Financial Transactions and the Operational efficacies of the Foreign Exchange Markets.
- Understand and Measure the Foreign Exchange Risks and identify risk management strategies.
- Identify and Integrate the Global Developments with the changing business environment in India.

Course Outcomes
After completing this course the student should be able to:
- Compute the foreign exchange transactions based on the intricacies of Foreign Exchange Markets
- Take appropriate financial decisions on the Investments made in the Foreign Markets.
- Develop Forecasting Models by managing the Foreign Exchange Risk and offsetting the same by Hedging.

Course Description
Foreign Exchange Markets. The conditions of Parity in International Finance along with Forecasting Exchange Rates are deliberated in this course. Most importantly, it offers an overview of the four important aspects namely, International Sources of Finance, International Financing Decision, Foreign Exchange Risk Management and Exposure Management.

References:
15MS3013 CORPORATE FINANCE

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide the students with fundamental concepts, principles and approaches of corporate finance.
- Enable the students to understand the various techniques used in solving trivial issues which comes along side in the policy decisions that corporate takes.
- Enable students to determine the intrinsic value of a corporation and assess the effectiveness of corporate management in maximizing that value.

Course Outcomes: After completing this course, the student should be able to:
- Acquire the skills needed for the precise investment and financing decisions.
- Compute the present value and properly utilize the financial resources available to invest in long term assets of the firm.
- Critically analyze the market efficiency and thereby apply the techniques for maximizing the value of the firm.

Course Description:
Significant investment and financing decisions, The concept of net present value, used to analyze how investment and financing decisions interact to affect the value of the firm, capital budgeting, emphasis on the interaction between corporate and personal taxes and the cost of capital along with leasing, hire-purchase, mergers, acquisitions and business valuations.

References:
15MS3014 BEHAVIORAL FINANCE

Credits: 3:0:0

Course Objectives:
This course aims to:
- Enhance knowledge and skills required to identify persistent and systematic behavioral factors that influence the investment behaviour.
- Ensure an intuitive, logically rigorous understanding of the behavior of the market and adapting to the tune of the securities and derivatives market
- Emphasize adequate practical exposure in terms of applicability on valuation, investment decisions, asset allocation and fund management strategies.

Course Outcomes:
After completing this course, the student should be able to:
- Apply strategic decisions in asset allocation and fund management.
- Interpret the impact of the equity, derivatives and commodity markets to inculcate price discovery in the financial markets.
- Discuss and apply the specific techniques of trading and investment in financial markets

Course Description: Conceptual framework of Investment Decision Cycle: Judgment under Uncertainty; Utility/Preference Functions: Expected Utility Theory [EUT]; Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage; Paradoxes (Allais and Others); Prospect Theory; Information Screening Biases; Information Processing: Bayesian Decision Making, Heuristics and cognitive biases; Forecasting Biases; Emotion and Neuroscience; Group Behavior: Conformism, herding, fatal attractions; Investing Styles and Behavioral Finance.

References:
15MS3015 COMMODITY AND CURRENCY DERIVATIVES

Credits: 3:0:0

Course Objectives: This course aims to:
- Equip young managers with the knowledge of emerging commodities derivative trading practices in India
- Focus on commodities markets design and rules
- Highlight the regulatory framework of commodity and currency market.

Course Outcomes: After completing this course, the student should be able to:
- Relate commodities, securities and currency market
- Demonstrate the knowledge of commodity and currency derivatives trading
- Exhibit current knowledge of the fundamentals of commodity derivatives and currency derivatives

Course Description: Introduction to derivative products, risk management, gold, base metals, crude oil, coal, emission trading, agricultural commodities and biofuels, commodity indices, structured investments and benefits of commodities within a portfolio, currency markets, exchange traded currency futures, trading currency futures, clearing and settlement process, SEBI guidelines and risk management.

References:
2. Workbook for NISM Series -1 Currency Derivatives Certification Examination, National Institute of Securities Markets
15MS3016 PRODUCT AND BRAND STRATEGIES

Credits: 3:0:0

Course Objectives:
This course aims:
- To provide an overview of product development and product launch
- To impart knowledge on the concepts of branding & brand management
- To make aware on the strategic aspects of product & brand development

Course Outcomes:
After completing this course, the student should be able to:
- Outline strategies for product decisions
- Exhibit the various options available before a brand manager in strategic decisions.
- Equipped to offer strategic branding decisions

Course Description: Product, Classification – levels, Mix, New Product Planning, success and failures, development process, Perceptual maps, Concept Testing, Test Marketing and Product Launch, concepts on Brand, Brand platform - Brand image, Brand associations, Brand identity, Brand Personality, Brand relationship, Brand hierarchy – Brand value – Branding strategies, brand positioning & repositioning, Brand Extension, Cobranding, Brand leveraging, brand equity & measurement methods, brand building strategies, Brand failure reasons, brand loyalty and global branding

References:
1. Kapferer, J.N. (2008), Strategic Brand Management, 5e, Kogan Page, UK.
3. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
15MS3017 NEW AGE MARKETING

Credits: 3:0:0

Course Objectives: This course aims to:
- Impart the knowledge related to Digital Media Marketing for the purpose of using the same in attracting and retaining customers.
- Understand the impact of New Media Marketing
- Providing insights into social analytics, metrics, and measurements.

Course Outcomes: After completing this course, the student should be able to:
- Display skills in new media marketing management.
- Develop functional skills to analyze digital media.
- Take decisions concerning appropriate digital media mix.

Course Description: New media and new marketing mix. Developing web marketing plan and integrating it with other marketing efforts, Managing Cyber campaign, engaging on the web, Digital media mix, digital media metrics, digital customer service, digital media analytics & measurement and marketing to digital communities.

References:

15MS3018 SALES AND DISTRIBUTION MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Impart the knowledge and skills of salesmanship
- Inculcate the concepts of sales and sales force management
- Introduce the concepts on channel management

Course Outcomes:
After completing this course, the student should be able to:
- Articulate the role played by sales in a business
- Display the skills of a manager to handle sales and sales force
- Take decisions related to channel partners and channel management

Course Description: Sales, types and management of sales and sales force. Managing people in sales, cost control and international sales management. Concepts of channel management & dynamics, channel intermediaries & relationships, strategic channel management, role of alliances and partnerships, competitive share analysis, multiple channel management and channel audit.

References:
15MS3019 MARKETING RESEARCH APPLICATIONS

Credits : 3:0:0

Course Objectives:
This course aims to:
- Orient towards the importance of marketing research,
- Introduce the various techniques involved in the market research
- Impart knowledge on various applications of marketing research

Course Outcomes:
After completing this course, the student should be able to:
- Secure knowledge about research for new product development
- Carry out research in pricing, distribution and promotion realms.
- Comprehend the role of marketing research in marketing decision making

Course Description: Market research, its role and importance in marketing decision making. Techniques in market research, and researches for new product development, test marketing. Pricing research, distribution research, promotion research and advertising research. Research in its process, issues, and applications.

References:

15MS3020 CONSUMER BEHAVIOUR

Credits : 3:0:0

Course Objectives:
This course aims to:
- Orient the participants towards the consumer decision premise
- Introduce the various models involved in purchase decision making of customers.
- Impart the knowledge on the various influencing factors of consumer behaviour

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate their understanding on consumer behaviour, its principles, role and importance
- Clearly exhibit the importance of consumer decision making in pre-purchase, during purchase and post purchase process
- Identify the various influencing factors of consumer behaviour and their applicability

Course Description:
Consumer behaviour, its principles, role and importance in marketing decisions. Consumer decision making process, models and factors. Customer pre-purchase evaluation process, during purchase evaluation on store choice, impulse purchase etc. Post purchase evaluation and process. Factors on consumer behavior.

References:
15MS3021  SERVICES MARKETING

Credits : 3:0:0

Course Objectives: This course aims to:
- Orient towards the fundamental principles, role, classification & importance Services Marketing
- Introduce the concepts underlying services development and management of service delivery in conjunction with advances in this realm.
- Impart the knowledge on Service Quality, Service Satisfaction and Service Loyalty model

Course Outcomes: After completing this course, the student should be able to:
- Elucidate the framework of services development
- Analyse the nuances in service performance models building
- Provide framework for analysing the performance and managing service delivery

Course Description: Evaluation, characteristics, differences, classifications, challenges and opportunities in services marketing. New service development process, service design and strategies on positioning and pricing. Service encounter, servicescape, role of relationship marketing in services, Service Quality, Service Quality Gap analysis, Service satisfaction, service loyalty and their dimensions. Concepts on service delivery through employees, through intermediaries and through E-channels and the role played by employee & consumers in service delivery.

References:
Course Objectives:
This course aims to:
- Impart orientation in respect of providing means for learning basic tenets and successful delivery of CRM program
- Understand the role played by CRM under various business settings
- Impart knowledge on Analytical CRM and CRM project Management

Course Outcomes:
After completing this course, the student should be able to:
- Articulate how information technology can be aligned with business practices
- Achieve business goals and support business imperatives, first by defining CRM and its various components
- Demonstrate the gained knowledge in terms of application of IT in CRM.

Course Description: Basics of CRM, its advantages, drawbacks, cost and the role played by CRM in building customer loyalty for different types of business under various environment settings. Concepts on call centre & customer care, customer service, Automation in call centres, eCRM, Multi Channel CRM, CRM on B2B, Supplier & partner relationship management, ERP. Analytical CRM, role of data warehousing, data mining and their in CRM, the importance of understanding the business process in selecting the right CRM tool, Managing a CRM project right from development to implementation of CRM and its future are also covered.

References:
15MS3023 RETAIL MARKETING

Credits: 3:0:0

Course Objectives:
This course aims to:
- Let the students secure knowledge in the current practices in retail marketing
- Impart knowledge on the consumer behavior in retailing
- Deliver the concepts and the role played by operations & technology in retailing

Course Outcomes:
After completing this course, the student should be able to:
- Expertise the concepts in retail business operations & retail marketing in India.
- Address the key issues in Retailing Industry.
- Delve into the intricacies and challenges of the retailing system in India.

Course Description: Concepts of retailing, its types, layout, scenario for retailing in India, business planning for retailing, risks, Consumer behaviour in retailing, retail marketing mix and related decision making, the role played by the operations management & Information technology in retailing. Legal aspects, social issues & ethical issues in retailing. Mall behaviour in retail marketing as an emerging trend.

References:

15MS3024 RURAL MARKETING

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide conceptual understanding on the Rural Marketing with special reference to Indian context its opportunities & challenges
- Impart knowledge on the consumer behaviour and its challenges in Rural marketing
- Elucidate the future of rural marketing in India

Course Outcomes: After completing this course, the student should be able to:
- Identify the mantra for success for any company going rural.
- Demonstrate the buying behavior, the consuming pattern, the need and wants of the rural consumer
- Assess the challenges and opportunities that the rural market holds for the Companies.

Course Description: Introduction to rural marketing, basic concepts, components, classification, environmental factors and the demand in rural areas, consumer behaviour, its influencing factors, Rural marketing mix and its decisions, marketing of agricultural produce, role played by Financial Institutions and the challenges in market research techniques & data collection in rural areas. Strategies for rural marketing, the role of IT and the future of rural marketing in India with respect to consumer finance, retailing, IT models and Glamorizing rural marketing.

References:
3. Habeeb Ur Rahman (2004), Rural Marketing — HPH, 1/e.
Course Objectives: This course aims to:

- Orient engineering students on the fundamentals of marketing and sales.
- Provide contemporary knowledge of the theoretical concepts of marketing and sales.
- Present latest knowledge of the applications and issues related to marketing and sales.

Course Outcomes: After completing this course, the student should be able to:

- Demonstrate contemporary knowledge of the fundamentals of marketing and sales.
- Exhibit current knowledge of the theoretical concepts of marketing and sales.
- Display latest knowledge of the applications and issues related to marketing and sales.

Course Description: Marketing and sales, including concepts of marketing, customer needs, wants and demands, marketing information to gain customer insights, consumer behaviour and characteristics affecting consumer behaviour. Market segmentation objectives, Relationship between marketing and sales. Role of sales team members, effective sales person. Industrial buying behavior, Industrial Market segmentation selling, role of personal selling in industrial sales, Customer satisfaction, loyalty and retention and selling on the internet.

References:
1. Nag A (2013), Sales And Distribution Management (1st edition.), New Delhi, Mc Graw Hill Education India Pvt Ltd.
15MS3026 SOCIAL MEDIA ADVERTISING

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient engineering students on the fundamentals of social media and Advertising management.
- Present latest knowledge of the applications and issues related to social media and Advertising management.
- Gain an overview of the functions of Advertising and the economic and social effects of Advertising.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of social media and Advertising management.
- Display latest knowledge of the applications and issues related to social media and Advertising management.
- Apply their newly-learned skills both to workplace and personal endeavors, and build networks for future collaboration.

Course Description:
Advertising: a marketing tool, Advertising planning, layout of Advertising, Advertising media Management. Social Media Marketing, Developing Social Media Marketing plan, Integrating Social Media with Overall Market efforts, The Social Business Eco system, Blogs, Podcasts, Twitter, Facebook, LinkedIn, Flickr, Search Engine Optimization (SEO) for Social Media, Optimizing Social Media for Search Engines, Viral marketing and testing effectiveness of Ads on social media.

References:

15MS3027 PRICING MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an overview of the role of the most important ‘P’ of marketing Mix, the Price.
- Highlight the importance of pricing in the business strategy.
- Equip the students with pricing trends and the various pricing strategies.

Course Outcomes: After completing this course, the student should be able to:
- Articulate the importance of pricing of a product and the challenges of pricing a service.
- Exhibit the role of competition, ethics & law in pricing.
- Demonstrate their knowledge on pricing policies and strategies.

Course Description:
Role and importance of pricing in the marketing mix, bases, methods, pricing of a product, pricing of a service, pricing policy & decision making and the related factors, pricing strategies, the role of competition, law and ethics in pricing, reacting to a price change and research techniques to supplement judgement, price cutting and recent trends in pricing.

References:
15MS3028 E-BUYER BEHAVIOUR

Credits : 3:0:0

Course Objectives: This course aims to:
- Illustrate the impact of digital revolution on buying decisions, habits and processes
- Expose the students to the E-buying decisions and processes
- Teach the e-buyer protection policies and regulatory network

Course Outcomes: After completing this course, the student should be able to:
- Elucidate the difference of E-buying behaviour and the underlying challenges for marketers
- Demonstrate the expertise of E-business strategies and processes
- Justify the need of E-buyer protection policies and the role of regulatory networks

Course Description:

References:
15MS3029 INTEGRATED MARKETING COMMUNICATION

Credits: 3:0:0

Course Objectives: This course aims to:
- Expose the students to the various dimensions of promotional mix of marketing
- Introduce the concepts on managing advertisements and advertising media management
- Familiarize the role of sales promotion and evaluation methods

Course Outcomes: After completing this course, the student should be able to:
- Articulate the importance of promotion mix
- Showcase their expertise on managing advertisements and advertising media
- Expound the concepts on evaluation of advertisements and sales promotions

Course Description:

References:
15MS3030 INTERNATIONAL MARKETING AND RESEARCH

Credits: 3:0:0

Course Objectives: This course aims to:
- Present an insight of the international marketing concepts
- Provide a conceptual understanding about the concepts of research across the globe.
- Make the learners to know how international market research can be conducted

Course Outcomes:
After completing this course, the student should be able to:
- Elucidate the international marketing mix, research & analysis
- Conduct research in the foreign market, which is vital for the international businessmen
- Decide the course of activity & strategy based on research

Course Description:
Nature, scope, environment, management process selection and mode of entry in international marketing, Distinction between international trade, International Marketing mix strategies, branding and distribution strategies. It also covers the nature, scope & complexities in International market research, its process, design, data collection methods and sampling design, International market opportunity analysis, product analysis, need & significance of such analysis for advertisements, sales promotions and digital placements.

References:
Course Objectives: This course aims to:

- Provide understanding of concepts of supply chain, importance of Supply Chain Management for businesses and issues associated at various levels and elements of a supply chain.
- Provide working knowledge of the best practices in Supply Chain Management and to understand proven methodologies to enhance management processes, such as forecasting and aggregate planning at all stages.
- Provide insights on developing a strategy for implementing integrated business entity using principles of Supply Chain Management in an organization.

Course Outcomes: After completing this course, the student should be able to:

- Design, develop and implement integrated supply chain extending from suppliers’ supplier to customers’ customer.
- Establish performance measurement metrics, develop tools to measure them and take decisions to continually improve the performance.
- Develop policies and procedures to create seamlessly integrated supply chains and manage them elegantly to bring business and financial excellence.

Course Description: Definition, purpose and importance of supply chain management, the various elements of supply chain and associated issues. The planning that takes place across the chain and the elements. Various flows along supply chain, problems faced in integration, use of technology, extension of the concept into services sectors, supply network concept and other emerging trends in the field.

References:

15MS3032 TOTAL QUALITY MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide the understanding of total quality management principles, frameworks, tools and techniques for effective real life applications in both manufacturing and services.
- Provide the working knowledge of the best practices in Quality and Process Management and to understand proven methodologies to enhance management processes, such as benchmarking and business process reengineering;
- Provide insights on developing a strategy for implementing Quality management system in an organization.

Course Outcomes: After completing this course, the student should be able to:
- Develop quality control tools and techniques;
- Measure the cost of poor quality and process effectiveness and efficiency to track performance quality and to identify areas for improvement;
- Develop a strategy to acquire quality standards and accreditations and to decide on a framework to evaluate the performance excellence of an organization that will carry people with the objectives of the organization.

Course Description: Evolution, scope and purpose of quality management. The fundamentals of quality cost. The process and product quality; quality assurance and standards. The methods for quality planning, requirements, formal and informal quality control procedures, Quality Control development and improvement, initiating Quality Control policies. Tools and techniques including statistical process control.

References:
15MS3033 ENTERPRISE RESOURCE PLANNING

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an understanding to the systems which integrate internal and external management information across an entire organization.
- Provide an insight to automate business functions of an organization.
- Provide comprehensive guidance in implementing the Enterprise Resource Planning system successfully

Course Outcomes: After completing this course, the student should be able to:
- Understand ERP models and information flows underlying the ERP software.
- Analyze how integration works in an enterprise system and establish the linkages with organizational processes.
- Examine the principles and issues behind the ERP system design configuration and implementation


References:

15MS3034 ADVANCED PRODUCTION MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide the understanding of concepts of production planning and inventory management.
- Provide the working knowledge of the best practices in master scheduling, Materials requirement planning and inventory management
- Provide insights on developing a strategy for production management

Course Outcomes: After completing this course, the student should be able to:
- Design, develop and implement production plan for a factory
- Establish master production schedule and Materials requirement plan for meeting the planned production
- Develop policies and procedures for integrated materials management

Course Description: Production planning system, Master scheduling, Materials requirements planning, Capacity management, Production activity control and forecasting. Fundamentals of inventory, functions of inventory, types of inventory, order quantities, independent demand ordering systems. Physical distribution, distribution requirement planning, the principles of managing bottlenecks and theory of constraints.

References:
2. Vollmann, Berry, Whyback and Jacobs (2013), Manufacturing planning and control for supply chain management, (5th edn), McGraw Hill Education, Delhi
15MS3035 MANUFACTURING PLANNING AND CONTROL

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an understanding of the framework and concepts of manufacturing planning and control.
- Provide a working knowledge on demand management, sales and operation planning and capacity planning
- Provide insights on in Just In Time management and scheduling

Course Outcomes: After completing this course, the student should be able to:
- Design, develop and implement strategy for demand management
- Establish Just in Time System of inventory management
- Develop policies and procedures for distribution requirement planning

Course Description: The framework of manufacturing planning and control, demand management, sales and operations management, inventory management in the supply chain context, Distribution requirement planning, Just in Time management and production activity control, Capacity planning and utilization and the forecasting of demand

References:
1. Vollmann, Berry, Whyback and Jacobs (2013), Manufacturing planning and control for supply chain management, (5th edn), McGraw Hill Education, Delhi

15MS3036 SERVICE OPERATIONS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide the importance of strategy formulation and delivery system in services.
- Provide a comprehensive learning of the latest trends of handling service techniques and management practices
- Provide the competencies for service operations management

Course Outcomes: After completing this course, the student should be able to:
- Inculcate knowledge on the effective usage of the operations function of Service sector.
- Identify the new service development process.
- Understand the key processes in developing a quality service culture

Course Description: The importance of service in the economy, nature of services, Formulating strategy, strategic positioning and service strategy, Technology in services, Environmental strategy, Designing the delivery system, New service development, the front office and back office management, Off shoring and outsourcing, Continuous quality improvement, Yield Management, Inventory management in services, waiting time management and Data Envelopment Analysis

References:
4. David W. Parker (2012), Service Operations Management: The Total Experience, Edward Elgar Publication
15MS3037  TOOLS AND TECHNIQUES FOR OPERATIONAL EXCELLENCE

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide knowledge on Value stream mapping
- Provide understanding of the business process and apply value stream mapping technique for improving the process
- Provide understanding of the Toyota production system, popularly called as lean manufacturing

Course Outcomes: After completing this course, the student should be able to:
- To analyse the process of any business
- To apply value stream mapping for improving any business process
- To implement lean manufacturing techniques for improving operational efficiency of any business process

Course Description:
Fundamentals of Value stream mapping, developing a value stream, tools for value stream mapping. The fourteen management principles of the Toyota Way to create the ideal environment for implementing Lean techniques and tools. Fostering an atmosphere of continuous improvement and learning. Create continuous process flow to unearth problems. Satisfy customers and eliminate waste at the same time. Growing leaders rather than purchase them. Getting quality right the first time and grow together with suppliers and partners for mutual benefit.

References:
1. Karen Martin, Mike Osterling,(2013), Value stream mapping: How to visualize work flow and align people for Organisational transformation using Lean business practices to transform office and service environments, McGraw Hill Company,
2. Beau Keyte and Drew A Locher (2004), The complete lean entreprise: Value stream mapping for administrative and office process, Taylor and Francis Group
3. Pascal Dennis,(2007) Lean production simplified: A plain language guide to the world’s most powerful production system, (2nd edn), Productivity Press,
Course Objectives: This course aims to:
- Provide an understanding of project management.
- Provide a complete understanding of the project management processes
- Provide insights on the knowledge areas of project management.

Course Outcomes: After completing this course, the student should be able to:
- Use appropriate tools and techniques for Project management;
- Manage project within the present constraints;
- Develop a strategy for project management.

Course Description: Fundamentals of project management and the Organisational influences on project life cycle, Project management processes, the knowledge areas related to project integration management, project scope management, project time management, project cost management, and project quality management, project human resources management, project communication management, and project risk management, project procurement management and project stakeholder management.

References:
1. Project Management Institute, (2013), Project Management Body of Knowledge (PMBOK GUIDE), (5th edn), Project Management Institute, Pennsylvania
4. Rita Mulcahy (2009), PMP Exam Prep (6th Edn), RMC Publications, Minnesota
15MS3039 PRINCIPLES AND TECHNIQUES OF SIX SIGMA

Credits: 3:0:0

Course Objectives: This course aims to:
- Leverage basic operations knowledge with advanced methods commonly identified with six sigma
- Apply six Sigma DMAIC methodologies in the performance of a "real world" continuous improvement project.
- Demonstrate competence using operations management and Six Sigma "tools" in achieving quantifiable results.

Course Outcomes: After completing this course, the student should be able to:
- Develop the real world quality improvements.
- Inculcate knowledge on the benefits of the implementation of six sigma in an organization
- Measure the effectiveness of Six sigma with statistical tool and without statistical tools in a manufacturing sectors.

Course Description: Introduction to six sigma methodology, The Define, Measure, Analyse, Improve and Control methodology and Define, Measure, Analyse, Design and Verify methodology, The Six sigma belts, tools for Success of six sigma implementation in an organisation, Gearing up and adapting six sigma to an organization, Statistics free six sigma Measurements and Six sigma and innovation and Making six sigma work

References:
1. Praveen Gupta (2008), Virtually stat free sixsigma (1st edn) , S.Chand and company , New Delhi
15MS3040 DEMAND AND BUSINESS FORECASTING

Credits: 3:0:0

Course Objectives: This course aims to:
- Develop the skill needed for the identification of factors that affect demand.
- Expose the students to the data types and problem identification.
- Equip the students with qualitative and quantitative forecasting techniques and enable them to interpret the results.

Course Outcomes: After completing this course, the student should be able to:
- Use the appropriate quantitative techniques to recognize, analyse and solve demand chain management problems, balancing costs and profits with social and environmental considerations.
- Employ relevant computer software in the solution of demand chain management problems.
- Communicate the recommended solution to a diverse set of audience with much expectation in synchronizing supply with demand.

Course Description:
Methods adopted by companies to address the challenge of synchronizing supply with demand in the design and management of demand chains, with consideration of cost-effectiveness as well as environmental and social responsibility. An Overview on the Demand Analysis, Estimation of Demand and Forecasting Demand and qualitative techniques of forecasting is included.

References:
15MS3041 LOGISTICS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Present an insight of the principles of logistics management
- Provide a basic understanding of the logistics operations in a business
- Create an awareness about the various avenues of logistics management

Course Outcomes: After completing this course, the student should be able to:
- Understand the concepts of logistics
- Describe the various industries aligned with logistics
- Depict the various utilities of logistics in customer satisfaction.

Course Description: Importance of logistics in supply chain management, the fundamentals of logistics management such as 7 R’s of logistics management, various objectives management, various transportation modes, fundamental concepts related to packing, various types of warehouses, time management, roles of intermediaries in logistics, containerization, palletization and various document requirements and types of transportation planning and control

References:
15MS3042  INDUSTRIAL LAW

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an insight on the vital role played by the government, employer and employees in shaping the labour management relations and policies.
- Identify the various institutions, processes and systems for the prevention of industrial disputes.
- Impart knowledge on scope, coverage of major employment related legislations, wage legislation and integrated Social Security Scheme.

Course Outcomes:
After completing this course, the student should be able to:
- Develop a framework for analysis of Industrial Relations problems to avoid industrial conflicts and develop harmonious relations.
- Will identify the areas needed to be addressed by employers, union and Government in protecting workers and ensuring fair, safe and healthy workplaces, leading to increased productivity.
- Knowledge of various legal forms, Procedures, fees and contact details regarding legal compliances

Course Description: The evolution and growth of Industrial Relations in India, Indian Industrial Worker, Trade Unionism and Trade Unions in India, Wage and Industrial Relations, Collective Bargaining, Employee Grievance, Discipline, Industrial Conflict, Workers Participation, Working condition: Safety, health and Environment, Labour welfare and Social security, Technological change and Industrial Relations, India and International Labour Organisation

References:
2. P.K. Padhi (2010), "Labour & Industrial Laws" ( 5th Edn ),PHI Learning P. Ltd, New Delhi
15MS3043 SYSTEMS THINKING AND MODELLING

Credits: 3:0:0

Course Objectives: This course aims to:
- Present the understanding of complexities of ever growing economic, business, social and environmental systems, systems thinking and modelling for a complex world.
- Provide the working knowledge of using system dynamics to solve the problems of the real world, for effective decision making, and to expand the boundaries of our mental models;
- Present insights on developing strategies and tools to create robust business models with relevant case studies.

Course Outcomes: After completing this course, the student should be able to:
- Design and create dynamic business and economic systems with necessary feedback and control mechanisms;
- Develop models of real world systems to aid decision making under pressure, crisis and uncertainties;
- Develop a strategy to validate and test these models and systems and create tools to measure their performance.

Course Description: Fundamentals of complex systems, their structure and behaviour, system dynamics and modelling process. Tools for systems thinking and modelling dynamic systems with suitable examples from real business scenarios. The dynamics and challenges of growth, Use of models in decision making and methods for model testing and validation.

References:
2. Satzinger, Jackson and Burd,(2011),Systems Analysis and Design, Cengage Learning, New Delhi
15MS3044 PERFORMANCE OPERATIONS

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide adequate knowledge on the costing systems needed in the operations of the firm.
- Develop the skill needed to use forecasting and budgeting techniques to evaluate the actual performance of the firm.
- Inculcate and bring out the analytical ability in assessing the investment pattern with regard to short term and long term financing.

Course Outcomes: After completing this course, the student should be able to:

- Prepare a cost statement to match the current need of the market in which the firm operates.
- To take appropriate decisions with regard to future financial projections which are much needed in a Project Appraisal.
- Manage efficiently the working capital which is a vital component in the day to day operations of the firm.

Course Description: The Cost accounting systems, evaluate and control present and projected performance, Forecasting and Budgeting Techniques in costing systems to evaluate actual performance. Project appraisal which relies on future financial projections to provide the information on which managers can evaluate expected performance and actual outcomes. Perspective of managing working capital.

References:
15MS3045 TECHNOLOGY MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide comprehensive learning of Technology innovation and Commercialization
- Provide the competence of business plan, license agreement and technology development
- Present insights into the world of wealth and managing the technology.

Course Outcomes: After completing this course, the student should be able to:
- Effectively use technology
- Identify the new technology innovation for competitive advantage
- Understand the key processes in developing a new technology

Course Description: The role of technology in society today. Classification of technology and Management of technology. Role of technology in creation of wealth. Technology life cycles, technology absorption, technology diffusion, technology forecasting, business strategy and technology strategy, process innovation, value chains and organization and Intellectual property strategy.

References:

15MS3046 ORGANISATION THEORY AND DESIGN

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of organisation theory and design.
- Provide contemporary knowledge of the theoretical concepts of organisational structures applicable in different contexts.
- Present latest knowledge of the applications and issues related to organisation design.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of organisation theory and design.
- Exhibit current knowledge of the theoretical concepts of organisational structures applicable in different contexts.
- Display latest knowledge of the applications and issues related to organisation design.

Course Description: Organisation theory and design, including critical management topics such as—history/evolution of organisation theory, organisational effectiveness, organisational structures, organisational strategy, organisational environment, technology and culture in organisations, organisational failures, and managing organisational change, cases in Indian and global context.

References:
15MS3047 ORGANISATIONAL CHANGE AND DEVELOPMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of organisational change and organisation development.
- Provide contemporary knowledge of the theoretical concepts of organisational change and organisation development.
- Present latest knowledge of the applications and issues related to organisational change and organisation development.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of organisational change and organisation development.
- Exhibit current knowledge of the theoretical concepts of organisational change and organisation development.
- Display latest knowledge of the applications and issues related to organisational change and organisation development.

Course Description:
Organisational systems and structures, process of Organisational Change, managing Organisational Change through people and technology, nature of Organisational Development, organisational diagnosis in different and critical situations in an organisation, different Organisational Development interventions and strategies, contemporary issues in Organisational Development, and future of Organisational Development.

References:
15MS3048 HUMAN RESOURCE DEVELOPMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of human resource development.
- Provide contemporary knowledge of the theoretical concepts of human resource development.
- Present latest knowledge of the applications and issues related to human resource development.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of human resource development.
- Exhibit current knowledge of the theoretical concepts of human resource development.
- Display latest knowledge of the applications and issues related to human resource development.

Course Description: Introduction to HRD, HRD vs. HRM, assessing HRD needs, designing HRD programs, implementing HRD programs, evaluating HRD programs, employee socialization and orientation, skills and technical training, coaching and performance management, employee counselling and wellness services, career management and development, management development, organisation development and change, as well as HRD and diversity.

References:

15MS3049 EMPLOYEE RECRUITMENT AND SELECTION

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of employee recruitment and selection.
- Provide contemporary knowledge of the theoretical concepts of employee recruitment and selection.
- Present latest knowledge of the applications and issues related to employee recruitment and selection.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of employee recruitment and selection.
- Exhibit current knowledge of the theoretical concepts of employee recruitment and selection.
- Display latest knowledge of the applications and issues related to employee recruitment and selection.

Course Description: Introduction to recruitment, sources of recruitment, internal recruitment tools and techniques, external recruitment tools and techniques, introduction to selection, selection tools and techniques, intelligence-emotional-spiritual quotients, reliability and validity of selection instruments, ethical considerations in selection, as well as trends in recruitment and selection.

References:
15MS3050 CORPORATE LEARNING AND DEVELOPMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of corporate learning and development.
- Provide contemporary knowledge of the theoretical concepts of corporate learning and development.
- Present latest knowledge of the applications and issues related to corporate learning and development.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of corporate learning and development.
- Exhibit current knowledge of the theoretical concepts of corporate learning and development.
- Display latest knowledge of the applications and issues related to corporate learning and development.

Course Description: Introduction to employee Training and Development, strategic training, models of organizing the training department, training needs assessment, learning theories and programme design, transfer of training, training evaluation, traditional training methods, e-learning and use of technology in training, employee development, issues in Training and Development, and future of Training and Development.

References:

15MS3051 EMPLOYEE PERFORMANCE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of employee performance management.
- Provide contemporary knowledge of the theoretical concepts of employee performance management.
- Present latest knowledge of the applications and issues related to employee performance management.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of employee performance management.
- Exhibit current knowledge of the theoretical concepts of employee performance management.
- Display latest knowledge of the applications and issues related to employee performance management.

Course Description: Overview of performance management, impact of organization’s structure and processes on performance management process, defining performance and performance measurement metrics, performance information interpretation and corrective action, performance management frameworks, employee assessment systems, contribution of human resource management practices to employee performance, implementation of a performance management system linked to reward system, as well as organizational leadership and performance management.

References:
15MS3052 MANAGING EMPLOYEE CAREERS

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of employee career and succession planning.
- Provide contemporary knowledge of the theoretical concepts of employee career and succession planning.
- Present latest knowledge of the applications and issues related to employee career and succession planning.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of employee career and succession planning.
- Exhibit current knowledge of the theoretical concepts of employee career and succession planning.
- Display latest knowledge of the applications and issues related to employee career and succession planning.

Course Description: Career and succession planning, integrating career and succession planning, infrastructure for integrating career and succession planning, competency models and value systems, assessment and evaluation for career and succession planning programs, career planning and career counselling, the self-assessment approach, future of career and succession planning, training and development, mentoring, career coaching, self-directed learning, as well as differentiating between coaching and mentoring.

References:
15MS3053 COMPENSATION AND BENEFITS MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of compensation and benefits management.
- Provide contemporary knowledge of the theoretical concepts of compensation and benefits management.
- Present latest knowledge of the applications and issues related to compensation and benefits management.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of compensation and benefits management.
- Exhibit current knowledge of the theoretical concepts of compensation and benefits management.
- Display latest knowledge of the applications and issues related to compensation and benefits management.

Course Description:
Compensation and benefits, model of pay, strategic perspectives, defining internal alignment, job analysis, job evaluation, person-based structures, defining competitiveness, designing pay levels and pay structures, pay-for-performance, performance appraisals, the benefits determination process, benefit options, compensation of special groups, union role in wage and salary administration, international pay systems, government and legal issues in compensation, public sector pay, as well as budgets and administration.

References:

15MS3054 EMPLOYMENT RULES AND LAWS

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of employment rules and laws.
- Provide contemporary knowledge of the theoretical concepts of employment rules and laws.
- Present latest knowledge of the applications and issues related to employment rules and laws.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of employment rules and laws.
- Exhibit current knowledge of the theoretical concepts of employment rules and laws.
- Display latest knowledge of the applications and issues related to employment rules and laws.

Course Description: Conceptual legal framework of employment laws in India, employment status, contract of employment, factory working conditions, safety-health-environment legislations, social security legislations such as Provident fund, Employee State Insurance, Maternity benefits, wage legislations, settlement of industrial dispute legislations, as well as trade unions legislations. Legislation on registration, rights and dissolution.

References:
15MS3055  MANAGEMENT AND INDUSTRIAL RELATIONS

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of management and industrial relations.
- Provide contemporary knowledge of the theoretical concepts of management and industrial relations.
- Present latest knowledge of the applications and issues related to management and industrial relations.

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of management and industrial relations.
- Exhibit current knowledge of the theoretical concepts of management and industrial relations.
- Display latest knowledge of the applications and issues related to management and industrial relations.

Course Description: Evolution and growth of industrial relations in India, characteristics of industry and workforce in India, trade unionism and trade unions in India, wage and industrial relations, collective bargaining, employee grievance, discipline, dispute resolution and industrial harmony, alternative dispute resolution methods, workers participation, technological change and industrial relations, human resource management and industrial relations, India and International Labour Organization.

References:
Course Objectives: This course aims to:
- Orient management students on the fundamentals of strategic human resource management.
- Provide contemporary knowledge of the theoretical concepts of strategic human resource management.
- Present latest knowledge of the applications and issues related to strategic human resource management.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of strategic human resource management.
- Exhibit current knowledge of the theoretical concepts of strategic human resource management.
- Display latest knowledge of the applications and issues related to strategic human resource management.

Course Description:
Introduction to SHRM, strategic human resource planning, strategic approach to recruitment, strategic approach to selection, strategic HRD, strategic approach to management structure, job design and work system, strategic management of performance, strategic approach to compensation and benefits, strategic approach to industrial relations, outsourcing and its Human Resource implications, as well as Human Resource Management in a Mergers and Acquisitions context.

References:
Course Objectives:
This course aims to:
- Orient management students on the fundamentals of international human resource management.
- Provide contemporary knowledge of the theoretical concepts of international human resource management.
- Present latest knowledge of the applications and issues related to international human resource management.

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of international human resource management.
- Exhibit current knowledge of the theoretical concepts of international human resource management.
- Display latest knowledge of the applications and issues related to international human resource management.

Course Description: International Human Resource Management, recruiting and selecting staff for international assignments, international training and development, international compensation, re-entry and career issues, International Human Resource Management in the host-country context, international industrial relations, performance management in International Human Resource Management, as well as International Human Resource Management trends and future.

References:
15MS3058 IMPROVING HUMAN RESOURCE PROCESSES

Credits: 3:0:0

Course Objectives: This course aims to:
- Orient management students on the fundamentals of continuous improvement of human resource processes.
- Provide contemporary knowledge of the theoretical concepts of corporate human resource quality assurance.
- Present latest knowledge of the applications and issues related to corporate human resource quality assurance.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of continuous improvement of human resource processes.
- Exhibit current knowledge of the theoretical concepts of corporate human resource quality assurance.
- Display latest knowledge of the applications and issues related to corporate human resource quality assurance.

Course Description:
People Capability Maturity Model (PCMM), which is the global standard for Human Resource Management and Human Resource Development capability maturity in organisations, and includes critical quality assurance topics such as—process maturity framework, overview of PCMM, PCMM process areas, PCMM architecture, interpreting the PCMM, using the PCMM, PCMM level 2 – ‘managed’, PCMM level 3 – ‘defined’, PCMM level 4 – ‘predictable’, and PCMM level 5 – ‘optimizing’, limitations of PCMM, best practices in PCMM assessments.

References:
15MS3059 PROFESSIONAL RESPONSIBILITY AND ETHICS

Credits: 3:0:0

Course Objectives:
This course aims to:
- Orient management students on the fundamentals of professional responsibility and ethics.
- Provide contemporary knowledge of the theoretical concepts of professional responsibility and ethics.
- Present latest knowledge of the applications and issues related to professional responsibility and ethics.

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of professional responsibility and ethics.
- Exhibit current knowledge of the theoretical concepts of professional responsibility and ethics.
- Display latest knowledge of the applications and issues related to professional responsibility and ethics.

Course Description: Importance and principles of business ethics, law and ethics, individual ethics and organizational ethics, framing business ethics, making decisions in business ethics, tools and techniques of business ethics management, professional ethics in human resource management, moral choices facing employees, as well as ethics and environment. Case studies and analytical perspectives will be discussed.

References:

15MS3060 CORPORATE SOCIAL RESPONSIBILITY

Credits: 3:0:0

Course Objectives:
This course aims to:
- Orient management students on the fundamentals of corporate social responsibility.
- Provide contemporary knowledge of the theoretical concepts of corporate social responsibility.
- Present latest knowledge of the applications and issues related to corporate social responsibility.

Course Outcomes:
After completing this course, the student should be able to:
- Demonstrate contemporary knowledge of the fundamentals of corporate social responsibility.
- Exhibit current knowledge of the theoretical concepts of corporate social responsibility.
- Display latest knowledge of the applications and issues related to corporate social responsibility.

Course Description: Introduction to Corporate Social Responsibility, evolution of company and Corporate Social Responsibility, stakeholders relationship, role of various institutions in Corporate Social Responsibility, creating a framework for Corporate Social Responsibility, framework for rating Corporate Social Responsibility, government initiative to promote Corporate Social Responsibility, global Corporate Social Responsibility as well as Corporate Social Responsibility in the future.

References:
15MS3061 INTERNATIONAL BUSINESS ENVIRONMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- provide a conceptual understanding about the international business environment
- make the learners keep abreast with the changing environment of International Business
- find the ways and means of entering into the offshore market.

Course Outcomes:
After completing this course, the student should be able to:
- identify their marketing environment,
- analyse the economic, technological, and cultural environment; and
- scan the environments and apply the business strategies accordingly

Course Description:
International business environment, environmental analysis, globalization, micro and macro environment, global supply and demand, infrastructural requirements, Corporate Social Responsibility, Foreign Direct Investment and its regulations, technology transfers, natural environment and its components, political environment, cross border mergers and acquisitions.

Reference Books:
15MS3062 INTERNATIONAL LOGISTICS MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide the basic understanding of the logistics operations in international business
- have a clear understanding about the various parties involved in logistics activity
- understand the infrastructural support of logistics industry

Course Outcomes:
After completing this course, the student should be able to:
- comprehend to the world of logistics
- identify their careers in this expanding industry.
- Analyse the problems faced by the logistics firms and offer solutions for the same.

Course Description: Logistics flow, logistics costs, international trade logistics chain, objectives of logistics management, 7Rs of logistics management, logistics management in Export business, INCOTERMS, seaborne trade operations and shipping management, packing and containerization, warehousing management, role of intermediaries in international logistics management, Air transportation, and IATA.

References:
1. Dr. Sudalaimuthu and S. Anthony Raj, Logistics for International Business: Text and cases, PrenticeHall India, New Delhi, 2009

15MS3063 INTERNATIONAL TRADE PROCEDURES

Credits: 3:0:0

Course Objectives:
This course aims to:
- present with an insight of acquainting the student with the procedures and documents used in international business
- provide in-depth knowledge of India’s Foreign Trade Policy
- provide the learners to know the intricacies of the international trade,

Course Outcomes:
After completing this course, the student should be able to:
- understand the procedures to be adopted in international trade
- adhere to the Indian FTP
- act upon the legal systems to enhance the ethical way of doing international trade

Course Description: Similarities and difference between international and domestic trade, gains from international trade, international trade formalities, documentation framework, pricing and pay terms involved in international business, India’s foreign trade policy framework, multilateral trading system, Theories related to International trade, Comparative cost, Balance of Payment, correction of BoP disequilibrium, export finance (Preshipment and post shipment), customs clearance of export cargo, and excise formalities.

Reference Books:
15MS3064 FOREIGN EXCHANGE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Equip the students with the Foreign Exchange management concepts
- Make the learners to be familiar with the recent developments in the FOREX market.
- bring in the risks involved in foreign exchange dealings

Course Outcomes:
After completing this course, the student should be able to:
- Foresee and understand the risks involved in the foreign exchange transactions.
- Expose the various methods to avoid the foreign exchange risks.
- Equip with quality decisions in foreign exchange dealings

Course Description: Administration of Foreign exchange, foreign exchange transactions, purchase and sales transactions, authorized dealers, foreign currency accounts, multinational banking, FEDAI regulations, role of RBI, forex markets, transactions in interbank markets, spot and forward exchange rates, merchant transactions, interest rate risk, exchange risk, transaction exposure, translation exposure, economic exposure, swap deals, FERA and FEMA implications.

Reference Books:

15MS3065 INTERNATIONAL STRATEGIC MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- familiarize the learners with the concepts, tools and techniques of international strategic management
- enable them to develop analytical and conceptual skills;
- Showcase the ability to look at the totality of situations.

Course Outcomes:
After completing this course, the student should be able to:
- know the concepts, tools and techniques of strategic management in the international arena.
- develop analytical and conceptual skills in different situations.
- influence the superiors with their strategic skills

Course Description: Concepts, Characteristics and Dimensions of Strategic Management, Logic and process of Internationalization, Corporate global strategy, Nature, components and significance of environmental scanning, Diagnosing industry globalization potential, External and internal forces interacting with corporate objectives, Identifying strategic alternatives, Stability strategy, Growth and diversification strategy, Merger, acquisitions and retrenchment, Setting corporate objectives in MNC’s, Formulating generic competitive strategy, Implementing corporate strategy, Strategic control and operational control.

Text Books
15MS3066 INTERNATIONAL TRADE RELATIONS

Credits: 3:0:0

Course Objectives:
This course aims to:
- offer an in-depth knowledge about various regional trading blocs
- provide the impact of the trading blocs in international business
- Proffer the idea about the international relations in trade

Course Outcomes:
After completing this course, the student should be able to:
- analyze the impact of business in lien with the trading blocks.
- identify, decide and locate their business in the suitable environment.
- identify the core country to have a better trade

Course Description:
Theories of International Relations, Classical realism, Geo politics, economic diplomacy, US trade policy, India’s relations with other countries, economic statecraft, regional groupings, theories of customs union, regionalism and multilateralism, liberalisation and the need for safeguard mechanisms, major customs unions and regional unions and international economic institutions.

Reference Books:

15MS3067 INTERNATIONAL ECONOMICS

Credits: 3:0:0

Course Objectives:
This course aims to:
- present an insight of the international economics concepts
- provide a basic understanding of the underlying theories of international economics
- improvise the understanding of national economy on par with the global economy

Course Outcomes:
After completing this course, the student should be able to:
- Analyse the foreign market and their economic situations
- evaluate the various modes of international investments
- demonstrate the international opportunities by analyzing the global economy

Course Description: Economic theories related to International business, theories of foreign direct investment, trade and investment policies, protectionist bias, instruments and consequences of protection and control of trade and investment, trade liberalisation, WTO, territorial attractiveness and MNCs strategies, role of European, American, Middle East and Pacific economic situations and impact of Globalisation in the Indian economy.

Reference Books:
15MS3068 GLOBAL MARKETING MANAGEMENT AND RESEARCH

Credits: 3:0:0

Course Objectives:
This course aims to:
- present an insight of the international marketing concepts
- provide a conceptual understanding about the concepts of research across the globe.
- make the learners to know how international market research can be conducted

Course Outcomes:
After completing this course, the student should be able to:
- conduct research in the foreign market, which is vital for the international businessmen
- decide the course of activity based on research
- Apply their knowledge in analyzing the situations and suggest the outcome.

Course Description:
Globalisation of markets, Global marketing environment, International marketing research, international marketing mix, international PLC, problem definition, research design, types of research, online and other secondary sources, observational and tracking methods, qualitative research methods, Questionnaire, attitude measurement, scaling techniques, sample design, positioning the product, systematic product development (Conjoint analysis) and market research report.

Reference Books:
15MS3069 INTERNATIONAL BUSINESS LAW

Credits: 3:0:0

Course Objectives:
This course aims to:
- Develop an understanding of the different laws, legal rules and regulations through which foreign trade is governed.
- Provide a review and analysis of the international trade and business environment and apply this knowledge to practical aspects of doing business in international markets.
- Students will also learn the role of international organizations in the process of regulating international business, as well as international treaties, conventions and agreements.

Course Outcomes:
After completing this course, the student should be able to:
- Identify current trends in international trade and foreign investment.
- Explain the concepts of export and import practices and procedures.
- Develop a strategic framework for analyzing international business decisions.

Course Description:

References:
15MS3070 FOREIGN TRADE POLICY

Credits: 3:0:0

Course Objectives:
This course aims to:
- recall the importance of Foreign Trade for the development of a nation.
- describe the commercial policy instruments, and
- to offer ideas about doing foreign trade with all procedural inputs

Course Outcomes:
After completing this course, the student should be able to:
- display the skills in Foreign Trade policy.
- demonstrate the ability in dealing procedural hiccups in global advertisement; and
- to show the effectiveness in documentation works in line with the procedural aspects of FTP.

Course Description:
Importance of foreign trade, need for policy framework, historic perspective of Foreign Trade policy, Glimpse of India’s Foreign Trade Policy 2009-2014, need for commercial policy instruments, India’s exports and imports, customs tariff policy, Special Economic Zones (SEZ), Foreign Debt and Aid, Foreign Direct Investment, Foreign Portfolio Investment, India’s Regional Trade Agreements (RTA’s).

Reference Books:
1 Vibha Mathur (2012), Foreign Trade, Export-Import Policy and Regional Trade Agreement of India, New Delhi: New Century Publications
4 Foreign Trade Policy (FTP), August 27, 2009 to March 31, 2014
15MS3071 GLOBAL ADVERTISING AND PROMOTIONAL MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Understand the various classifications of advertising.
- Know the functions of advertising and the economic and social effects of advertising.
- Create global mindset in terms of promotional management

Course Outcomes:
After completing this course, the student should be able to:
- Promote a product or service after successful completion of this course.
- Demonstrate the skill in global advertisement; and
- Exhibit their efficiency in international promotional campaign

Course Description:
Global advertising, DAGMAR in international advertising, economic effects of advertising, ethics in global advertising, social effects of global advertising, culture and global advertising, woman in global advertising, advertising design and copy, advertisement appeals, advertisement layout, international sales promotion and techniques.

Reference Books:
1. Mirjana Milenkovic (2009), Global Advertising in a Cultural context, Diplomica verlag GmbH Publishing
15MS3072 MANAGEMENT OF MULTINATIONAL COMPANIES

Credits: 3:0:0

Course Objectives:
This course aims to:

- Understand and appreciate the need of multinational companies
- know the process of expansion by international companies, and
- Understand how Indian companies can internationalize their operation

Course Outcomes:
After completing this course, the student should be able to:

- display the intricacies of doing international business.
- demonstrate the take off strategies of internationalization; and
- bridge the gap between domestic and internalization strategies

Course Description: Global business strategies, cross-cultural differences, managing the global workforce, managing competencies, managing attitudes and behaviours, evolution of Multinational Corporation, trends affecting the corporate world, process of overseas expansion, Diamond model (Competitive Advantage of Nations), various levels of strategy formulation, location of production, international services, legal, political and ethical issues of MNCs.

Reference Books:
15MS3073  INTERNATIONAL HUMAN RESOURCES PRACTICES

Credits: 3:0:0

Course Objectives:
This course aims to:
- provide insights on the practical implications of operating across national borders in the pursuit of core strategic competencies.
- understand the management of global organizational values and culture, and the competition for talent
- know the multi cultural organisational roles

Course Outcomes:
After completing this course, the student should be able to:
- Practically understand the management of human resources in the international arena.
- appreciate the values and culture globally to face the tough global competition.
- display the international way of handling Human Resources

Course Description:
Growth of internationalization of world business, strategic orientation and means of globalization, creating a strategy oriented IHRM system, changing dynamics of union management, relevance and returns of labour laws, grievance handling, management of personal growth in the line of organizational growth, employee empowerment, and cultural factors in global HR practices, HR policies and managing MNCs.

Readings:
15MS3074 INTERNATIONAL PROJECT MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- provide the students with the understanding of project planning and scheduling
- help the learners to understand the impact of project team handling the projects
- offer knowledge about the risks involved in implementing the project

Course Outcomes:
After completing this course, the student should be able to:
- emanate the skills of a project manager
- show the effective usage of tools and techniques to handle projects
- demonstrate the skill in evaluating and controlling the pace of projects

Course Description:
Project characteristics, project management, skills of a project manager, role of project manager, understanding the organisational structures, project life cycle, project integration management, project scope management, project time management, project scheduling, project cost management, project quality management, project Human resource management, project communication management, project risk management, project procurement management, project stakeholder management, feasibility studies, tools and techniques, project planning resources, developing project team, procurements and sharing information, measuring and controlling project performance, and controlling work results.

Reference Books:
15MS3075 TRANSPORTATION MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- familiarize the participants with the management of ports
- enable them to deal with the desperate activities associated with ports all over the world.
- orient the students to effort the procedural needs and intricacies in it

Course Outcomes:
After completing this course, the student should be able to:
- understand the activities and process followed in the port.
- understand the laws and practices adopted in the ports.
- demonstrate the documenting and procedural skills adhered in all types of ports

Course Description:
Physical and economical merits and demerits of various modes of Transportation, Location Characteristics, Organization structure in Ports, Interface of Rail & Road infrastructure, ICDs, Factors affecting the future ports & terminals, Port Operations, Managing Port Operations, Cargo handling equipment, intermodal connections, Port services, Concept of Hinterland, Identifying Customer Needs handling competition & adding value, IT infrastructure in ports and terminals, Port Development and privatisation areas of ports, Cabotage law & practices affecting coastal movement of cargo, development of minor ports, Environmental issues connected with Ports & Terminals, Air Cargo, IATA areas & Countries, different types of aircraft, Air freight Exports and Imports, Special Cargoes, Consolidation Documentation, Air Way Bill (AWB).

Reference Books:
1. H. Ligteringen and H. Velsink (2012), Ports and Terminals, VSSD Publishers
2. Dong-Wook Song and Photis Panayides (2012), Maritime Logistics: A complete guide to effective shipping and port management (Kindle Edition), Kogan Page Publishing
4. Pradeepta Kumar Samanta & Ashok Kumar Mohanty (2005), Port Infrastructure & Economic Development, Gyan Publications
5. UNCTAD (2010), Port Development : A Handbook for Planners in developing countries
15MS3076 LOGISTICS CONCEPTS AND PLANNING

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an understanding of the basic concepts in logistics management;
- give an insight about the logistics market; and
- Provide an overview of the Logistics System.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the fundamentals of logistics management for the efficiency in performance.
- Demonstrate the skills in logistics functional strategies.
- Evolve a suitable decision making functions in logistics related issues.

Course Description:
Concepts of Logistics - Integrated logistics: Logistics evolution, logistics operations integration, Supply Chain relationships, logistics system design - Logistics positioning, integration theory, transportation design, Logistics strategy - Logistics planning triangle, logistics functional strategies and applications, purchasing decisions, storage decisions, inventory decisions and location decisions, logistics planning and design.

Reference Books:
Course Objectives:
This course aims to:
- Provide an understanding of the basic concepts pertaining to warehousing operations;
- give an insight about the procedural set-up of warehousing; and
- Offer an overview of managing warehouse efficiency.

Course Outcomes:
After completing this course, the student should be able to:
- Address the issues related to warehousing.
- Display the skills of unitization, and
- show the efficiency in distribution facilities management.

Course Description:

Reference Books:
4. Keller B (2013), Specifications of the definitive guide to warehousing: Managing the store and handling of materials and products in the Supply Chain, New Delhi: Pearson Education (Singapore) PTE. Ltd.,
15MS3078 FREIGHT TRANSPORT MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide a basic understanding about freight management;
- give an broader view on the fundamentals of transportation component in Logistics management; and
- Give an overview of the regulatory framework of transportation.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the essentials of freight management in cost efficiency.
- show the skills in the documentation process of transportation, and
- help the management in the decision-making process to manage their cargo movement.

Course Description:
Transport fundamentals - Transport systems, choices, characteristics, types of services, freight costing and pricing,
Documentation, Regulation and Policy - Documentation, Transportation regulation and public policy, transportation
policy, associations, Transport decisions - Transport service selection, Vehicle routing and scheduling.

Reference Books:
   Hall
2. David Lowe (2005), Intermodal Freight Transport, Elseveir Butterworth Heinemann
15MS3079 INTERNATIONAL LOGISTICS

Credits: 3:0:0

Course Objectives:
This course aims to:
- explore the crux of international logistics;
- showcase the nitty-gritty of modes of international transportation; and
- Present the various risks involved in all modes of transportation.

Course Outcomes: After completing this course, the student should be able to:
- define the basic inputs of international logistics.
- portray the feasibility of decisions in relation to the selection of modes of transportation, and
- tackle the issues related to fixing the precise INCOTERMS for the consignment.

Course Description:
Definition, concept and importance - Meaning and significance of International Transportation, Modes of International transportation, Freight costing and pricing, Ocean and Air mode of transportation - Features, Types and terminology, Freight, parties and Perils associated with sea mode, Unit Load Device concept, Air cargo tariff structure, Air freight consolidation, IATA, TIACA, Concept of Land Mode, Intermodalism - Road, Rail, pipeline, Containerisation, Procedural and Documentation - EXIM procedure, INCOTERMS 2010, Packing and labeling for exports.

Reference Books:
15MS3080 CONTRACT AND REVERSE LOGISTICS

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide an understanding of the basic concepts in contract logistics;
- offer a broader view of reverse logistics; and
- Cultivate the importance of delivering logistics services.

Course Outcomes:
After completing this course, the student should be able to:
- Emanate the skills of fixing the contract logistics for their organisation.
- Leverage the concept of outsourcing the logistics activities, and
- Enhance the possibilities of addressing delivery related issues.

Course Description:

Reference Books:
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
15MS3081 SUPPLY CHAIN CONCEPTS AND PLANNING

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide an understanding of the fundamental concepts in Supply Chain;
- provide a platform to evolve a successful supply chain performance; and
- offer the ways of forecasting to enhance Supply Chain planning.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the basics of logistics management for the efficiency in performance.
- Demonstrate the skills in managing material flow in the organisation.
- Display the exploring global logistics market.

Course Description:
Concepts of Supply Chain - Service and manufacturing supply chain dynamics, Integrated Supply Chain design, Supply Chain strategies, Supply Chain Performance Drivers and Forecasting - Logistics drivers, cross functional drivers, Collaborative Planning , Forecasting and replenishment (CPFR), Sales and Operations Planning - Introduction to Sales and Operations planning, Resource planning, scheduling.

Reference Books:
1. Ling Li and Ling Li (2007), Supply Chain management: Techniques and practices – Enhancing the value through Collaboration, World Scientific Publishing company.
15MS3082 MATERIALS AND INVENTORY MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide an understanding of the basic concepts in Materials and inventory management;
- give an insight about the cost aspects of Inventorizing; and
- Provide an overview of the inventory control system.

Course Outcomes:
After completing this course, the student should be able to:
- Relate the basics of material flow in the organisation;
- Exhibit the skills in managing Inventory system; and
- Display the expertise in evolving successful Inventory management methods.

Course Description:
Materials Management - Materials classification, storage, handling and inventory - Inventory Planning - Inventory functionality and principles, inventory types and characteristics, costs relevant for inventory decision making, planning the inventory resource, accommodating uncertainty, Inventory Management - Policies, Processes, strategic development process, methods for improved inventory management, selective inventory control system, tools for inventory control.

Reference Books:
2. Gopalakrishnan (2009), Materials Management (1st Edition), New Delhi: PHI Learning Pvt Ltd.,
15MS3083 PURCHASING AND STRATEGIC SOURCING

Credits: 3:0:0

Course Objectives:
This course aims to:
- offer a broader outlook on purchasing function;
- figure out the possibilities of strategic outsourcing through conceptual analysis; and
- Provide an overview of the Strategic outsourcing quality.

Course Outcomes:
After completing this course, the student should be able to:
- Look into the purchasing operations and its structure;
- Analyse the possibilities of effective strategic outsourcing analysis; and
- Evaluate the quality of strategic outsourcing and its process.

Course Description: Purchasing operations and structure - Purchasing and supply processes, purchasing policy and procedures, Supply Management integration for competitive advantage, purchasing and supply organisations, Strategic Outsourcing Analysis - Supply management and commodity strategy development, supplier evaluation and selection, Tools and techniques of purchasing analysis, Strategic Outsourcing Quality - Supplier quality management, supplier management and development, Strategic Outsourcing Process - Strategic Cost management, Negotiation, contract management.

Reference Books:
15MS3084 MARKETING CHANNEL DESIGN AND DISTRIBUTION PLANNING

Credits: 3:0:0

Course Objectives:
This course aims to:
- Cover the wider spectrum about the marketing channel design and distribution planning;
- Offer the various distribution strategies; and
- Provides knowledge on the effective management of pricing and revenue.

Course Outcomes:
After completing this course, the student should be able to:
- Contribute in the distribution strategies of his/her firm.
- Add nitty-gritty ideas into the effective managing of their distribution functions; and
- Showcase the efficiency in Pricing and revenue management in Supply Chain.

Course Description:
Marketing Strategies and Physical Distribution, Distribution strategies - Direct shipment, intermediate inventory storage points, transshipment, Retailer-supplier partnerships, Distribution resource planning and implementing, Pricing and revenue management in Supply Chain - Multiple customer segments, Perishable assets, seasonable demand, Bulk and spot customers.

Reference Books:
1. Ross (2004), Distribution Planning and Control (2nd Edition), Spiringer Publications
15MS3085 LOGISTICS AND SUPPLY CHAIN PERFORMANCE MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Proffer a thoughtfulness of logistics performance management;
- Portray the principles and strategies of SCM and Logistics Operations; and
- Provide basic understanding about the Performance frameworks.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the fundamental principles of logistics ensuring the performance;
- match the expectations and actual of logistics’ performance; and
- Explore new models and ideas to increase the Supply chain performance.

Course Description:

Reference Books:
1. Mark K Johnson (2012), Assessment of the logistics readiness Squadron’s Performance Indicators, Biblioscholar Publishing
2. Valerie Botta-Genoulaz, Claude Pellegrin, Jean-Pierre Campagne and Daniel Llerena (2013), Supply Chain Performance (Collaboration, Alignment and Coordination), Wiley (e-book)
3. Seitz Michael (2007), Supply Chain Performance, collaboration and Stability measurement: Development of a model for the automotive industry, Published by: Vdm Verlag Dr. Meuller E.K
Course Objectives:
This course aims to:
- Provide the quantitative measures of logistics management;
- Give an insight about areas of cost optimization; and
- Ponder and practice the ways and means of effective managerial decision making using various analytic tools.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the theories and conceptual models for optimizing the cost.
- Emanate effective decision-making by analyzing with proper measures.
- Display the skill of approaching the key issues using analytics.

Course Description:
Transportation Mix, Factors influencing effective selection system, transportation costs, method of selection, IT and SCM, data mining and SCM, QT for managerial decision making, LPP, transportation and assignment problem, international control, Simulation, forecasting, Supply Chain Reengineering, and cost & performance measurement in SCM.

Reference Books:
15MS3087 RETAIL SUPPLYCHAIN MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Afford a basic understanding of the basic concepts retail supply chain;
- give an idea about the key drivers of retail supply chain; and
- Provide the various retail supply chain metrics and product tracking.

Course Outcomes:
After completing this course, the student should be able to:
- Apply and adhere to the basics to be followed in retail supply chain.
- display the skills in handling the improvement cycles of retail supply chain; and
- Workout the retail supply chain costs for effective decision making on inventories.

Course Description:
Defining retail supply chain, types retail supply chain businesses, drivers retail supply chain change, retail supply chain metrics, continuous improvement cycles of retail SCM, product tracking along retail supply chains, retail supply chain costs, and retail return loops.

Reference Books:
2. Sanjay Thakur (2012), Retail Store and Supply Chain Management, New Delhi: Oxford Book Company

15MS3088 GLOBAL SUPPLY CHAIN COMPETITIVENESS

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide an understanding of the basic concepts global supply chain;
- give an insight about the global supply chain market; and
- Provide an overview of the service supply chain.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the basics of SC in sustaining the global competition.
- demonstrate the importance and relevance of customer-supplier relationship across the globe; and
- Display the services rendered through IT enabled SCM.

Course Description:
Strategic issues in Supply Chain Management, Customer-Supplier relationship, logistics and material management, Distribution channel design, reengineering IT enabled Supply Chain Management, Service Supply Chain.

Reference Books:
4. Goyal D.P(2008), Supply Chain Management for competitiveness, Macmillan India Limited
15MS3089 LOGISTICS ENGINEERING AND MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- Provide an understanding of the fundamentals of logistics engineering;
- give an insight about the system engineering process; and
- Provide an overview of the different phases of logistics engineering and management.

Course Outcomes:
After completing this course, the student should be able to:
- Apply the basics requirements of logistics engineering.
- demonstrate the relevance of logistics in production; and
- Showcase the significance of logistics in the support system.

Course Description:
Logistics engineering, need for logistics engineering, measure of logistics, system engineering process, supportability analysis, logistics in the design and development phase, logistics in the production and construction phase, and logistics in the utilisation and support phase.

Reference Books:
15MS3090 SUPPLY CHAIN RISK MANAGEMENT

Credits: 3:0:0

Course Objectives:
This course aims to:
- offer the various risks in supply chain operation;
- give an insight about the various trends in supply chain; and
- Provide the various approaches to SC risk management.

Course Outcomes:
After completing this course, the student should be able to:
- Impact of risks involved in SCM.
- define and manage the risks involved in SCM operation; and
- Analyse the SCM risk and respond to it systematically.

Course Description:
Risk and Management, growth of risk management, risk in the supply chain, defining and managing risk, trends affecting the supply chain, approaches to risk management, identifying risks, analyzing risks in SCM, and responding to risk.

Reference Books:
## LIST OF SUBJECTS

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14MS1001 TECHNOLOGY FOR SOCIETAL NEEDS

Credits: 3:0:0

Course Objectives:
This course aims to:

- Transform aspiring engineers into socially responsible innovators through the practice of Karunya University’s vision and mission.
- Highlight humanity’s problems in areas relating to water, food, energy, and health security.
- Emphasize the need for technological solutions to societal problems of water, food, energy, and health security.

Course Outcomes:
After completing this course, the student should be able to:

- Display an interest in social innovations through the practice of Karunya University’s vision and mission.
- Exhibit current knowledge of the human problems in areas relating to water, food, energy, and health security.
- Show a desire to develop technological solutions to societal problems of water, food, energy, and health security.

Course Description: This course begins with an orientation on Karunya University’s vision and mission, and links to the importance of societal security in water, food, energy and health. Four sections explain the concepts, current approaches, organisations, technological challenges and opportunities as well as the future of these societal security areas. Each chapter leads out with topics on how a Karunyan could contribute to water/food/energy/health security as an engineering student and professional, facilitating practical application of the previously learned facts and concepts.

Reference Books

14MS2001 MANAGEMENT FOR ENGINEERS

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide engineering students with contemporary knowledge of management
- Instruct current knowledge of the entrepreneurial processes of people- and functional-leadership.
- Train the learners in various managerial processes of planning, organising, leading and controlling.

Course Outcomes: After completing this course, the student should be able to:

- Independently manage the challenges in the work place.
- Approach his/her career professionally.
- View businesses and procedures with a managerial perspective.

Course Description: This course broadly covers General Management principles such as: Basics of management, theory and practices; essentials of planning, management by objectives; the nature of organizing, entrepreneurship
and business process reengineering. Nature of human resource management, selection, performance appraisal and career strategy, system and process and controlling, productivity, operations & management and TQM.

Reference Books

14MS2002 MANAGERIAL SKILLS

Credits: 3:0:0

Course Objectives: This course aims to:
- Nurture the fundamentals of creativity, innovation and group decision making;
- Impart the basics of emotional intelligence, negotiation and leadership qualities
- Facilitate understanding about corporate governance, organisational communication and team work.

Course Outcomes: After completing this course, the student should be able to:
- Think out of the box and find innovative solutions to various workplace challenges
- Work in a team and exhibit balanced emotional intelligence and decision making
- Manage self and others by effectively using negotiation techniques and organizational communication.

Course Description: This course covers general concepts of creativity, innovation, decision making; emotional intelligence, concepts and theories; types of leadership, qualities of successful leaders, development of leadership skills; corporate governance, forms of organisational communication; fundamentals of negotiation and conflict resolution; teams and group cohesiveness.

Reference Books

14MS2003 BUSINESS ENVIRONMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide an understanding of the fundamental ideas of business environment.
- Provide an insight into macro-level business environment.
- Give a comprehensive idea of the global environment to expand the business.

Course Outcomes: After completing this course, the student should be able to:
- Know the various macro-environments of business.
- Understand the impact of environments in business.
- Compare the local and international business environments.

Course Description: The course will describe the basics of business environmental factors such as internal (micro) and external (macro) environments. This course includes the various important areas of business environments such as environmental scanning, forecasting, economic environment including the monetary and fiscal policies, fundamentals demographic environment, basics of political-legal environment, essentials social-cultural
environment, prerequisites of technological environment, the compulsion of knowing the international environment to expand the business operations.

**Reference Books**

**14MS3001 MICROECONOMICS**

**Credits:** 3:0:0

**Course Objectives:** This course aims to:
- Provide an understanding of the microeconomic concepts and its application in managerial decision making.
- Examine the different market structures and its application in managerial decision making.
- Provide an overview of the various labour market issues.

**Course Outcomes:** After completing this course, the student should be able to:
- Apply the microeconomic concepts in managerial decision making.
- Demonstrate managerial decision skills in different market structure.
- Exhibits skills in resolving labour market issues.

**Course Description:** The course covers the topics such as: Microeconomic concepts in business decision making and its practical applications in optimisation technique, market equilibrium and demand forecasting techniques. Implications of input-output and cost output relationship (production and cost analysis), economies and diseconomies of scale. Analysis of different market structures such as perfect competition, monopoly, monopolistic competition and oligopoly. The relevance of game theory and market failure (externalities and public goods). Market supply of labour, determination of wages and collective bargaining.

**Reference Books:**

**14MS3002 MARKETING THEORY AND PRACTICES**

**Credits:** 3:0:0

**Course Objectives:** This course aims to:
- Provide conceptual understanding about marketing in the current context
- Orient students towards principles and basic tenets of marketing discipline
- Provide exposure to practices and approaches of contemporary marketing.

**Course Outcomes:** After completing this course, the student should be able to:
- Evaluate and employ basic elements of marketing.
- Appreciate the underlying relevance and application of 4Ps of marketing.
- Use current trends and practices in marketing planning.
Course Description: The course will describe the conceptual framework of marketing and will effectively cover various marketing principles including the evolution, concepts, functions, process of marketing and also lay emphasis on customer orientation. The course will also cover marketing essentials and various marketing approaches. Also would highlight the portfolio analysis, competitive strategies, customer experience management and engagement and customer buying process. The course will also elaborate upon marketing mix, branding elements, customer life time value, retail, online marketing and marketing planning.

Reference Books

14MS3003 FINANCIAL STATEMENT ANALYSIS

Credits: 3:0:0

Course Objectives: This course aims to:
- Analyse the role of financial statement information in the decisions taken by current and prospective stakeholders in a company.
- Develop an insight on how accounting data are compiled, organized and presented.
- Explain various tools and techniques that are used in financial analysis.

Course Outcomes: After completing this course, the student should be able to:
- Relate accounting concepts and standards that are used in financial statements.
- Critically evaluate financial statement information.
- Compare, assess and interpret among different companies identifying its strengths and weaknesses and work with large volumes of numerical data.

Course Description: The course will describe, the concepts and framework of financial accounting, Accounting standards, GAAP/IFRS and understand corporate financial statements and demonstrate and critique the application of a range of financial statement analysis, techniques and tools, such as, comparative, common size financial statements, trend analysis, ratio analysis comprising analysis of liquidity, solvency, profitability and efficiency dimensions of a body corporate and capital market ratios. It will also include discussions on analysis of fund flow and cash flows as per AS 3 requirements.

Reference Books
14MS3004 BUSINESS STATISTICS

Credits: 3:0:0

Course Objectives:
This course aims to:
- Understand data and analyse data
- Develop the statistical thinking for decision making
- Provide knowledge of tools and techniques for solving business problems by capturing data and analyzing them.

Course Outcomes: After completing this course, the student should be able to:
- Draw meaningful conclusions from application of statistical tools.
- Apply statistics for business situations.
- Make sound decisions based on Data Analysis.

Course Description:
The course will describe the conceptual framework of statistics, Measures of central tendency, Measures of dispersion, probability, types of probability, Bayes’ Theorem, probability distribution. This Course also include discussions on Sampling and Sampling Methods, determination of sample size, Testing of Hypothesis, chi-square test, F-Test, Correlation, Rank Correlation, Regression, Regression equations and Time series analysis.

References Books

14MS3005 ORGANISATIONAL BEHAVIOUR

Credits: 3:0:0

Course Objectives: This course aims to:
- Develop an understanding of the ‘why’ of people behaviour in organisations.
- Equip would-be managers with the required skills and attitudes to manage diverse employees in an organisation.
- Develop management students into managers with professional ethics and values to manage people in modern business entities.

Course Outcomes: After completing this course, the student should be able to:
- Explain employee behaviours at individual level.
- Describe employee behaviours at group level.
- Display their knowledge of the impact of individual and group behaviours on the goal attainment of the organisation system as a whole.

Course Description:
This course covers topics such as Approaches to organisational behaviour, Personality, Perception & managing emotions, Motivation & satisfaction, Learning theories & practices, Work groups & teams, Conflict & stress in organisations, Communication, Leading & influencing in organisations, Equality & diversity in organisations, Power in organisations, Organisational culture & change management, Technology in work organisations.

References Books

**14MS3006 ESSENTIALS OF BUSINESS AND MANAGEMENT**

**Credits:** 3:0:0

**Course Objectives:**
- Provide management students with contemporary knowledge of both entrepreneurial and managerial skills demanded by today’s businesses and organisations.
- Impart current knowledge of the entrepreneurial processes of people- and functional-leadership.
- Present latest knowledge of the managerial processes of planning, organising, leading and controlling.

**Course Outcomes:**
- Discuss contemporary knowledge of both entrepreneurial and managerial skills demanded by today’s businesses and organisations.
- Exhibit current knowledge of the entrepreneurial processes of people- and functional-leadership.
- Display latest knowledge of the managerial processes of planning, organising, leading and controlling.

**Course Description:**
This course covers General Management topics such as: Business skills for continuing professional development & practice; Essential post-graduate study skills; Developing your professional identity; Concepts of self & self-management skills; Negotiating & liaising within the political organisation; Interpreting financial information; Managing financial resources; Handling statistical data using IT; Integrated IT skills; Developing your leadership skills through project management and managing your career. Management; History; Organisational environments & cultures; Ethics & social responsibility; Planning & decision making; Organisational strategy; Innovation & change; Global management; Designing adaptive organisations; Managing teams; Managing HR systems; Managing individual & diverse workforce; Motivation; Leadership; Managing communication; Control; Managing information; Managing service & manufacturing operations.

**References Books**

**14MS3007 MACROECONOMICS**

**Credits:** 3:0:0

**Prerequisite:** Microeconomics – 14MS3001

**Course Objectives:**
- Provide an overview of the macroeconomic concepts and tools for managerial decision making.
- Examine the various macroeconomic policies that help in managerial decision making.
- Provide an understanding of the importance of human development and sustainable development in managerial decision making.
Course Outcomes: After completing this course, the student should be able to:

- Exhibit knowledge in macroeconomic concepts related to managerial decision making.
- Demonstrate knowledge in macroeconomic policies in managerial decision making.
- Apply the knowledge of human development and sustainable development in managerial decision making.

Course Description: The course covers the topics such as: Macroeconomic problems, scarcity issues of resources, economic systems, role of markets and government. Aggregate supply and demand, measuring economic activity (circular flow of income, national income). Problems of unemployment and inflation, the role of fiscal and monetary policy in economic growth and trade policies. Indian industrial scenario, role of public sector enterprises, IT sector, infrastructure reforms and public private partnerships. Human development and sustainable development.

References Books


14MS3008 OPERATIONS AND INFORMATION SYSTEM

Credits: 3:0:0

Course Objectives: This course aims to:

- Provide an understanding of the role of operations in achieving the business strategy.
- Provide an understanding of supply chain and its role in today’s global environment.
- Provide knowledge of information system and the types of information system.
- Provide an understanding of ecommerce and functional business systems.

Course Outcomes: After completing this course, the student should be able to:

- Identify factors affecting operations management.
- Develop operations strategy which is aligned with the supply chain.
- Develop information system for business.
- Use internet and e-commerce as a tool for business strategy.

Course Description: The course will describe the factors affecting operations management today and the strategies for operations management in a global economy. There will be a discussion on the systems approach to operations management. The key issues in managing operations in the supply chain are discussed. The course also discusses the fundamentals of information system and types of information system. A discussion on e-commerce, functional business systems and network & security management.

References Books

14MS3009 MANAGEMENT ACCOUNTING

Credits: 3:0:0

Prerequisite: Financial Statement Analysis 14MS3003

Course Objectives: This course aims to:
- Provide a comprehensive and rigorous treatment of key areas in Management Accounting.
- Show the use of various tools and techniques like Break-even analysis, Budgeting and Standard costing.
- Sharpen the decision making ability.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate and apply various cost concepts in real life situations.
- Analyze and Solve problems in Marginal costing, Budgeting and Standard Costing.
- Report the impact of the outcomes in managerial decision making.

Course Description: The course is designed to impart, the need, importance, installation and managerial uses of cost accounting, cost unit/centre, concepts and classifications of cost. To understand the methods and Techniques of Costing, Cost sheet of manufacturing/services, Marginal Costing and Break even analysis/CVP analysis, applications of marginal costing in decision making. Budgetary Control and Planning, Standard Costing and Cost Variance Analysis with Materials and Labour only.

References Books

14MS3010 ENTREPRENEURSHIP DEVELOPMENT AND INNOVATION

Credits: 3:0:0

Course Objectives: This course aims to:
- Make the students aware of creating and starting a new venture successfully.
- Provide knowledge on the various sources available for financing a new venture.
- Give insight on how to manage, grow and end a venture.

Course Outcomes: After completing this course, the student should be able to:
- Have complete knowledge on the creation and starting of a new venture.
- Evaluate and identify the primary financing mechanisms.
- Compare and find ways to establish develop and end a venture.

Course Description: The course will describe the nature and importance, definition, the decision process of entrepreneur, creating a business idea, marketing plan, organizational plan, financial plan, generating and exploiting new entries, strategies for growth and managing the implications of growth, accessing resources for growth from the external sources, becoming a public limited company, ending the venture, international entrepreneurship opportunities. Why to innovate? what to innovate? How to innovate? Who innovates? People, knowledge and machines; finding new ways to measure and manage productivity, markets, demand and customer intimacy, calculating risks; decision-making in an uncertain world, competing by collaborating.

References Books

14MS3011 BUSINESS LAW FOR MANAGERS

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide management students with contemporary knowledge of the fundamental regulatory framework for responsibly running a business and managing an organisation in India.
- Impart current knowledge of the foundational laws and regulations that govern strategic and operational processes in organisations.
- Present latest knowledge of the cardinal laws and regulations that enable people processes in business and corporate operations.

Course Outcomes: After completing this course, the student should be able to:
- Critically evaluate and deal with various contracts in business.
- Solve practical legal problems which occur in day to day business transaction.
- Apply and know various legal forms, procedures, fees details and other contact details regarding legal compliances.

Course Description: This course will describe the conceptual legal framework of Indian Legal system; Business & fundamental rights, Laws on Contracts, Regulations on Sale of Goods, Laws on Negotiable instruments, Consumer Protection, Right to Information regulations, Intellectual property Rights, Shops & Establishments laws, Information Technologies Act regulations, Laws relating to Prevention, Prohibition and Redressal of sexual harassment of Women at Workplace, Company laws on Registration and Incorporation, Directors, Meetings and Winding Up.

References Books

Note: Subjects related to applicable statutes shall be read with amendments made from time to time.

14MS3012 STRATEGIC MARKETING DECISIONS

Credits: 3:0:0

Prerequisite: Marketing Theory and Practices – 14MS3002

Course Objectives: This course aims to:
- Offer a platform for students to sharpen their analytical abilities in integrating marketing knowledge for comprehensive decision making. Explain how analytical decision making enhances modern enterprises' sustenance.
- Envisage the effectiveness of marketing strategies in simulated environments by deploying critical marketing decision models
- Expose students to numerous examples demonstrating the value of the analytic approach to marketing decision-making.
**Course Outcomes:** After completing this course, the student should be able to:

- Think strategically about marketing situations and formulate long-term marketing strategy with sound analytical judgment
- Use key frameworks to analyze situations and make decisions
- Create marketing models to combat competitive strategic moves

**Course Description:** This course relates marketing activities to some of the key strategic decisions that are necessary in running a business: choosing customers, defining and creating value, delivering and appropriating value, and sustaining value against competitors. To do so, the course will build on concepts and topics; Response Modeling, Market Segmentation Analysis, Positioning Analysis, Portfolio Analysis, Product Mix Decisions, Distribution Decisions, Pricing Decisions, Promotion Decisions, Organizational Buying Model. Course will also focus on models concerning Sustainable competitive advantage (SCA), Marketing mix as strategic tools, Implementation and monitoring of marketing strategy and Global marketing as strategy.

**References Books**

**14MS3013 BUSINESS RESEARCH METHODS**

**Credits:** 3:0:0

**Course Objectives:** This course aims to:

- Develop an insight of research methodology and focus on creating fundamentally strong researchers, thereby leading to better research work by future managers.
- Equip the students with required skills needed to carry out original and high-quality business research.
- Develop the ability to put a business problem into a methodological framework and perspective and thereby manage organisations through better decisions.

**Course Outcomes:** After completing this course, the student should be able to:

- Explain the scientific method in management research, various research designs, problem identification and problem formulation.
- Describe the measurement, scaling and instrument development, sample, sampling methods, process of data acquisition, data preparation and report writing.
- Conduct a mini research leading to a scholarly dissertation with adequate methodology on topics related to management.

**Course Description:** This course covers research methodology topics such as: Meaning, objectives and characteristics of business research, Research process, design & types, Problem formulation, Review of literature, Development of framework, Proposition, Hypothesis, Instrument development, Measurement, Data types and collection, Scaling techniques, Sampling, Data Processing, Selection of techniques, Tests of significant differences & relationships, Report writing.

**References Books**

14MS3014 APPLIED OPERATIONS RESEARCH

Credits: 3:0:0

Course Objectives: This course aims to:
- Provide insights into the role of Operations Research in the management decisions making.
- Highlight the techniques for optimization of resources in a business entity.
- Emphasize the construction and application of various models in Operations Research.

Course Outcomes: After completing this course, the student should be able to:
- Demonstrate and apply the theory of Operations Research in decision making.
- Use the tools and techniques for optimizing the resources.
- Construct the Operations Research model relating to real life situation.

Course Description: The course will describe the conceptual framework of Operations Research, construction of models and demonstrate the application of such models in management decision making, by using LPP – formulation, solving by graphical, simplex method, Duality and Sensitivity Analysis; Transportation – NWC rule, Least cost and Vogel’s Approximation methods, MODI; Assignment, Sequencing and Network. It will also include Game Theory and Queuing Theory for such decision making purpose.

References Books

14MS3015 FINANCIAL MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Emphasize knowledge and skills required on Financial Management which is advantageous to Managers in every discipline of business
- Ensure an intuitive, logically rigorous understanding of the theory and practice involving managing finance of a business enterprise.
- Provide adequate practical exposure in terms of applicability on valuation, investment decisions, current asset management, etc.,

Course Outcomes: After completing this course, the student should be able to:
- Take on a greater strategic focus, as Managers struggle to create value within a corporate setting.
- Understand the financial decision-making process and to interpret the impact that financial decisions will have on value creation.
- Discuss and apply the specific techniques and decision rules and thereby help maximize the value of the firm.

References Books

14MS3016 HUMAN RESOURCE MANAGEMENT

Credits: 3:0:0

Course Objectives: This course aims to:
- Create awareness to the Human Resource Management environment.
- Develop managers capable of facing HR challenges in the highly competitive scenario.
- Equip managers in developing employee skills with appropriate motivational tools.

Course Outcomes: After completing this course, the student should be able to:
- Bring out HR projects and proposals for a few organizations.
- Identify HR challenges relevant in the competitive economy.
- Integrate with organizational objectives with regard to HR.

Course Description: This course covers HR topics such as Aspects of Human resource management, Role of HR practitioner, HR planning, Recruitment, Selection, Induction & retention, HR development, Performance management, Employee reward, Employee relationship & work-life balance, Health, safety & well-being, Understanding employment law, Ending the employment relationship, Handling & managing information.

References Books

14MS3017 STRATEGY, GOVERNANCE AND ETHICS

Credits: 3:0:0

Course Objectives: This course aims to:
- Acquire familiarity with the principle concepts, frameworks and techniques of strategic management, governance and ethics.
- Develop a holistic perspective of an organization and to enable the students to analyze the strategic situations.
- Access strategic options available to the organization to implement the strategic choices made by it.
Course Outcomes: After completing this course, the student should be able to:

- Know and apply strategic management techniques.
- Analyze the situations and find suitable solutions for the problems.
- Frame good governance and ethics for the organization.

Course Description: The course gives an overview on conceptual framework of strategic management, governance and ethics. This course endow with how to plan strategies, how to implement strategies and how to evaluate strategies. It will also include deliberations on agents and institutions in corporate governance. The course discuss about facilitators, role-players and regulators in corporate governance. Other topics include ethics and ethical principles in business.

References Books

14MS3018 BUSINESS ANALYTICS

Credits: 2:0:0

Prerequisite: Business Statistics – 14MS3004

Course Objectives: This course aims to:

- Provide conceptual understanding about Big Data and Data Sciences
- Highlight various theories and methods involved in Business Analytics.
- Provide an overview about various technologies and tools used in Business Analytics, big data analytics, components and applications of Big Data Analytics.

Course Outcomes:
After completing this course, the student should be able to:

- Have an understanding about elementary aspects of Big Data and Data Sciences.
- Understand theories and methods involved in Big Data.
- Use various technologies and tools of Big data and Get to know about Big Data Analytics components

Course Description: The course will initially touch upon various introductory aspects of Big Data analytics and data sciences which would include Big Data Dimensions, with relevant industry examples. The conceptual theories and method involved in Business Analytics would be dealt with and evolution of Big Data analytics is made known to the students. The course will also cover various technologies and tools involved in Big Data and various Big Data Analytics components. The course also touches upon applications of Big Data.

References Books
14MS3019 ECONOMIC ANALYSIS FOR HOSPITALITY

Credit 2:0:0

Course Objectives
- Familiarize with tools and techniques related to economic analysis of hospitality
- Learn the economic trends in hospitality industry
- Understand the macroeconomic policies related to hospitality industry

Course Outcomes
- Demonstrate knowledge of economic analysis of hospitality industry
- Exhibit knowledge about the trends in hospitality industry
- Familiarize macroeconomic policies related to hospitality industry.

Course Description

Reference books

14MS3020 ORGANISATIONAL BEHAVIOUR FOR HOSPITALITY

Credit 3:0:0

Course Objectives
- To learn management concepts
- To better understand themselves as individuals in order to carefully manage and
- To obtain the desired Outcome from their teams and organization’s dynamics

Course Outcomes
At the end of this course, the students will be able to
- Understand the principles underlying organizational behavior
- Application of leadership and motivational theories and
- Communicate effectively among groups.

Course Description
This course will cover topics such as Evolution of management, Functions of management, Principles of management, transactional analysis, scientific theories. Planning, policies, procedures, strategy formulation, MBO. Decision making, Authority and responsibility, centralization, decentralization. Individual behavior, Misbehavior, Management Intervention, emotional Intelligence, Attitudes, Perceptions, Motivation. Organization structure, Groups in organizations, Group decision making techniques, Team building, Interpersonal relations, Communication
and its Control. Leadership styles, Organizational culture and change, Prevention and Management of stress, work life balance, Organizational development and Workplace

**Reference Books**

**14MS3021 INTRODUCTION TO HOSPITALITY AND TOURISM MANAGEMENT**

**Course Objectives**
- To gain an overview about the hospitality and tourism industry.
- Identify the major areas of coverage of hospitality industry.
- Realize the interrelationship between travel and tourism.

**Course Outcomes**
- Understand the fundamentals of hospitality and tourism industry.
- Describe the hospitality industry from various perspectives of hotel, tourism, travel and transport.
- Explain issues, challenges, recent trends and future of hospitality industry.

**Course Description**

**References Books**

**14MS3022 ACCOUNTING FOR HOSPITALITY MANAGERS**

**Course Objectives**
- Acquire basics of accounting mechanism in Hospitality industry
- Understand revenue management techniques in hospitality industry
- To develop an insight on how accounting data are compiled, organized and presented

**Course Outcomes**
- Undertake accounting functions in hospitality industry
- Know and apply accounting theory; Accounting Standards
- Critically evaluate financial statement information

**Course Description**
The course will enable the students to understand the basic concepts, and framework of accounting, Accounting standards, GAAP/IFRS and understand corporate financial statements of hospitality and tourism industry, application of techniques of Financial statement Analysis, Cost concepts, BEP & CVP, Standard costing variance analysis with material & labour Budgetary control, Cost controlling, Cost reduction and Total cost management.

**Reference Books**

**14MS3023 BUSINESS AND HOSPITALITY LAW**

**Credit 3:0:0**

**Course Objective**
- Provide management students with contemporary knowledge of the fundamental regulatory framework for responsibly running a Hotel business and managing in India.
- Impart current knowledge of the foundational laws and regulations that govern strategic and operational processes in organisations.
- Present latest knowledge of the cardinal laws and regulations that enable people processes in Hotel business and corporate operations.

**Course Outcomes**
- Critically evaluate and deal with various contracts and Licensing procedures in Hotel business.
- Solve practical legal problems which occur in day to day business transactions.
- Apply and know various legal forms, licensing procedures, fee details and other details regarding legal compliances.

**Course Description**

**Reference Books**
2. Prof. (Cmdr.) P.K. Goel (2010), Business Law for Managers, Biztantra, New Delhi.
14MS3024 MANAGERIAL STATISTICS

Credit 3:0:0

Course Objectives
- To understand collection and compilation of data, information and presentation of data
- To gain knowledge in sampling, standard error, level of significance
- To know the various distribution, frequency and measures of the proportions

Course Outcomes
- At the end of the course the students will be able to learn to take up appropriate managerial decisions at the time of crisis in all level of business.
- Will able to identify the kind of data required for decisions making.
- Apply statistics in business decision making in Hospitality

Course Description
The course will include introduction of statistics, Sample and Populations, Analysis of Data, Measures of Central Tendency, Measures of Dispersion. Sampling distribution of mean, Sampling techniques. Hypothesis testing;(Parametric test) one sample and two sample tests for means and proportions of large samples (z-test), and small samples (t-test), F-test for two sample standard deviations., ANOVA one and two way, Non Parametric test, Chi-square test, Correlation analysis, Simple Linear Regression will be taught for applying statistics in business decision making.

Reference Books

14MS3025 IT APPLICATION FOR HOSPITALITY INDUSTRY

Credit 3:0:0

Course Objectives
- To enhance the ability of student in understanding the basics of computer in hospitality industry
- To effectively utilize Computer application and its advanced features for making quick and impressive decisions
- To increase productivity and output of individuals and the organization.

Course Outcomes
At the end of this course, the students will be able to
- Demonstrate the application of generally accepted office systems software.
- Provide information literacy for critical analysis of existing work processes.
- Students will enhance analytical skills, as well as improve competency by working on MS Excel.

Course Description
This course includes common tasks with word processing, MS excel application, MS power point, MS outlook application, MS Access and publisher

Reference Books

14MS3026 BUSINESS RESEARCH METHODS

Credit 3:0:0

Course Objectives
The objective of this course is to make the students understand on;

- Scientific Methods in management research
- Various research designs, problem identification, formulation
- Measurement, scaling and instrument development

Course Outcomes
After learning this course, the students would be able to demonstrate their ability to:

- Put a business problem into a methodological framework and perspective
- Produce a dissertation research proposal with adequate and appropriate methodology on topics related to their specialization
- To apply analytical skills that they have developed in their business research

Course Description

Reference Books

14MS3027 FINANCIAL MANAGEMENT FOR HOSPITALITY

Credit 3:0:0

Course Objectives
To enable student to

- Understand the fundamentals involved in making finance decisions
- Understand Investment evaluation techniques in hospitality industry
- To understand the alternate source of financing involved in setting up hospitality business

Course Outcome
- Can apply the basics of financial forecasting real time scenario
- Effectively handle working capital in hospitality industry
- Can apply to the right source for the starting Hospitality business
Course Description
This course includes Financial Planning and forecasting, Role of a finance manager in hospitality Industry, Cost of capital, Capital structure decision, Sources of finance, Basics of capital budgeting, Evaluation Techniques, Working capital management and it estimation. Dividends decisions, Initial public offering, lease financing, hire purchase financing, hybrid financing, Venture capital, project financing.

Reference Books

14MS3028 ESSENTIALS OF FRONT OFFICE AND HOUSEKEEPING MANAGEMENT

Credit 3:0:0

Course Objectives
1. To understand the structure of hotel industry, importance and sections of Front Office.
2. To develop a comprehensive knowledge in layout room, interior decoration, planning and selection of housekeeping articles.
3. To know the operations of Front office and Housekeeping and its coordination with other departments.

Course Outcome
1. The students will possess knowledge on different types of reservation, processing and computerized reservation besides general awareness of international level
2. Will be able to handle efficiently Front office and Housekeeping department in a Hotel
3. Student will be knowledgeable about the various cleaning materials and agents used.

Course Description
The course includes Types of Rooms, Room Rates, Room Tariff, Types of meal plan, Types of guest. Front office organization, Hierarchy chart, Layout, Co-ordination with other department, Operations, Front Office Systems, Bell desk, Reservations, Cancellation and amendments and Registration. Introduction to Housekeeping department, Housekeeping inventories, Hotel guest rooms, Housekeeping control desk, Standard contents of guest room, Cleaning guest room, Linen and linen room operation, Cleaning of public areas, Maids service room, Housekeeping control desk.

Reference Books
2. Dr.Jagmohan NEGI – Grading and classification of Hotel, tourism and restaurant principles and practices – Kanishka publications.
3. Margaret Lennox- hotel, Hostel and Hospital House Keeping – ELBS Publications

14MS3029 HUMAN RESOURCE MANAGEMENT

Credit 3:0:0

Course Objectives
- To provide knowledge about management issues related to staffing, training, performance, compensation
- To know the importance of human resource management in Hospitality industry
To understand the common practices followed in Human resource management of Hospitality industry

Course Outcomes

- Will be able to apply theories of motivation in their work place
- Able to understand the Role of human resource manager and its importance
- Compliance of Industry practices in Hospitality industry

Course Description


Reference Books

1. Dessler Human Resource Management, Pearson Education Limited

14MS3030 HOSPITALITY MARKETING

Credit 3:0:0

Course Objectives

- To orient the students by providing exposure to essentials and approaches of marketing today
- To understand the basic marketing concepts in Hospitality industry
- To know the pricing concepts and promotions in Hospitality industry

Course Outcomes

- Will be able to know the organization structure of Sales and Marketing in Hospitality industry
- Able to apply the various sales procedure and methods in various departments of Hospitality industry
- Able to execute the promotion and pricing strategies in Hospitality industry

Course Description

The course explains the basics of marketing management, PPP of marketing, Organization of Sales and Marketing in hotel industry, Sectional layouts of marketing, Generating sales report, Meeting of client and follow ups, Sales in banquet, room sales, restaurant, Institutional selling, Time share marketing, Sales promotion activities, Qualities & criteria for sales personnel. Marketing for groups and Tourism, Market segmentation for hospitality services, Targeting & positioning, National & Global perspectives, Analysis of market share competitor analysis, Demand, Supply trend analysis. Capacity Strategies, Yield management. Pricing of hospitality services, role of government agencies, intermediaries and regulatory, sales promotion Introduction to public relations (PR), Push Vs Pull Strategies, online & offline advertisements, emerging trends of marketing in Hospitality industry.

Reference Books

14MS3031 SERVICE OPERATIONS MANAGEMENT

Credit 3:0:0

Course Objectives

- To help understand how firms can deliver excellent service while achieving business success
- To focus how to implement the strategies in the design of the service system.
- To provide managers with tools needed for every day’s operation.

Course Outcome

- To design and operate a service business using the concepts, tools and techniques of service operations management
- To inculcate knowledge on the formulating strategies and strategic positioning
- To obtain knowledge on the yield management

Course Description

The course explains the importance of service sector nature, growth; Evolution of Service Operations Management; classification. Service strategy, Project Management, Nature, Process, Scheduling Techniques, PERT, CPM; Facility design, nature, objectives, Service facility layout; Service Facility Location ,considerations, facility location techniques ,metropolitan metric, Strategic Capacity Management, planning service capacity, sequencing and allocation of capacity; Managing Waiting Lines, Queuing Theory – single server M/M/1 : (∞/ FIFO) Managing for growth, expansion strategies, franchising, globalization.

Reference Books


14MS3032 FACILITY AND SECURITY MANAGEMENT

Credit 3:0:0

Prerequisite: Introduction to Hospitality and Tourism Management – 14MS3021

Course Objectives

- To understand the importance of facility management in Hospitality industry
- To understand the types of maintenance and repair in the Hospitality industry
- To know the fire safety procedures and security systems in the Hospitality industry

Course Outcomes

The students should be able to
• Explain goals and objectives of facilities and maintenance management,
• Describe the theoretical aspects of utility systems, energy conservation,
• mechanical equipment and building design,
• Organization and management of maintenance department,

Course Description
The course provides Role of facilities, Cost associated with facilities, its Impact of facility design on facility management. Planning of office area, food & beverage service outlet areas and service support areas, Responsibilities of facility manager and facility department. Organization in star rated hotels, Types of maintenance and repair, Contract maintenance services, Computerized and internet based services- Heating system, Heating sources and equipment, Cooling sources and equipment, Electrical system: components, billing methods of electric utilities, telecommunications system. Lighting system, light sources, lighting system design and maintenance, Laundry system: equipment design. Facility Design, Factors influencing design, site selection, models, facility layout. Building design, maintenance and safety, Safety in the guest bath, Fire safety: prevention, detection, notification, suppression and control, Evacuation plans, Security: key controls, electronic locks, Terrorism, anti-social and extra ordinary events.

Reference Books

14MS3033 MANAGEMENT PRINCIPLES IN MEDICAL AND HEALTHCARE ORGANISATIONS

Credits: 2:0:0

Course Objective
• To introduce the concepts of management principles relevant to organisation.,
• To understand the strategic planning process in the organizational decision making
• To learn various quality assurance methods in organisation.

Course Outcomes
The course enables the students to:
• Apply the basic management principles in organisation
• Enable to take strategic decisions in organizations
• Demonstrate the knowledge about various quality assurance methods in organisations.

Course Description
The course covers the topics such as: -
Reference Books

14MS3034 FINANCIAL AND MANAGEMENT ACCOUNTING IN HEALTHCARE ORGANIZATIONS

Credits: 3:0:0

Course Objective
- To provide role of financial statement information in the decisions taken by current and prospective stakeholders in healthcare organizations
- To develop an insight on how accounting data are compiled and organized and presented
- To explain various concepts, tools and techniques that are used in financial analysis

Course Outcomes:
By End of the Course the Student will be able to:
- Know various accounting and financial concepts
- Apply accounting theory and standards in to practice
- Critically evaluate financial statement information

Course Description
The course will describe, about financial accounting, financial statements, internal control and cash, receivables, inventory, liabilities, cash flow statement, understanding financial statements, product costing, job costing, cost volume profit analysis, time value of money, capital budgeting, capital structure and working capital management in healthcare organizations.

Reference Books
5. Sawyers, Jackson, Jenkins, Arora (2012) Management Accounting, Cengage Learning

14MS3035 PRINCIPLES OF MARKETING

Credits: 3:0:0

Course Objective
- To introduce the concepts of principles of marketing
- To explain the marketing strategies
- To understand the role of marketing in hospital services.

Course outcomes:
By the end of the course, the student will be able to
- Apply the marketing concepts
- Adopt different marketing strategies
- Demonstrate marketing skills in professional life.
Course Descriptions
The course covers the topics such as:- Marketing concepts, marketing principles and society, marketing environment, marketing research. Marketing strategy, influence on strategic marketing, planning, implementation, managing and controlling marketing Program, market segmentation and positioning, marketing and channel communications, international market development, importance of personal selling, developing products and brands. Nature of marketing in hospital services, service marketing, customer behaviour in services, supply chain management, IT and marketing channels. Managing service delivery process and service quality.

Reference Books

14MS3036 BASIC OF MEDICAL SCIENCE AND EPIDEMIOLOGY IN MEDICAL AND HEALTH SYSTEM MANAGEMENT

Credits: 3:0:0

Course Objective
- To familiarizes the students on human body system
- To provides basic knowledge about communicable and non communicable diseases
- To make the students understand about hospital infection control.

Course Outcomes:
By the end of the course, the student will be able to
- Know various facts about epidemiology
- Know the fundamentals of health system
- Apply the theory on epidemiology in to practice.

Course Description
The course will describe about introduction of human body, anatomical position, levels of organisation of the body, different systems of human body, concept of health, concept of disease, classification of disease, basic concepts of epidemiology, basic measurement, methods, infectious disease epidemiology, investigation of an epidemic outbreak, communicable and non communicable diseases, demography and family welfare, hospital infections, environment and health pollution, hospital waste management, concept of disinfection and decontamination, control measures in wards, operation theater, laundry and kitchen.

Reference Books
5. B.K.Mahajan and M.C.Gupta, Text Book of Prevention and Social Medicine, Jaypee Medical Publishers P. Ltd., New Delhi
14MS3037 ECONOMICS OF HEALTH

Credits: 3:0:0

Course Objective
1. To understand the relevance of health economics
2. To introduce economic tools in health care
3. To understand the relevance of international health organizations.

Course Outcomes
The course enables the students
1. To exhibit knowledge in health economics
2. Apply economic tools in health care
3. To demonstrate knowledge about health care policies and regulations.

Course Descriptions

Reference Books

14MS3038 ORGANIZATIONAL BEHAVIOR

Credits: 3:0:0

Course Objective
Course Objectives are
1. To understand the basic concepts of organizational behavior,
2. To learn about organizational change and organizational development
3. To understand the relevance of the subject in healthcare organizations.

Course Outcomes
The course enables the students
1. To demonstrate knowledge in the basic concepts of organizational behavior,
2. To apply behavioral knowledge in professional life
3. To express the behavioral skills in healthcare organizations.

Course Descriptions
The course covers the topics such as:- Individual behavior, values, attitude and job satisfaction, personality, perceptions, motivation, group dynamics, work teams, decision-making, communication and leadership. Organizational theory, behavior and development in the unique context of the healthcare setting. Planned changes, diagnosing organisations, collecting and analysing diagnostic information, feedback, designing interventions, and managing and evaluating organizational change. Importance of learning organizational behavior health care delivery,
managing health services organizations and systems, health care environments, patient behavior, transactional analysis, hospitals and social responsibility.

**Reference Books**


**14MS3039 ADMINISTRATION OF CLINICAL SERVICES**

*Course Objective*

- To familiarizes the students on clinical services in a hospital
- To familiarizes the day to day administration of clinical services.
- To understand organisation and management of various speciality and super speciality departments

*Course Outcomes:*

By the end of the course, the student will be able to

- Know about various clinical services
- Administer the skills in managing the clinical services
- Planning and managing various categories of hospitals

*Course Description*

The course will describe about clinical services, Classification of super-specialty services and sub-specialty services; special requirements of super-specialty departments; general factors to be considered in planning super-specialty services; organisation and management of various super-specialty departments within a multi-specialty hospital. Planning of Super-Specialty Facilities: Planning and management of the following categories of super-specialty hospitals / medical centers like Cardiology, Neurology and Neurosurgery, Orthopedics, Oncology, Rehabilitation and teaching hospitals.

**Reference Books**

1. BM Sakharkar, Principles of Hospital Administration and Planning, Jaypee Brothers Medical Publishers (P) limited, New Delhi.

**14MS3040 HOSPITAL INFORMATION TECHNOLOGY**

*Course Objective*

- To show how information technology shapes and redefines health care
- To educate on the technology driven economies of scale
- To explore the opportunities for e-health and its delivery
- To use information technology for decision support system
Course Outcomes:
By end of the course the student will be able to,
- Critique and analyze the management programs and technology systems
- Utilize skills to design and develop hospital management systems
- Use information technology to handle day to day challenges in a health care setup

Course Description
The course deals with need, importance and application of technology in health care. It deals with the selection of the most appropriate software and hardware for health care. Other topics that will be covered in this course are management information systems, database management, system design and implementation, software development procedure, maintenance. Various forms of Hospital information systems, computerization of medical records, automated hospital management systems, tele-health and future trends in health care information systems.

Reference Books
1. John Abbott Worthley and Philip S. Disabris, Managing Computers in Health Care – A Guide for Professionals (Health Administration Press Perspectives, Michigan)
2. Toni Hebda, Handbook of Informatics for Nurses and Health Care Professionals (Prentice Hall, New Jersey)
5. Roslyn Sorensen, Rick Ledemia (2008), Managing Clinical Processes in Health Services, Elsevier Australia

14MS3041 HOSPITAL PLANNING AND PROJECT MANAGEMENT

Credits: 3:0:0

Course Objective
- The course provides various processes in planning from Pre-feasibility to Architectural design
- To know about planning healthcare facility
- To understand various project management phases in a hospital.

Course Outcomes:
By End of the Course the Student will be able to
- Know various planning processes of hospital
- To apply the theory and standards in to practice and implement in practice.
- To prepare project cost and total budget for a healthcare facility.

Course Description
The course will describe about the introduction and evolution of hospital planning, need for planning health care facilities and health care facility planning in India. It will also give an insight to the planning process including pre-feasibility and feasibility studies, project appraisal, composition of a planning team, sources of finance, site selection, selection of architect and other consultants, tender documents, hospital design, departmental layouts, inter-relationships between services, utilities planning, liaison with agencies for HVAC, medical gases, CSSD, etc. The course will also highlight about project cost and total budget, project conceptualization, functional requirements and implementation.

Reference Books

14MS3042 HEALTHCARE LAWS AND REGULATIONS

Credits: 3:0:0

Course Objective
- To examine legal implications of forming an organisation,
- Apply the relevance of labour laws in hospitals and legal aspects of day to day administration of the hospital,
- To understand common law affecting healthcare institutions and respective legal obligations of the board of trustees, administration and medical staff.

Course Outcomes:
By the end of the course the student will be able to
- Implement various laws affecting the employees in healthcare institutions.
- Prepare various facilities in order to safeguard various laws in the field of healthcare
- Do necessary legal formalities in case of any emergency

Course Description
This course describes about various acts such as the companies act, partnership act, the Tamil Nadu clinics act, factories act, shops and establishment act, the workmen’s compensation act, the employees’ state insurance act, the employees’ provident funds act, the payment of gratuity act, the maternity benefit act, the payment of wages act, the minimum wages act, the trade union act, the apprentices act, medical council of India, medical licensure law, doctor-patient relationship, medical malpractice, quality and standard of medical care, negligence, medical consent, emergency care, the consumer protection act, patients rights and responsibilities, medical ethics, legal issue in death cases, legal testimony in medico-legal cases, narcotic laws, the drugs and cosmetic act, drug control policy, blood transfusion, the medical termination of pregnancy act, the prenatal diagnostic techniques act, dying declaration, medical jurisprudence, the human organ transplantation act, toxicology, the biomedical waste (management and handling) rules, radiation safety system and law of insurance

Reference Books
1. N.D. Kapoor (2010) Elements of Mercantile Law, Sultan Chand and Sons, New Delhi
2. Ram Krishna Chaube, Consumer Protection and The Medical Profession with Legal Remedies, Jaypee Brothers, New Delhi
3. R.C. Anand and Sidhartha Satpathy, Hospital Waste Management: A Holistic Approach (Jaypee Brothers, New Delhi)
4. Sheila Mclean, John Kenyon Mason (2003), Legal and Ethical Aspects of Healthcare, Greenwich Medical Media Limited

14MS3043 BIO-STATISTICS AND OPERATIONS RESEARCH

Credits: 2:1:0

Course Objective
- To give broader understanding of the statistical concept and techniques for research study
- To develop an understanding of basic management science techniques
- To learn the role of basic management science in managerial decision making.
Course Outcomes:
By end of the course the student will be able to
- Analyze data using software
- Do statistical tests
- To apply operations management tools in day to day business

Course Description
This course describes about basic statistics, frequency distribution, measures of central tendency, dispersion, linear regression, correlation, tests of significance, non-parametric tests, evolution of operations research, techniques of operations research, limitations of operations research, linear programming, duality and sensitivity analysis, transportation model.

Reference Books
**14MS3045 HUMAN RESOURCES MANAGEMENT**

**Credits:** 3:0:0

**Course Objective**
- To emphasize the importance of Human Resource in a hospital
- To educate on the various functional aspects of human resource
- To introduce the latest trends in human resources management in a health care set up

**Course Outcomes:**
By end of the course the student will be able to,
- Interpret the nuances of human resource management
- Deeply appreciate the importance of managing people in an organization
- Aply prepare for a career in human resource in the health care industry

**Course Description**
The course will focus on the fundamentals of human resource management with special focus on the functions of personnel management in a health care organization. It will expose the participant to the theoretical and application aspects of man power planning, recruitment, placement, wage and salary administration, safety and welfare measures, employee engagement, performance appraisal, training and development, career development, industrial relations and HRIS.

**Reference Books**
3. A.V. Srinivasan (2008), Managing a Modern Hospital, Second edition, Response Books
4. Leiyu Shi (2010), Managing Human Resources in Healthcare Organizations, Jones and Bartlett Learning
5. Grant T Savage, Fottler, Khatri (2010), Strategic Human Resource Management in Healthcare, Emerald Group Publishing

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**14MS3046 HOSPITAL INFORMATION SYSTEMS AND MEDICAL RECORDS**

**Credits:** 3:0:0

**Course Objective**
- To understand the need of information technology in hospitals
- Study the importance of data resources for organisation to explore the information needs of hospitals
- To understand the importance of computerization of medical data.

**Course Outcomes:**
By the end of the course, the student will be able to
- Know various hospital information systems
- Understand how to manage medical records.
- Administer hospital and health data

**Course Description**
The course will describe about the need for Information systems, the Networking of computing, business process re engineering, computer peripherals, input technology trends, output technology and trends, storage trends, Database Management Approach – Types of Databases, Database structure, Data Mining, Use of the Internet, Interactive marketing, E-Commerce Application, Role of Medical Records in Health Care Delivery, General Medical Records, Standards and Policies, Legal Aspects of Medical Records, Medical Audit Computerization of Medical Records, Information Needs in the Hospital, sources of Health Information, User of Health and Hospital Data, management decision and Related Information Requirement, Clinical Information Systems, Administration Information systems

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Reference Books
1. Anil Kumar Saini Management Information Systems in Hospitals, Deep and Deep Publications Private Limited, New Delhi
5. Adi Amoni (2002), Effective Healthcare Information System, IGI Global

14MS3047 PUBLIC HEALTH SYSTEM AND HEALTH INSURANCE

Credits: 3:0:0

Course Objectives
- To study about public health system,
- To understand the scope of health insurance
- To learn IT applications and legal framework in health insurance.

Course Outcome
The course enables the students to
- Demonstrate skills in public health systems,
- Exhibits knowledge in areas related to health insurance
- Apply knowledge in IT and legal issue related to health insurance.

Course Descriptions
Course covers the topics such as:- Healthcare administration, types of governance, introduction to health care systems, health care environments, administrative responsibilities and structures, role and responsibility of Government in the health sector, health sector reforms, competition in health sector, public expenditure in health mobilization, health systems around the world, health insurance experience of different countries, national health Programs, health regulations and planning process. Design and function of health insurance, private and public sector health insurance plans, medicaid and medicare, health insurance plans, claims management, medical care delivery systems in other nations. Health related insurance, critical illness/ dread disease plans, health insurance riders, long term health care, notification of claim, doctor’s report, claim form, payment of claim, IT Applications and legal framework in health insurance.

Reference Books
4. Bernard Tumock (2009), Public Health: What it is and How it works, Jones and Bartlett Learning

14MS3048 RESEARCH METHODOLOGY

Credits: 3:0:0

Course Objectives
- To learn the basic concepts of research methods,
- To enhance knowledge about research design and methods
- To learn the application of statistics in data analysis.
Course Outcomes
By the end of this course, the student will be able to
- Exhibit knowledge in research methods,
- Demonstrate knowledge in research design and methods
- Apply statistical tools in data analysis.

Course Description
The course covers the topics such as:- Nature of research and scope of research, types, process of research, research problems, research design. Research methods, survey, experimental, case study, observational. Data collection methods: nature of data, census vs sampling, sampling and sampling designs, techniques of data collection measurement and scaling techniques, presentation of data. Parametric and non-parametric test, report writing, statistical analysis. Health statistics and analysis, data analysis with SPSS.

Reference Books

14MS3049 SAFETY AND RISK MANAGEMENT

Credits: 2:0:0

Course Objectives
1. To educate students on risk and safety areas in a hospital,
2. Create awareness on statutory safety requirements,
3. Familiarize management techniques to handle deviations and equip with required responsive skills and techniques for disaster mitigation

Course Outcomes
By end of the course the student will be able to,
1. Differentiate external and internal areas of risk in a hospital set up,
2. Understand monitoring and management of safety requirements utilize management techniques to handle critical safety and risk scenarios,
3. Forecast and plan response methods for a hospital in case of violations.

Course Description
This course covers topics such as security sensitivity in a hospital, security management, security audit, hospital acquired infection, control and prevention, high risk procedures, fire hazards and prevention, structural planning and design, radiation protection and safety, radioactive waste disposal, environment clearances. The course also touches upon disaster management, classifications, principles of disaster management planning, objectives and needs for hospital disaster plan.

Reference Books
2. A V Srinivasan, Managing a Modern Hospital (2008), Response Books
4. Barbara Youngberg (2010), Principles of Risk management and Patient Safety, Jones and Bartlett Learning
14MS3050 STRATEGIC MANAGEMENT IN HEALTHCARE

Credits: 3:0:0

Course Objective
- To introduce the basic concepts and process of strategic planning
- To orient on the application in Healthcare delivery with due importance to environmental analysis.
- To introduce the process, alternatives and selection of strategies, implementation, evaluation and control of strategy.

Course Outcomes:
By end of the course the student will be able to
- Understand the basic concepts of strategic healthcare management,
- Set vision, mission and objectives for healthcare organisation,
- Understand the basis and various approached to strategic management.

Course Description
This course describes about levels of strategy, strategic management process, external environment analysis, Internal environment analysis, developing strategic alternatives, evaluation of alternatives and strategic choice, Strategic management practices in national healthcare Programs, strategic approach in family planning and welfare Programs.

Reference Books
3. Fred R David, Strategic Management 14th edition

14MS3051 SERVICES MARKETING IN HEALTHCARE

Credits: 3:0:0

Course Objective
- Educate participants on the importance of marketing of health care services,
- Introduce the concepts of marketing, sensitization to consumers needs and behavior patterns,
- To understand social marketing and implementation, realize ethical issues in marketing health care services.

Course Outcomes:
By end of the course the student will be able to.
- Accept marketing as a managerial process and use it in health care,
- Apply marketing functions without ethical compromise, perform market research, consumer analysis and target relevant services
- Use social marketing techniques to make health care accessible to the masses.

Course Description
The course aims at creating awareness and inquisitiveness in the minds of the participants in marketing health care services and understanding the behavior of its consumers. The course covers topics such as application of marketing in health care, market analysis, service marketing strategy, designing health care services, channel management, franchise management, promotional campaign design, service demand and capacity management, consumer behavior.

Reference Books
1. Philip Kotler and Roberta N. Clarke, Marketing for Healthcare Organizations (Prentice Hall Publication)

14MS3052 ETHICS IN HEALTH CARE ORGANIZATIONS

Credits: 3:0:0

Course Objective
- Foster critical awareness of the student’s values and the underlying ethical concepts, promote competence in moral reasoning
- Developing skill in applying basic ethics, concepts, including identifying, analyzing, and resolving ethics conflicts,
- Explore various ethical issues encountered in health care management.

Course Outcomes:
By end of the course the student will be able to,
- Demonstrate the application of ethical practices in health care,
- Appreciate the importance of values and moral reasoning,
- Discriminate ethical conflicts and ably solve issues.

Course Description
The course will focus on both recognizing and responding to contemporary ethical topics in health care management. It will explore the application of moral reasoning, based on various ethical theories to health care concerns encountered by health care administrators, policy makers and clinicians. The course will demonstrate practical application of philosophy and specifically, moral reasoning to ethical conflicts in health care organizations. Emphasis will be on critical thinking, real-world application, and decision-making in a professional environment.

Reference Books
3. S.A.Pera, Susara Van Tonder (2005), Ethics in Healthcare, Juta and Company Ltd

14MS3053 QUALITY MANAGEMENT IN HEALTHCARE

Credits: 3:0:0

Course Objective
- To understand the need and importance of quality management
- To develop skill to set standards / benchmarks
- Use quality audit to measure standards and outcome of care

Course Outcomes:
By the end of the course, the student will be able to:
- Know the process of managing quality as an institutional philosophy in healthcare organizations
- Develop skills to apply quality concepts
- Apply tools to analyze patients’ expectations and satisfaction.
**Course Description**
The course will describe about the History, Need and Importance of Quality Management, Quality Vs Productivity Vs Profitability, Major Components in Quality, Quality Management Process, Healthcare Quality, Patient Satisfaction, Rights and Responsibilities of Patients, Satisfaction and Delight, Quality Indicators of Patient Satisfaction, Clinical Quality, Measuring Quality, Quality Policy: Commitment to Patients and Staff, Code of Conduct for Health Professionals, Job Description of Quality Manager, Quality Council, Quality Teams: Task Force, Quality Circle, ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme

**Reference Books**
4. Donald Lighter Duglas C Fair (2004), Quality Management in Healthcare Principles and Methods, Jones and Bartlett Learning
5. Prathibha Varkey (2010), Medical Quality Management Theory and Practice, Jones and Bartlett Learning

**EMBA SYLLABUS**

**14MS3054: ECONOMIC ANALYSIS FOR EXECUTIVE DECISIONS**

**Credit: 3:0:0**
Economic decision analysis is a process that seeks to assess the efficacy of the decision-making models used by a given business, based on how those decisions impact the operational, economic, and strategic well-being of that business. To this end, this course, will equip the students to evaluate how certain decisions have enhanced or hampered the ability of the company to function within its industry, the gains or losses in revenue generated by the decision, and both the long-and short-term impact of the decision on the future prospects of the business. Considered one of several key forms of business analysis, this approach can often aid in identifying strategies that have served the company well in certain situations, while also providing important data that can help the company avoid repeating past mistakes.

**Key Module Leads:**

**14MS3055: BUSINESS RESEARCH DECISION MAKING**

**Credit: 3:0:0**
The course focuses on the analysis of business problems and the use of scientific research as a problem-solving tool. This encompasses the understanding and application of appropriate research designs, research statistics and the use of the computer for data analyses, and report writing and presentation. Students are expected to complete exercises so as to invigorate their understanding on topics discussed.

**Key Module Leads:**
Research Design and Measurement - Data Collection - Data Preparation and Analysis – Statistical tools; Statistical Packages -Report Design, Writing - Ethics In Business Research
14MS3056: STRATEGIC BUSINESS MODELS

Credit: 3:0:0

This course lays its emphasis on threadbare analysis of business strategy formulation for each individual unit of the firm, corporate strategy, and implementation of these strategies. Strong foundational exposure on strategies that coordinate and integrate the individual functional strategies such as manufacturing, marketing, sales and finance, will be the seminal learning. At the end, the students can be able to recollect the various models and can make right choices for executing right decisions.

Key Module Leads:

14MS3057: STATISTICAL ANALYSIS FOR MANAGERIAL DECISIONS

Credit: 3:0:0

This course will strengthen participants' analytical mindset, knowledge on statistical tools, management acumen, and interpersonal skills, thereby preparing managers to build effective teams, resolve strategic problems, drive change through the organization, and ultimately get to the next level by making sound decisions using quantitative information.

Key Module Leads:

14MS3058: CORPORATE GOVERNANCE AND CITIZENSHIP

Credit: 3:0:0

Corporate governance, the set of policies, processes and customs by which an institution is directed, is a topic of increasing importance in strategic management. How a company is governed influences rights and relationships among organizational stakeholders, and ultimately how an organization is managed. This course teaches the fundamentals of Corporate Governance from a variety of angles – the board of directors, senior management, investors, the media, proxy advisors, regulator and other stakeholders – and focuses on assessing the effectiveness and execution of governance roles and responsibilities.

Key Module Leads:

14MS3059: MANAGING CHANGE AND COMPLEXITIES THROUGH STRATEGY AND INNOVATION

Credit: 3:0:0

Growth of any measure will naturally bring in loads of complexities and change pangs. Managing these concomitant challenges need strategic approach, empowered through innovation and dynamism. This course will unleash a fresh method of participant centric learning through examination and application of behavioural, cognitive, and constructivist theoretical frameworks underlying the design and development of advanced technology-enhanced learning environments.
The practical hands on exposure to such issues through simulation, videos, on line and live cases will enthral the participants all through the course period to learn and assimilate the strategies for implementation at a later stage of organisation as it goes through change and complex environments.

14MS3060: BUSINESS ANALYTICS AND INTELLIGENCE FOR CREATING AND SUSTAINING VALUE

Credit: 3:0:0

In this course, you will learn to identify, evaluate, and capture business analytic opportunities that create value. Toward this end, you will learn basic analytic methods and analyze case studies on leading organizations that successfully deployed these techniques. In the first part of the course, we focus on how to use data to develop insights and predictive capabilities using machine learning, data mining and forecasting techniques. In the second part, we focus on the use of optimization to support decision-making in the presence of a large number of alternatives and business constraints. Finally, throughout the course, we explore the challenges that can arise in implementing analytical approaches within an organization. The course emphasizes that business analytics is not a theoretical discipline: these techniques are only interesting and important to the extent that they can be used to provide real insights and improve the speed, reliability, and quality of decisions. The concepts learned in this class should help you identify opportunities in which business analytics can be used to improve performance and support important decisions.

14MS3061: LEADERSHIP FOR NEW AGE BUSINESS ENTERPRISES

Credit: 3:0:0

To maintain competitive advantage and sustain success in a fast-changing business environment, organizations must identify, nurture, and prepare the next generation of high-performance leaders for excellence. Executive Leadership Development will be the focus of this critical course. Contemporary case studies and simulated environment will form the base for critical analysis and decision making in extreme situations being presented in this course. Analysis to Action is designed for the emerging leader who will navigate the firm through tomorrow's business challenges, brimming with new age workforce and extraordinarily well informed customers.

14MS3062: PERSONAL FINANCE, BRAND, WORK-LIFE AND VALUES MANAGEMENT

Credit: 3:0:0

The objective of this course is not to follow a specific recipe for leadership development, but rather to learn how to "cook for yourself" by refining a set of personal traits to solve problems independently and to lead with confidence. Though the Executives of current genre have a fair understanding of corporate environment, the simple yet critical challenges surrounding their personal life in terms of finance, balanced life, personal brand, ethics and values are still a burgeoning puzzle for them. The methodology of this course will burst the myths and unleash a fresh lease of life for the energetic and enthusiastic executives. Participants will leave the program with sharpened analytical skills, a better self-awareness of how they are perceived as leaders, and a fresh and informed perspective on accomplishing their individual leadership objectives.

14MS3063: GLOBAL BUSINESS STRATEGY, PRACTICES AND IMPLEMENTATION

Credit: 3:0:0

This course examines selected topics in formulating business strategy in a global setting. In this course we examine global strategy issues. We begin with the forces that determine the international competitiveness of a firm and industry. This analysis leads us to further examination of nation-specific, region-specific, industry-specific, and firm-specific factors that determine competitiveness. To deepen our understanding of this theoretical framework we will look at several key European and Indian countries and analyze their economies, institutions, industries and firms. We then develop a basic conceptual framework to formulate and implement business strategy in a global setting. The lectures and data analysis are designed to provide depth into selected topics such as knowledge management, finance, marketing and operations in a global setting.
14MS3064: STRATEGIC MARKETING DECISIONS
Credit: 3:0:0

The focus of Strategic Marketing Decisions is on the role of Marketing in building and sustaining an organisation’s competitive advantage in a global context. Specifically, the module considers how, in such a dynamic environment, competitive advantage might be developed through innovative data- and technology-driven marketing. How customer insight relates to the development of value propositions, mixed with using Internet technologies to do and measure marketing, is the focus of the module.

Key Module Leads:

14MS3065: MARKETING RESEARCH METHODS
Credit: 3:0:0

The main objective of conducting marketing research is to enable decision makers to make better decisions than if the latter were based only on intuition and guesses. At the heart of marketing research is information which facilitates the decision making process. In this module we focus on the collection and use of information in marketing research but pay particular attention to the context of the problem. You will also have the opportunity to learn some transferable skills that relate to gathering and using information for business intelligence and decision making.

Key Module Leads:
Marketing research and its link with marketing and the marketing context - The process of market research; gathering and using marketing intelligence - Sources of data and fusing business and marketing intelligence information - Data collection methods - Qualitative research methods - Exploring and analysing qualitative research - Quantitative research methods - Techniques for exploring and analysing quantitative data I - Techniques for exploring and analysing quantitative data II - Experimentation and conjoint analysis in marketing research - Marketing research in action I - Marketing research in action II.

14MS3066: BRAND LEADERSHIP MANAGEMENT
Credit: 3:0:0

Brand Leadership is a management tool senior managers need to Lead their organizations. This module equips students with theoretically informed yet practically useful expertise in conducting high-quality, Leading-edge research on brands. Apart from a foundational overview of qualitative and quantitative social scientific methodologies, students will be able to develop in-depth knowledge and hands-on experience in the most useful and practical techniques for brand research.

Key Module Leads:
Understand the organization's core brand-building strengths. - Ensure that the organization's brand possesses a distinctive point of view. - Encourage a well-structured set of brand identities. - Establish consistency as a priority in communicating the brand's voice. - Build brand Leadership throughout the organization.

14MS3067: NEW AGE MARKETING
Credit: 3:0:0

New age marketing is an exciting area of marketing practice. In this course, we will cover the what, why, and how of major current approaches, including online listening and monitoring, search engine optimization, search ads, email marketing, and participating in social media.
In addition to those specific topics, three key messages are woven throughout the course. First, establish habits for keeping up to date on emerging digital technologies relevant to business and to marketing. Second, rise to the challenge of developing strategy to guide tactics. Third, identify data sources that allow you to define and track performance indicators for your digital marketing activities.

The course is designed to get you to think like a digital marketing professional, and to give you experience with industry-relevant hands-on assignments and exercises.

**Key Module Leads:**
Introduction to New age marketing strategies - Digital Marketing strategy and Target Markets - Digital Listening and Learning - Reaching audience through Digital channels and search - Building value through Digital interaction.

### 14MS3068: CONSUMER BEHAVIOUR TRENDS

**Credit:** 3:0:0
This course will develop the skills necessary to conduct independent research and to understand: the psychological impact of various types of media, the psychological processes underlying consumer behaviour, the psychology of consumer preferences, psychological theories of attitude change, persuasion, and influence; the psychology of branding, and behavioural economics in the current context.

**Key Module Leads:**

### 14MS3069: STRATEGIC COST MANAGEMENT

**Credit:** 3:0:0
Strategic cost management deals with measuring and managing costs and aligning them to the business strategy. The cost and management accounting information thus developed would help managers to understand and implement the strategy, diagnosis the performance and influence behaviour and decisions.

**Key Module Leads:**
Relevant costs for different decision-making situations - Activity-based costing and management and customer profitability analysis - Cost management (Target Costing, Life Cycle Cost Management) - Costing systems and relationship with profit centres/SBUS - Issues related to transfer pricing and profitability. - Budgeting & Beyond - Performance evaluation using strategic variance analysis - Role of costing in managing organizational performance

### 14MS3070: FINANCIAL STATEMENT ANALYSIS FOR DECISION-MAKING

**Credit:** 3:0:0
This course is designed to prepare you to interpret and analyze financial statements effectively. This course explores in greater depth financial reporting topics introduced in the core course in financial accounting and also examines additional topics not covered in that course. The viewpoint is that of the user of financial statements. This course is designed primarily for students who expect to be intensive users of financial statements as part of their professional responsibilities.

**Key Module Leads:**
Liabilities On and Off-Balance Sheet: Operating and Capital Leases - Introduction to Pensions and Post-Retirement Benefits

**14MS3071: CORPORATE BUSINESS VENTURING**

Credit: 3:0:0

This course will equip you to: Differentiate between corporate venturing and entrepreneurship Leading to the creation of new business ventures; Compare and contrast professional managers, entrepreneurs and corporate venturers; Evaluate the importance of entrepreneurial Leadership to corporate success, risk taking and risk management in such ventures.

**Key Module Leads:**
Expansions-Categories; Diversifications – Associated Risks and Risk Management and Mitigation- Barriers and obstacles to corporate venturing in the corporate context; Leadership and team management skills in corporate venturing; Financial analysis and strategic inputs in venturing.

**14MS3072: MERGERS, ACQUISITIONS AND REORGANISATION**

Credit: 3:0:0

The course is aimed at the better understanding of companies’ motives to merge and acquire the others; it also provides the students with the methodology of valuation and the principles integration of companies in the processes of mergers and acquisitions.

**Key Module Leads:**
Introduction and Theory - Deal Structure - Shareholder consent - Merger agreements; due diligence; earn outs - Contract law issues - Sale by majority shareholder and appraisal - Exclusive appraisal versus the fairness test - Unsolicited bids and takeover defences - Protecting incumbents; contracting for loyalty - State anti-takeover statutes - Selling the company - Getting the best price - Bonding performance.

**14MS3073: CORPORATE TAXATION**

Credit: 3:0:0

To acquaint the participants with basic principles underlying the provisions of direct and indirect tax laws and to develop a broad understanding of the tax laws and accepted tax practices; to introduce practical aspects of tax planning as an important managerial decision-making process; to expose the participants to real life situations involving taxation and to equip them with techniques for taking tax-sensitive decisions; to update the participants on current topics/debatable issues involving direct and indirect taxation.

**Key Module Leads:** Direct Tax - Income Tax Act and rules - Indirect Taxes - Central Excise and CENVAT - Customs Duty - Service Tax - Central Sales Tax and VAT - Primer on GST

**14MS3074: ORGANISATIONAL CHANGE AND INTERVENTION STRATEGIES**

Credit: 3:0:0

To acquaint the students with issues relate to the processes of organizational change and development; to prepare them as organizational change facilitators using the knowledge and techniques of behavioural science.

**Key Module Leads:**
Understanding Change: Nature, Forces, Types and Importance; Change Management challenges; Organizing for Change; Change Levers; Key roles of organizational change; Building a culture of change, Steps in change Management; Manager as a change agent. Underlying assumptions and value in OD; Foundations of organization
Development. Issues in Consultant – Comprehensive interventions: Confrontation Meeting, Grid OD, Survey feedback; Structural interventions: Self-managed teams, Fundamental Strengths of OD; Future of OD.

14MS3075: MANAGING NEW AGE WORKFORCE FOR PERFORMANCE
Credit: 3:0:0
Explosion of youthful workforce and the concomitant preference of the lot over aging work force have brought altogether different sort of challenges to the current crop of managers and why not leaders also. A course on the practical guide to managing the generation Y workforce will go a long way in equipping you to deal with the potential yet underperforming workforce.

Key Module Leads:
Defining the current workforce – reasons for the reduction in average age of workforce – Industries, sectors and economies facing this crisis; Dealing with the smartest: The leadership lessons, Theories to avoid; To embrace-Merits and Demerits – Performance Management – New Formula – Issues and resolve of managers.

14MS3076: STRATEGIC HUMAN RESOURCE DEVELOPMENT
Credit: 3:0:0
The objective of the course is to develop the perspective of strategic human resource management. Specifically the course has the following objectives: a) Distinguish the strategic approach to human resources from the traditional functional approach. b) Understand the relationship of HR strategy with overall corporate strategy. c) Understand the strategic role of specific HR systems. d) Appreciate LEADS in the context of changing forms of organization.

Key Module Leads:

14MS3077: WORK LIFE BALANCE AND IMPACT MANAGEMENT
Credit: 3:0:0
This course examines major issues in work and family, the ability to manage the personal and career challenges at various stages of life. Specifically the challenges faced by the working women and the problems associated with micro-nuclear family set up, ego, stress and dwindling performance and high demands.

Key Module Leads:
Quality of work life – Performance management; Correlation between peaceful family and contribution to organizational growth - the rise in women’s labor force participation and the movement of women into high-wage work, earnings discrimination, occupational segregation, time-management and work/life conflicts, the economic value of stay-at-home moms, the economics of child care, and the role of public policy.

14MS3078: LEADING GROWING ORGANIZATIONS
Credit: 3:0:0
When organizations grow, the associated pangs at times become unbearable for the employees at large. Leaders at the top especially feel the heat and to say the least rendered unwanted. How they deal with this inevitable issue. This course of your choice teaches you the essentials in order to gain control and if not Competitive Advantage.

Key Module Leads:
14MS3079: VALUE ENGINEERING AND COMPETITIVE OPERATIONS STRATEGY
Credit: 3:0:0
Value Engineering introduces students to the fundamental principles of emerging areas in the life cycle of the built environment. This course teaches a framework, methods, and tools that can be applied to decision making in the design, construction, operation, and maintenance of the built environment, particularly when quality, cost, and reducing the environmental impact of construction and construction activities is a goal. The course includes value engineering principles, life cycle cost and decision analysis. Topics include the principles, case studies of applications, methods and competitive strategies in operations.

Key Module Leads:

14MS3080: SUPPLY CHAIN MANAGEMENT TRENDS
Credit: 3:0:0
The course will explore the major elements of the supply chain. The student will be exposed to Leading edge thinking on supply chain strategy as well as practical tools and methods for its implementation.

Key Module Leads:
Supply Chain Management Principles and the Customer - Supply Chain Networks and Organizations - Product Life cycle Implications to Supply Chains - Forecasting and Inventory Management - Supply Chain Processes - Supply Chain Information Systems - Supply Chain Performance and Metrics - Lean Supply Chains - Green Supply Chains - Risk Management - Legal and Ethical Issues.

14MS3081: SERVICES OPERATIONS MANAGEMENT
Credit: 3:0:0
This course is an introduction to the concepts, principles, problems, and practices of successful service operations management. Emphasis is focused on preparing students to identify and apply appropriate management processes to ensure efficient, effective, and quality oriented service operations, while achieving operational excellence.

Key Module Leads:
The role of services in the economy, strategic positioning and internet strategies, environmental strategies, new service development process, managing service expectations, front-office & back-office interface, service quality, yield management, waiting time management, and site selection.

14MS3082: SUSTAINABLE QUALITY LEADERSHIP
Credit: 3:0:0
This course distinctively focuses on sustaining the quality themes enunciated in the company at various levels and ensure and equip the participants to learn and deal with the quality issues arising out in the long term.
Key Module Leads:
Quality management frameworks. Principles and philosophies – Statistical quality control; Proces capability, Tools and techniques – Quality systems and implementation; Long term goals, Issues; Leadership attainment and sustenance – Systems, Applications and Limitations.

14MS3083: OPERATIONS RESEARCH METHOD
Credit: 3:0:0
Operations research helps in solving problems in different environments that needs decisions. The module covers topics that include: linear programming, Transportation, Assignment, and CPM/ MSPT techniques. Analytic techniques and computer packages will be used to solve problems facing business managers in decision environments. This module aims to introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.

Key Module Leads:

14MS3084: STRATEGIC FOUNDATIONS OF ENTREPRENEURSHIP
Credit: 3:0:0
This is an introductory course, providing a sound base to both the understanding of entrepreneurial activity and possibilities and the study and practice of entrepreneurship. The word entrepreneur originates from the French word, entreprenant, which means “to undertake.” In a business context, it means to start a business. The Merriam-Webster Dictionary presents the definition of an entrepreneur as one who organizes, manages, and assumes the risks of a business or enterprise. The great majority of successful businesses start with either a new idea (trying to turn an invention into an innovation), or the application of an old idea in a new way (an innovation), or a better implementation of either of the above (imitation and mimetic, still laced with innovation).

Key Module Leads:
An introduction to the economics of entrepreneurship - Defining and understanding change in the entrepreneurial context - The role of creativity in entrepreneurship - How do we recognize the entrepreneurial opportunity? - Market research in the entrepreneurial startup - Finance for Entrepreneurs - Accounting for Entrepreneurs - Finding capital for your venture - The Business Plan - Legal issues for the entrepreneurial startup: forms of ownership - Intellectual property: defining it and defending it - Social capital and human capital in the startup - Organizing and managing the new venture team – Managing growth - Exit and harvest.

14MS3085: BUSINESS START-UP PRACTICUM
Credit: 3:0:0
This course seeks to provide an understanding of business planning techniques that transform ideas into viable commercial businesses. Students will conduct the market, organizational, operational, strategic and financial analyses that are required to produce a venture concept and an actionable business plan. Participants will study firms’ business planning efforts as well as create a business plan during the practicum.
Key Module Leads:

14MS3086: LEGAL ASPECTS IN ENTREPRENEURSHIP
Credit: 3:0:0
The overarching purpose of legal aspects of entrepreneurship is to prepare students to meet the legal and regulatory challenges and opportunities they can expect to encounter as entrepreneurs, venture capitalists, and managers of private and public businesses. The course provides a conceptual framework for understanding both the societal context with in which businesses are organized and operate, as well as the various legal tools available to managers engaged in evaluating and pursuing opportunities. Legal aspects of entrepreneurship will offer strategies and tactics for working with counsel to use the law as a positive force to increase realizable value while managing the attendant risks and keeping the legal costs under control.

Key Module Leads:

14MS3087: INTRAPRENEURSHIP VENTURING
Credit: 3:0:0
This course endeavours to unravel the myths behind the becoming and unbecoming of Intrapreneurs, a rare business creature at large, in the current business society. Most of the talented top level executives never look beyond the company or at best beyond the industry as highly esteemed employee. A very few have the courage to undergo a sort of metamorphosis to venture into business on their after learning enough tricks of the trade. This course deals with the nuances and principles to be kept in mind while doing this off the beaten track effort.

Key Module Leads:
Intrapreneurial behaviour - Professional managers, entrepreneurs and intrapreneurs - Leadership and change management in the entrepreneurial organisation - Mechanisms for facilitating corporate venturing - Barriers and obstacles to intrapreneurial behaviour - Managing the political environment – the role of the product champion - Building an entrepreneurial culture - Managing R&D and innovation in corporate ventures - Corporate venturing and business development - Advantages and disadvantages of intrapreneurship venturing.

14MS3088: ENTREPRENEURIAL FINANCING
Credit: 3:0:0
The objectives of the course are to build your skills, frameworks and knowledge in entrepreneurial finance. The skills and frameworks are similar to those employed in traditional corporate finance, but are, of necessity, more focused on cash flow, returns and recognizable value. The context of entrepreneurial finance is different than that of traditional corporate finance. Most companies are at a relatively early stage of maturity and, by definition, are not publicly listed on exchanges. Entrepreneurial Finance is of growing importance every year, both domestically and internationally.

Key Module Leads:
Overview of Entrepreneurial Finance - Opportunity Assessment and Creation. - Venture Capital Funding and Valuation – Opportunities and options -Growth and Exit Strategies.
14MS3089: BUSINESS TRENDS AND STRATEGIC DECISIONS

Credit: 3:0:0

This paper reinforces the integration of skills across functions, but concentrates on developing the knowledge and skills used in designing and implementing strategy. Strategy is developed in a context, and understanding how the organisation’s external environment and stakeholders affect strategy development is important. Context and the internal capabilities of the organisation shape the generation and evaluation of strategic options. Implementing strategy involves tools and techniques associated with change management. Finally, the paper requires the application of tools to assist in the evaluation of the performance based on trend projections.

Key Module Leads:
Evaluate the key external factors and trends affecting an organisation’s strategy - Evaluate the impact of information systems on an organisation. - Advise on important elements in the change process. - Evaluate tools and methods for successfully implementing a change Program. - Recommend change management processes in support of strategy implementation - Evaluate the process of strategy development. - Evaluate tools and techniques used in strategy formulation. - Evaluate the tools and processes of strategy implementation.

14MS3090: STRATEGIC LEADERSHIP CHOICES

Credit: 3:0:0

Review how leaders have strategically created and affected organizational outcomes. After examining the elements of a strategic planning process, students apply those principles to the creation of a vision/mission/metrics/strategy sequence, focusing on their own organization. Students create a strategic plan, determine specific outcomes it will deliver, and proceed to identify detailed short-term strategic initiatives and their execution. Using pre-determined processes, monitor effect of those initiatives on advancement of their mission statement while ensuring a targeted degree of inspiration, empowerment, innovation, and creativity. Apply sustainability-driven management practices by integrating sustainability across a sample company's organizational operations based on leader and his style of leadership..

Key Module Leads: Strategic Leadership and Management Overview and Analysis - Leadership and Management Theory – Leadership styles – Choices and implications.

14MS3091: ERP AND STRATEGIC DECISIONS

Credit: 3:0:0

An Enterprise Resource Planning (ERP) system is software that runs all business areas of an organization including accounting and finance, HR, sales and distribution, production, purchasing and inventory. It is cross-functional, process-centred, real time, and based on industry best practices, from service to manufacturing to not-for-profit. It is important that business and systems engineers obtain working knowledge of these systems as in their careers they will be ERP users, auditors, consultants, and/or developers.

Key Module Leads:
Evolution of ERP systems, business process reengineering, process mapping, the ERP life cycle, ERP functionality, ERP auditing – Implementation; Stages –Decisions and risk issues.

14MS3092: STRATEGIC FINANCING DECISIONS

Credit: 3:0:0

This course provides the general manager a financial framework that helps in strategic decision making for shareholder value creation. It explains the underlying financial concepts and provides tool kits for assessing corporate strategy through application of Advanced Financial Management concepts. It demonstrates through case studies how to analyze strategic decisions from the point of view of shareholder value creation. Each units also segments the case study with a section of “frequently asked questions” addressing issues that could not be dealt with
in the context of the case but are of interest or concern to general managers as they deal with the overall topic of this course. After doing this unit, you will not only understand how to evaluate operating and financial policies from the point of view of shareholder value, you will also be able to apply prescriptions for creating value.

**Key Module Leads:**
Investment decisions - Investment decisions under conditions of uncertainty - Types of Investments and disinvestments - Critical analysis of appraisal techniques - Investment Decisions under capital constraints - Strategic Analysis of selected investment decisions - Financing Decisions - Financial Distress.

**14MS3093: COMPETITIVE MARKETING STRATEGIES**

**Credit: 3:0:0**

In marketing, anticipating the moves of your competitors is challenging but essential for maintaining a successful strategy. Through Competitive Marketing Strategy, students can learn how to proactively assess competitive action — and reaction — so you can better plan for and develop highly effective, long-term marketing strategies. Through this program, you will learn how to anticipate the moves of your competitors during the planning stages, analyze their strengths and weaknesses, and react meaningfully. By undergoing this course, you will develop a strong working knowledge of competitive marketing strategy and an understanding of the effects of offensive and defensive strategies.

**Key Module Leads:**