

**KARUNYA UNIVERSITY**  
**BUSINESS SCHOOL**

## LIST OF SUBJECTS

<b>Sub. Code</b>	<b>Name of the Subject</b>	<b>Credits</b>
14MS1001	Technology For Societal Needs	3:0:0
14MS2001	Management For Engineers	3:0:0
14MS2002	Managerial Skills	3:0:0
14MS2003	Business Environment	3:0:0
14MS3001	Microeconomics	3:0:0
14MS3002	Marketing Theory and Practices	3:0:0
14MS3003	Financial Statement Analysis	3:0:0
14MS3004	Business Statistics	3:0:0
14MS3005	Organizational Behaviour	3:0:0
14MS3006	Essentials of Business and Management	3:0:0
14MS3007	Macroeconomics	3:0:0
14MS3008	Operations and Information systems	3:0:0
14MS3009	Management Accounting	3:0:0
14MS3010	Entrepreneurship Development and Innovation	3:0:0
14MS3011	Business Law for Managers	3:0:0
14MS3012	Strategic Marketing Decisions	3:0:0
14MS3013	Business Research Methods	3:0:0
14MS3014	Applied Operations Research	3:0:0
14MS3015	Financial Management	3:0:0
14 MS3016	Human Resources Management	3:0:0
14MS3017	Strategy, Governance and Ethics	3:0:0
14MS3018	Business Analytics	2:0:0
14MS3019	Economic Analysis for Hospitality	2:0:0
14MS3020	Organizational Behaviour for Hospitality	3:0:0
14MS3021	Introduction to Hospitality and Tourism Management	3:0:0
14MS3022	Accounting for Hospitality Managers	3:0:0
14MS3023	Business and Hospitality Law	3:0:0
14MS 3024	Managerial Statistics	3:0:0
14MS3025	IT application for Hospitality Industry	0:0:2
14MS3026	Business Research Methods	3:0:0
14MS3027	Financial Management for Hospitality	3:0:0
14MS3028	Essentials of Front office and Housekeeping Management	3:0:0
14MS 3029	Human Resource Management	3:0:0
14MS3030	Hospitality Marketing	3:0:0
14MS3031	Service Operations Management	3:0:0
14MS3032	Facility and Security Management	3:0:0
14MS3033	Management Principles in Medical and Healthcare Organizations	2:0:0
14MS3034	Financial and Management Accounting in Healthcare Organizations	3:0:0
14MS3035	Principles of Marketing	3:0:0
14MS3036	Basic of Medical Science and Epidemiology in Medical and Health	3:0:0
14MS3037	Economics of Health	3:0:0
14MS3038	Organizational Behavior	3:0:0

14MS3039	Administration of Clinical Services	2:0:0
14MS3040	Hospital Information Technology	3:0:0
14MS3041	Hospital Planning and Project Management	3:0:0
14MS3042	Health care Laws and Regulations	3:0:0
14MS3043	Bio- Statistics and Operations research	2:1:0
14MS3044	Procurement and Inventory Control for Health Care Services	3:0:0
14MS3045	Human Resources Management	3:0:0
14MS3046	Hospital Information Systems and Medical Records	3:0:0
14MS3047	Public Health system And Health Insurance	3:0:0
14MS3048	Research Methodology	3:0:0
14MS3049	Safety and Risk Management	2:0:0
14MS3050	Strategic Management in Healthcare	3:0:0
14MS3051	Services Marketing and Consumer Behavior	3:0:0
14MS3052	Ethics in Healthcare Organisation	3:0:0
14MS3053	Quality Management in Health care	3:0:0
14MS3054	Economic Analysis for Executive decisions	3:0:0
14MS3055	Business Research Decision Making	3:0:0
14MS3056	Strategic Business Models	3:0:0
14MS3057	Statistical Analysis for Managerial Decisions	3:0:0
14MS3058	Corporate Governance and Citizenship	3:0:0
14MS3059	Managing Change and Complexities through Strategy and Innovation	3:0:0
14MS3060	Business Analytics and Intelligence For Creating and Sustaining Value	3:0:0
14MS3061	Leadership for New Age Business Enterprises	3:0:0
14MS3062	Personal Finance, Brand, Work-Life and Values Management	3:0:0
14MS3063	Global Business Strategy and Practices	3:0:0
14MS3064	Strategic Marketing Decisions	3:0:0
14MS3065	Marketing Research Methods	3:0:0
14MS3066	Brand Leadership Management	3:0:0
14MS3067	New Age Marketing	3:0:0
14MS3068	Consumer Behaviour Trends	3:0:0
14MS3069	Strategic Cost Management	3:0:0
14MS3070	Financial Statement Analysis for Decision-Making	3:0:0
14MS3071	Corporate Venturing	3:0:0
14MS3072	Mergers and Acquisitions and Reorganisation	3:0:0
14MS3073	Corporate Taxation	3:0:0
14MS3074	Organisational Change and Intervention Strategies	3:0:0
14MS3075	Managing New Age Workforce For Performance	3:0:0
14MS3076	Strategic Human Resource Development	3:0:0
14MS3077	Work Life Balance and Impact Management	3:0:0
14MS3078	Leading Growing Organisations	3:0:0
14MS3079	Value Engineering and Competitive Operations Strategy	3:0:0
14MS3080	Supply Chain Management Trends	3:0:0
14MS3081	Services Operations Management	3:0:0
14MS3082	Sustainable Quality Leadership	3:0:0

14MS3083	Operations Research Method	3:0:0
14MS3084	Strategic Foundations of Entrepreneurship	3:0:0
14MS3085	Business Start-Up Practicum	3:0:0
14MS3086	Legal Aspects in Entrepreneurship	3:0:0
14MS3087	Intrapreneurship Venturing	3:0:0
14MS3088	Entrepreneurial Financing	3:0:0
14MS3089	Business Trends and Strategic Decisions	3:0:0
14MS3090	Strategic Leadership Choices	3:0:0
14MS3091	ERP and Strategic Decisions	3:0:0
14MS3092	Strategic Financing Decisions	3:0:0
14MS3093	Competitive Marketing Strategies	3:0:0

## 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**

1. Karunya University (2013), Technology for Societal Needs (1<sup>st</sup> ed.), Coimbatore: Angel Printers.
2. Institute for Water, Environment & Health, United Nations University (2013), Water Security & the Global Water Agenda – A UN-Water Analytical Brief, Retrieved from [http://www.unwater.org/downloads/watersecurity\\_analyticalbrief.pdf](http://www.unwater.org/downloads/watersecurity_analyticalbrief.pdf)
3. Food & Agriculture Organization of the United Nations (2013), The State of Food Insecurity in the World 2013 – The multiple dimensions of food security, Retrieved from <http://www.fao.org/docrep/018/i3434e/i3434e.pdf>
4. United Nations Advisory Group on Energy and Climate Change (2010), Energy for a Sustainable Future, Retrieved from [http://www.un.org/millenniumgoals/pdf/AGECCsummaryreport\[1\].pdf](http://www.un.org/millenniumgoals/pdf/AGECCsummaryreport[1].pdf)
5. World Health Organization (2007), The World Health Report 2007: A Safer Future – Global Public Health Security in the 21st Century, Retrieved from [http://www.who.int/whr/2007/whr07\\_en.pdf?ua=1](http://www.who.int/whr/2007/whr07_en.pdf?ua=1)

## 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

1. Koontz H. & Weihrich H. (2009), Essentials Management: An International Perspective, New Delhi: Tata McGraw-Hill Education.
2. Watson G. & Reissner S.C. (2010), Developing Skills for Business Leadership, London: CIPD.
3. Horn R. (2007), The Business Skills Handbook (4<sup>th</sup> ed.), London: CIPD.
4. Kelly M. & Williams C. (2014), BUSN7 – Introduction to Business (7<sup>th</sup> ed.), Cengage Learning.
5. Williams C. & Tripathy M.R. (2013), MGMT – Principles of Management (5<sup>th</sup> ed.), New Delhi: Cengage Learning.

### 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 work place 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

1. Robbins S.P. (2009), Organisational Behaviour, New Delhi: Pearson Education.
2. Flately M.E. & Lesikar R. (2004), Basic Business Communication, Irwon Professional Publication.
3. Lussier R.N. & Achua C.F. (2007), Effective Leadership, Thomson South-Western.
4. Fernando, A.C. (2011), Corporate Governance - Principles, Policies & Practices, New Delhi: Pearson Education.

### 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

1. Saleem S. (2012), Business Environment, New Delhi: Pearson Education.
2. Cherunilam F. (2012), Business Environment, New Delhi: Himalaya Publishing House.
3. Kew J. & Stredwick J. (2006), Business Environment (2<sup>nd</sup> ed.), Jaico Publishing.
4. Hampton J. (1999), Financial Decision Making Concepts - Problems & Cases, New Delhi: Prentice-Hall India.
5. Sharan V. (2010), International Business - Concept, Environment & Strategy, New Delhi: Pearson Education.

### 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:

1. McEachern W.A. & Kaur S. (2012), Micro ECON, New Delhi: Cengage Learning.
2. Lipsey & Chrystal (2012), Economics – South Asia Edition (12<sup>th</sup> ed.), London: Oxford University Press.
3. Petersen C.H., Lewis W.C. & Jain S.K. (2006), Managerial Economics (4<sup>th</sup> ed.), New Delhi: Pearson Prentice Hall.
4. Ghosh G., Choudhury P. & Roy P. (2013), Managerial Economics (2<sup>nd</sup> ed.), New Delhi: Tata McGraw-Hill.
5. Dwivedi D.N. (2011), Managerial Economics (7<sup>th</sup> ed.), New Delhi: Vikas Publishing House.

### 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

1. Etzel M.J., Walker B., Stanton W.J. & Pandit A. (2009), Marketing Concepts & Cases (14<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill Publishing.
2. Kurtz D.L. & Boone L.E. (2006), Principles of Marketing (12<sup>th</sup> ed.), New Delhi: Cengage Learning.
3. Saxena R. (2009), Marketing Management (4<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill Publishing.
4. Kotler P., Keller K.L., Koshy A. & Jha M. (2013), Marketing Management (14<sup>th</sup> ed.), New Delhi: Pearson Education.
5. Wilson R.M.S. & Gilligan C. (2005), Strategic Marketing Management - Planning Implementation & Control (3<sup>rd</sup> ed.), Oxford: Elsevier Butterworth-Heinemann.

### 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

1. Khan M.Y. & Jain P.K. (2007), Management Accounting (4<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill.
2. Singhvi N.M. & Bodhanwala R.J. (2006), Management Accounting Text & Cases, New Delhi: Prentice-Hall India.
3. Narayanaswamy R. (2008), Financial Accounting - A Managerial Perspective (3<sup>rd</sup> ed.), New Delhi: Prentice-Hall India.
4. Hampton J.J. (1999), Financial Decision Making - Concepts, Problems & Cases (4<sup>th</sup> ed.), New Delhi: Prentice-Hall India.
5. Bhattacharya S.K. & Deardon J. (2004), Accounting for Management, New Delhi: Vikas Publishing House.



## 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

1. Bajpai N. (2010), Business Statistics, New Delhi: Pearson Education.
2. Levin R.I. & Rubin D.S. (2009), Statistics for Management, New Delhi: Prentice-Hall India.
3. Anderson D.R., Sweeney D.J. & Williams T.A. (2012), Statistics for Business & Economics (11<sup>th</sup> ed.), New Delhi: Cengage Learning.
4. Beri G.C. (2011), Business Statistics (3<sup>rd</sup> ed.), New Delhi: Tata McGraw-Hill Education.
5. Aczel A.D. & Sounderpandian J. (2008), Complete Business Statistics (7<sup>th</sup> ed.), New Delhi: Tata McGraw Hill.

## 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

1. Butler M. & Rose E. (2011), Introduction to Organisational Behaviour, London: CIPD.

- Nelson D., Quick J.C. & Khandelwal P. (2012), ORGB – Organisational Behaviour (2<sup>nd</sup> ed.), New Delhi: Cengage Learning.
- Robbins S.P. (2004), Organisational Behaviour, New Delhi: Prentice-Hall India.
- Shane S.L., Glinow M.A.V. & Sharma R.R. (2006), Organisational Behaviour (3<sup>rd</sup> ed.), New Delhi: Tata McGraw-Hill Publishing.
- Luthans F. (2010), Organisational Behaviour (12<sup>th</sup> ed.), New York: Irwin McGraw-Hill Publishing.

### 14MS3006 ESSENTIALS OF BUSINESS AND MANAGEMENT

**Credits: 3:0:0**

**Course Objectives:** This course aims to:

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

- 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

- Watson G. & Reissner S.C. (2010), Developing Skills for Business Leadership, London: CIPD.
- Horn R. (2007), The Business Skills Handbook (4<sup>th</sup> ed.), London: CIPD.
- Kelly M. & Williams C. (2014), BUSN7 – Introduction to Business (7<sup>th</sup> ed.), Cengage Learning.
- Williams C. & Tripathy M.R. (2013), MGMT – Principles of Management (5<sup>th</sup> ed.), New Delhi: Cengage Learning.
- Lehman C.M., DuFrene D.D. & Sinha M. (2012), BCOM – Business Communication (2<sup>nd</sup> ed.), New Delhi: Cengage Learning.

### 14MS3007 MACROECONOMICS

**Credits: 3:0:0**

**Prerequisite:** Microeconomics – 14MS3001

**Course Objectives:** This course aims to:

- 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

1. Samuelson P. A. & Nordhaus W.D. (2010), Economics (19<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill Publishing.
2. Dwivedi D.N (2011), Managerial Economics, New Delhi: Vikas Publishing House.
3. Samuelson P. A. & Nordhaus W.D. (2012). Macroeconomics (19<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill Publishing.
4. Mankiw N.G. (2011), Principles of Macroeconomics (6<sup>th</sup> ed.), New Delhi: Cengage Learning.
5. Ray S.K. (2007), The Indian Economy, New Delhi: Prentice-Hall India.

### 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

1. O'Brien J.A., Marakas G. & Behl R. (2013), Management Information Systems (10<sup>th</sup> ed.), New Delhi: McGraw-Hill Education.
2. Gaither N. & Frazier G. (2011), Operations Management (9<sup>th</sup> ed.), New Delhi: Cengage Learning.
3. Jawadekar W.S. (2013), Management Information Systems (5<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill.
4. Miller L. (2013), Management Information System (6<sup>th</sup> ed.), New Delhi: Pearson Education.
5. Heizer J., Render B. & Rajashekhar J. (2011), Operations Management (9<sup>th</sup> ed.), New Delhi: Pearson Education.

## 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

1. Khan M.Y. & Jain P.K. (2006), Management Accounting - Text, Problems & Cases (5<sup>th</sup> ed.), New Delhi: McGraw-Hill Education.
2. Hilton R.W. (2010), Managerial Accounting (9<sup>th</sup> ed.), New Delhi: McGraw-Hill Education.
3. Jain S.P. & Narang K.L. (2010), Advanced Cost Accounting (10<sup>th</sup> ed.), New Delhi: Kalyani Publishers.
4. Maheshwari S.N. (2012), Principles of Management Accounting (17<sup>th</sup> ed.), New Delhi: S.Chand & Sons.
5. Sekhar R.C. & Rajagopalan A.V. (2013), Management Accounting, New Delhi: Oxford University Press.

## 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

1. Robert D. Hisrich et al. (2007), Entrepreneurship (6<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill Publishing.

2. Maital S. & Seshadri D.V.R., Innovation Management, New Delhi: Response Books (A division of Sage Publications).
3. Khanka, S.S (2010), Entrepreneurial Development, New Delhi: S.Chand & Co.
4. Charantimath P.M. (2009), Entrepreneurship Development - Small Business Enterprises, New Delhi: Pearson Education.
5. Kuratko & Hodgetts (2009), Entrepreneurship in the New Millennium, New Delhi: Cengage Learning.

### 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

1. Pathak A. (2010), Legal Aspects of Business (4<sup>th</sup> edition), New Delhi: Tata McGraw-Hill Education.
2. Kapoor N.D. (2012), Elements of Mercantile Law, New Delhi: S. Chand & Sons.
3. Goel P.K. (2010), Business Law for Managers, New Delhi: Biztantra.
4. Pillai R.S.N. & Bhagawathi (2010), Business Law, New Delhi: S. Chand & Co. Bansal C.L. (2011), Business & Corporate Law, New Delhi: Excel 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

1. Wilson R.M.S. & Gilligan C. (2005), Strategic Marketing Management - Planning Implementation & Control (3<sup>rd</sup> ed.), Oxford: Elsevier Butterworth-Heinemann.
2. Parry M.E. (2005), Strategic Marketing Management, New Delhi: Tata McGraw-Hill.
3. Aaker D. (2012), Strategic Market Management (9<sup>th</sup> ed.), New Delhi: Wiley India.
4. Porter M.E. (1998), Competitive Strategy: Techniques for Analyzing Industries and Competitors, New York: The Free Press.
5. Walker O.C., Mullins J. & Boyd H.W. (2006), Value Marketing Strategy - A Decision Focused Approach (5<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill.

### 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

1. Krishnaswamy K.N., Sivakumar A.I. & Mathirajan M. (2009), Management Research Methodology, New Delhi: Pearson Education.
2. Cooper D. & Schindler P. (2006), Business Research Methods (9<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill.
3. Zikmund W.G. (2009), Business Research Methods (7<sup>th</sup> ed.), New Delhi: Cengage Learning.

4. Kothari C.R. (2004), *Research Methodology – Methods & Techniques* (2<sup>nd</sup> ed.), New Delhi: New Age International Publishers.
5. Srivastava T.N. & Shailaja Rao (2012), *Business Research Methodology*, New Delhi: Tata McGraw-Hill Education.

### **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**

1. Kapoor V.K. (2013), *Operations Research* (2<sup>nd</sup> ed.), New Delhi: S. Chand & Sons.
2. Panneerselvam R. (2009), *Operations Research* (2<sup>nd</sup> ed.), New Delhi: Prentice-Hall India.
3. Sivarethinamohan R. (2008), *Operations Research* (1<sup>st</sup> ed.), New Delhi: Tata McGraw-Hill.
4. Durga Prasad M.V. (2012), *Operations Research* (2<sup>nd</sup> ed.), New Delhi: Cengage Learning.
5. Vohra N.D. (2012), *Quantitative Techniques in Management* (4<sup>th</sup> ed.), New Delhi: Tata McGraw Hill.
6. Hiller F.S., Lieberman G.J., Nag B. & Basu P. (2013), *Introduction to Operations Research* (9<sup>th</sup> ed.), New Delhi: McGraw-Hill Education.
7. Kanti S., Gupta P.K. & Man Mohan (2014), *Operations Research*, New Delhi: S. Chand & Sons.

### **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.

**Course Description:** The course dwells with conceptual framework of financial management, key decisions of finance functions, role of the finance manager, Time Value of Money, Capital budgeting and Investment Decisions, Evaluation techniques, sources of finance, Working Capital Management, Estimating working capital requirements & Operating cycle, Cost of Capital, Leverages, Capital structure, theories, Dividend Decisions, Walter and Gordon Models.

#### References Books

1. Khan M.Y. & Jain P.K. (2011), Financial Management (6<sup>th</sup> ed.), New Delhi: Tata McGraw-Hill.
2. Srivastava R. & Misra A. (2011), Financial Management (2<sup>nd</sup> ed.), New Delhi: Oxford University Press.
3. Van Horne J.C. & Wachowicz J.M. (2010), Fundamentals of Financial Management (13<sup>th</sup> ed.), New Delhi: Prentice-Hall India.
4. Berk J., DeMarzo P. & Thampy A. (2010), Financial Management (1<sup>st</sup> ed.), New Delhi: Pearson Education.
5. Brigham E.F. & Ehrhardt M.C. (2012), Financial Management (3<sup>rd</sup> ed.), New Delhi: Cengage Learning.

### 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

1. Leatherbarrow C., Fletcher J. & Currie D. (2010), Introduction to Human Resource Management – A Guide to HR Practice (2<sup>nd</sup> ed.), London: CIPD.
2. Aswathappa K. (2013), Human Resource Management – Text & Cases (7<sup>th</sup> ed.), New Delhi: McGraw-Hill Education.
3. Scott S., Bohlander G. & Vohra V. (2010), Human Resource Management (1<sup>st</sup> ed.), New Delhi: Cengage Learning.
4. Haldar U. & Sarkar J. (2012), Human Resource Management (1<sup>st</sup> ed.), New Delhi: Oxford University Press.
5. Dessler G. & Varkkey B. (2009), Human Resource Management (11<sup>th</sup> ed.), New Delhi: Pearson Education.

### 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

1. David F.R. (2010), Strategic Management Concepts & Cases (12<sup>th</sup> ed.), New Delhi: Prentice-Hall India.
2. Johnson G., Scholes K. & Whittington R. (2010), Exploring Corporate Strategy - Text & Cases (7<sup>th</sup> ed.), New Delhi: Prentice-Hall India.
3. Kazmi A. (2011), Strategic Management & Business Policy (3<sup>rd</sup> ed.), New Delhi: Tata McGraw-Hill.
4. Fernando A.C. (2009), Corporate Governance - Principles, Policies & Practices (3<sup>rd</sup> ed.), New Delhi: Pearson Education.
5. Velasquez M.G. (2010), Business Ethics Concepts & Cases (6<sup>th</sup> ed.), New Delhi: Prentice-Hall India.

### 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

1. Ohlhorst F.J. (2012), Big Data Analytics - Turning Big Data into Big Money, Wiley Publishing.
2. Liebowitz J. (2013), Big Data & Business Analytics, CRC Press.
3. Minelli M., Chambers M. & Dhiraj A. (2013), Big Data Big Analytics, John Weily & Sons.
4. Stanton J. (2013), Introduction to Data Science, Syracuse University.
5. Rajaraman A., Leskovec J. & Ullman J.D. (2011), Mining of Massive Data Sets, Cambridge University Press.
6. Hastie T., Tibshirani R. & Friedman J.H. (2009), The Elements of Statistical Learning - Data Mining, Inference & Prediction, Springer.
7. Franks B. (2013), Taming the Big Data Tidal Wave, John Weily & Sons.

## 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

Economics, indifference curve, Market System, changes in demand and supply, elasticity and its application. Economic trends in hospitality industry, measuring the economy; Macroeconomic fluctuations in hospitality industry, Aggregate demand and supply, multiplier process. Planning the production of hospitality services. Market Structure, economies of scale and hospital industry. Market control mechanisms, pricing methods for hospitality services, hotel occupancy and capacity utilization. Macroeconomic policy, regulations related to hospitality industry.

### Reference books

1. Peter Cullen, Economics for Hospitality Management (Chapman & Hall Series in Tourism & Hospitality Management).
2. Philip Kotlet, John T. Bowen, James C. Makens, Marketing for Hospitality and Tourism, Pearson, (Fifth Edition)
3. Paul A Samuelson and William D. Nordhaus, Macroeconomics, McGraw Hill Publication, New Delhi.(19<sup>th</sup> Edition)
4. Mankiw, Principles of Macroeconomics, Cengage Learning India Private Limited, New Delhi. (Fourth Edition)
5. Varshney R L & Maheswari K L., Managerial Economics , Sultan Chand & Sons, New Delhi.

## 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

1. Stephen P. Robbins, Timothy A Judge, Seema Sanghi, Organisational Behavior, Pearson Education , 13th edition, 2009.
2. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning engage learning. 2nd edition. 2012
3. Ivancevich, Konopaske & Maheson, Organisational Behaviour & Management, 7th edition, Tata McGraw Hill, 2008.
4. Udai Pareek, Understanding Organisational Behaviour, 3rd Edition, Oxford Higher Education, 2011.
5. Jerald Greenberg, Behaviour in Organization, PHI Learning. 10th edition. 2011

### 14MS3021 INTRODUCTION TO HOSPITALITY AND TOURISM MANAGEMENT

Credit 3:0:0

#### 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

The course explains Origin and Growth of Hospitality and Tourism Industry Organizational hierarchy of all departments. Classification, Major departments, Star ratings, Global standards for Hotels, Hospitality Etiquette and Ethics. Introduction of Tourism of Tourism, Features, Types, Components, Products, Scope. History of travel agency, Travel formalities, Linkages and arrangements with hotels, airlines and transport agencies. Leisure Tourism, Emerging trends in Hotel, travel, medical tourism.

#### References Books

1. Management in the Hospitality industry. Tenth Edition. John Wiley and Sons, Inc.
2. Lockwood. A & Medlik.S, Tourism and Hospitality in the 21st Century, Elsevier, 2001
3. Lim Tau, Hema et al., Fundamentals of Hospitality and Tourism Management, e-Book –Open University Malaysia, 2009.
4. Walker John R, Introduction to Hospitality, Prentice Hall of India, 2001

### 14MS3022 ACCOUNTING FOR HOSPITALITY MANAGERS

Credit 3:0:0

#### 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 frame work 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

1. Elisa S. Moncarz, and Nestor de J. Portocarrero, Accounting for Hospitality Industry Prentice Hall, US 2010.
2. Khan & Jain Management accounting (4<sup>th</sup> edition) Tata McGraw Hill , New Delhi
3. Allen B. Asch, M. Ed. CCE, Hospitality Cost Control: A Practical Approach, Prentice Hall US, 2010.
4. Peter Harris, Accounting & Finance for the International Hospitality Industry, Elsevier Butterworth Heinemann 2011,
5. Gareth Owen, Accounting for Hospitality, Tourism and Leisure, Person, 2010.

## 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

The course will prepare the learners about the basics of Hotel law & the Indian Legal System, The Catering Enterprise and registration, Hotel & Catering Premises, Licensing Laws, The Hotelier & the Guest, Commercial Contracts & the Caterer, Taxations, Individual Rights & Duties in Relation to the Contract of Employment and Welfare, Safety & Working Conditions, The Employer, the Employee & the Trade Union, Cyber Laws. IPR and Copy Rights in Hospitality Industry.

### Reference Books

1. N.D. Kapoor (2012), Elements of Mercantile Law, Sultan Chand & Sons, New Delhi.
2. Prof. (Cmdr.) P.K. Goel (2010), Business Law for Managers, Biztantra, New Delhi.
3. P.C.Tripathi & C.B.Gupta Third Edition, Industrial Relations & Labour Laws Sultan Chand & Sons.
4. P.K. Padhi (2010), Labour & Industrial Laws PHI Learning P. Ltd.
5. Amitabh Devendra (2013) Hotel Law, Oxford University Press, 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

1. Richard I. Levin, David S. Rubin, Statistics for Management, Pearson Education, 7th Edition, 2011.
2. Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw – Hill Publishing Company Ltd., New Delhi, 2012.
3. Srivatsava TN, Shailaja Rego, Statistics for Management, Tata McGraw Hill, 2008.
4. Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.
5. N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

## 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

1. Sudalaimuthu, S., and Raj, S.A. Computer Application in Business. (1st edn.). India: Himalaya Publishing House.

2. Woody Leonhard Special Edition Using Microsoft® Office 2007 [Special Edition], 1st edition
3. Jain sathish, Computers Fundamentals of `O` Level Examinations (Module BPB Publications, New Delhi.
4. Rajaraman, V, “Fundamentals of computers”. Prentice- Hall of India New Delhi

### **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**

The course is designed to understand scientific methods in research, Introduction: of Research /process/, Steps, Research Design, and Problem formulation. Review of Literature, Hypothesis, and Measurement scale, scaling techniques, Research methods, Sampling and data collection Techniques. Tabulation and Selection of techniques, Tests of significant differences, Assumption underlying each test, Introduction to Multivariate Data Analysis, Report Writing.

#### **Reference Books**

1. Krishnaswamy, K.N., Sivakumar, A.I., and Mathirajan, M. (2009). Management Research Methodology. Pearson Education: India
2. Donald R Cooper, Pamela R Schindler, P and J K Sharma . Business Research Methods. (11th edn.), Tata McGraw Hill: India
3. Zikmund, W.G. (2009). Business Research Methods. (7th edn.), Cengage Learning: India.
4. D. Israel Dawn Iacobucci and Gilbert A. Churchill (2010). Marketing Research: A South Asian Perspective, Cengage Learning, India
5. Naresh K. Malhotra Satyabhushan Dash , (2010), Marketing Research : An Applied Orientation. (6<sup>th</sup> edn.) Pearson Education, India.

### **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 its estimation. Dividends decisions, Initial public offering, lease financing, hire purchase financing, hybrid financing, Venture capital, project financing.

### **Reference Books**

1. I.M.Pandey, Financial Management, Vikas, 2007
2. M.Y. Khan & Jain, Financial Management, McGrawHill 2008.
3. Robert E. Chatfield, Michael C. Dalbor, Hospitality Financial Management: Prentice Hall US 2005
4. William P. Andrew, James W. Damitio, Ph.D, CMA, Raymond S. Schmidgall, Financial Management for the Hospitality Industry: Prentice Hall US 2007.
5. Chris Guilding, Financial Management for Hospitality Decision makers, Butterworth Heinemann, 2005.

## **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**

1. Paul.B.White and Helan Beckley – Hotel reception – Arnold Heinman Publication
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
4. G.Raghubalan and Smritee Raghubalan – Hotel Keeping operation and Management – Oxford Publication.

## **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**

This course provides insights on Role of human resource manager, Computer applications in human resource management, Human resource accounting and audit, Human Resource Planning, and Forecasting. Recruitment, Selection, induction, Training methods, and Executive development Programs, Knowledge management. Compensation plan, Reward, Motivation Career management. Performance evaluation, Industry practices, Promotion, Demotion, Transfer and Separation. The control process, Requirement of effective control systems grievances, Redressal methods.

#### **Reference Books**

1. Dessler Human Resource Management, Pearson Education Limited
2. Malay Biswas, Human Resource Management in Hospitality, Oxford, 2012
3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill ,8th edition 2012.
5. Decenzo and Robbins, Human Resource Management, Wiley, 8th Edition,

### **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**

1. Christopher H.Lovelock : Services Marketing : People technology , Strategy , Pearson Education Asia.6<sup>th</sup> Edition
2. William Lazer & Roger A. Layton , Contemporary Hospitality Marketing : A Service Management Approach, Educational Institute American Hotel and Motel Association.



3. Philip Kotler , Brown and Maken , Marketing for Hospitality and tourism , Pearson Education India.4<sup>th</sup> Edition
4. G.Raghubalan, Smritee Raghubalan, Hotel Housekeeping, Oxford University Press (2009).
5. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton, Service Operations Management, South-Western, Cengage Learning, 2006.

### **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**

1. James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 5th Edition 2006.
2. Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition
3. Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition.
4. Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2ndEdition, 2005.
5. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, Operations and Supply Management

### **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**

1. David M. Stipanuk, Hospitality Facilities Management and Design, The American Hotel & Lodging Educational Institute, 3rd Edition, 2006.
2. Darrell Clifton, Hospitality security- Managing security in today's hotel, lodging, entertainment and tourism environment, CRC Press, Taylor & Francis group, 2012.
3. Sujit Ghosal, Hotel Engineering, Oxford University Press, NewDelhi, 2011.
4. John Edwards, Applied facilities management for the hospitality industry, Cognella Academic Publishing, 2011.
5. Philip Sloan, Willy Legrand and Joseph S. Chen, Sustainability in the hospitality industry, Butterworth-Heinemann, 2009

## **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: -

Basic concepts of management principles. Planning: objectives and procedures, strategic planning, renovation planning, Management By Objectives (MBO). Organizing: span of management, Line and staff relationships. Form of organization in health care, organizational structure, job description and consultants, classification of health care organization, strategic planning process, staffing: selection, position requirement and job design, orienting and socialization. Control: quality Control methods and measurement systems specification limits and control limits, control charts.

**Reference Books**

1. Joan Liebler, Charles McConnell (2011). Management Principles for Health Professionals, Johns & Bartlett Publishers
2. Elaine La Monica Rigolosi (2013). Management and Leadership in Nursing and Healthcare - An Experiential Approach, Springer Publishing Company
3. Harold Konntz (2010) Essentials of Management Tata McGraw-Hill Education
4. Jill Barr, Lesley Dowding, (2012), Leadership in Healthcare, SAGE.
5. Bernad J Healey, Marc C Marchese (2012), Foundations of Healthcare Management: Principles and Methods, John Wiley and Sons Inc.

**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**

1. Khan MY and Jain PK,(2007), Management Accounting (4<sup>th</sup> edn), Tata McGraw Hill, New Delhi
2. Prasanna Chandra (2010) Fundamentals of Financial Management (5<sup>th</sup> edn), Tata Mc Graw Hill, New Delhi
3. I.M.Pandey, Financial Management, Vikas Publishing Houses Private Ltd.
4. Godwin, Alderman, Sanyal, (2012), Financial Accounting, Cengage Learning
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

1. Rao, VR, and Steckel, JH (2006), Analysis for strategic marketing, Pearson education.
2. Kotler, P, Keller, KL, Koshy, A Jha, M (2009). Marketing Management: A South Asian Perspective, Pearson Education.
3. Rao, S (2012). Marketing of hospital services, Serials publications.
4. Christopher Lovelock, Jochen Wirtz and Jayanta Chatterjee (2006). Services Marketing-People, technology and strateg, Pearson education.
5. Sakharkar, BM. Principles of Hospital Administration and Planning, 2nd Edition Jaypee Brothers Medical Publishers (p) Ltd

## 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 out break, 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

1. Raj Bhopal (2008), Concepts of Epidemiology: Integrating the ideas, theories, principles and methods of epidemiology, Oxford University Press.
2. K.Park (2011), Park's Textbook of Preventive and Social Medicine, Banarsidas Bhanot Publishers.
3. Peter J Fos, David J Fine (2012), Managerial Epidemiology for Health Care Organizations, John Wiley and sons.
4. Denise Oleske (2001) Epidemiology and Delivery of Health Care Services: Methods and Applications, Springer
5. B.K.Mahajan and M.C.Gupta, Text Book of Prevention and Social Medicine, Jaypee Medical Publishers P. Ltd., New Delhi

## 14MS3037ECONOMICS 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 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

Introduction to health economics, demand and supply of health care, determinants of health, health behavior decisions, elasticity and health, indifference curve. Pricing and health care. Cost benefits analysis, markets for health professionals and health care provider firms. Cost of health hazards, health production, economic evaluation of health care, public health expenditure, health insurance, public and private health, National health Programs, health care policies, health regulations, health laws(Indian context), international health organizations. Health sector reforms. Analyzing medical care markets.

### Reference Books

1. James Henderson (2005). Health Economics & Policy, 3rd ed., Thompson, South-Western College Publishing
2. Charles E. Phelps, Health Economics, 5<sup>th</sup> edn., Prentice Hall Publications.
3. Lorna, Guinness, Virginia Wiseman (2011). Introduction to Health Economics, Open University Press; 2<sup>nd</sup> edn.
4. Gole, SL.(2011). Emerging and Thrust Areas of Healthcare System and Hospital Administration, Deep and Deep Publications Pvt.Ltd, New Delhi
5. Dwivedi, D.N (2010). Microeconomic Theory, Vikas Publications, New Delhi

## 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 organisations.

### 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 healthcare delivery,

managing health services organisations and systems, health care environments, patient behavior, transactional analysis, hospitals and social responsibility.

#### Reference Books

1. Stephen P. Robbins, Organizational Behavior 9th edition, Prentice Hall International, In.
2. James A.F. Stoner, R. Edward Freeman and Denier R. Gilbert Jr., Management, Prentice Hall India, New Delhi, 1997.
3. Syed Amin Tabish, Hospital and Health services administration, principles and practice, Oxford University Press, New Delhi, 2001.
4. Parikh (2010), Organizational Behaviour, Tata McGraw Hill, New Delhi
5. Shuchi Sharma, (2013) Organizational Behaviour, McGraw Hill, New Delhi

### 14MS3039 ADMINISTRATION OF CLINICAL SERVICES

**Credits: 2:0:0**

#### Course Objective

- To familiarize the students on clinical services in a hospital
- To familiarize the day to day administration of clinical services.
- To understand organization 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; organization 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.
2. S.L. Goel (2001), Healthcare System and Management: Healthcare Management and Administration, Deep and Deep Publications
3. Lawrence F Wolper (2004), Healthcare administration: Planning, Implementing and Managing Organized Delivery Systems, Jones and Bartlett Learning.
4. Sharon Bell, Nancy Shanks, (2007), Introduction to Health Care Management, Jones & Bartlett Learning.
5. Robert McSherry, Paddy Pearce, (2010), Clinical Governance: A guide to implementation of Healthcare Professionals, John Wiley and Sons.

### 14MS3040 HOSPITAL INFORMATION TECHNOLOGY

**Credits: 3:0:0**

#### 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)
3. Marlene Maheu, Pamela Whitten & Ace Allen, *E-Health, Telehealth and Telemedicine: A Guide to Startup and Success* (Jossey-Bass) ISBN 0787944203
4. Joel Rodrigues (2009), *Health Information Systems: Concepts, Methodologies, Tools and Applications*, IGI Global
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**

1. Shakti Kumar Gupta (2007) *Modern trends in planning and designing of hospitals*, Jaypee Brothers Medical Publishers (P) Ltd, New Delhi.
2. G.D.Kunders (2008) *Hospitals Facilities Planning and Management*, Tata McGraw-Hill Publishing Company Limited, New Delhi.

3. Syed Amin Tabish (2001) Hospital and Health Services Administration: Principles and Practice, Oxford University Press.
4. Kant Gupta (2007), Modern Trends in Planning and Designing of Hospitals Principles and Practice, Jaypee Brothers Medical Publishers Private Limited
5. Edward Khiwa (2013), Healthcare Organisation and Project Management for emerging nations, Xlibris

### **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 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
5. Donna Hammaker (2010), Healthcare Management and Law: Principles and Applications, Cengage Learning

### **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**

1. R.Pannerselvam (2006), Operations Research, PHI Learning Private Limited, New Delhi.
2. K.Viswerswara Rao (2007) A manual of Statistical Methods for use in Health, Nutrition and Anthropology, Jaypee brothers Medical Publishers private limited
3. A.K.Sharma (2005) Text Book of Biostatistics I, Discovery Publishing House, New Delhi.
4. Mahajan (2002), Methods in Biostatistics, Jaypee brothers Medical Publishers private limited
5. Francosis Sainfort, Margaret Brandaeu, William Pierskalla, (2004), Handbook of Operations Research and Healthcare, Kluwer Academic,

**14MS3044 PROCUREMENT AND INVENTORY CONTROL FOR HEALTHCARE SERVICES**

**Credits: 3:0:0**

**Course Objective**

This course helps the students

- To develop excellent skills in creating and operating logistics functions in healthcare
- To learn wide range of logistics principles
- To understand the theory and apply them in day to day business.

**Course Outcomes:**

By end of the course the student will be able to

- Define the purpose of logistics,
- List the types of inventory control systems and their functions,
- To assess stock status.

**Course Description**

This course describes about Logistics: Principles, Components, Importance in Healthcare units, Logistic supplies, services & users., Material requirement planning: Methods of forecasting requirements of materials related to Healthcare & Auxiliary services, Inventory Control & Management in Healthcare Units, Principles of sourcing, purchasing methods, Principles of Storage and Stores accounting, Distribution to various departments and auxiliary services, Model contract for different services i.e. Laundry, Dietary, Dispensary, Security and Ambulance Services

**Reference Books**

1. D.K.Agarwal (2003), Textbook of Logistics and Supply Chain Management, Macmillan
2. Christopher (1998), Logistics and Supply Chain Management: Strategies for reducing cost and improving service, Pearson Education India.
3. P.Radhakrishanan (2001), Logistics and Supply Chain Management, Allied Publishers
4. P Narayan, Jaya Subramaniyan (2009), Inventory Management- Principles and Practices, Excel Books, New Delhi
5. Jack W Plunket (2008), Plunkett's Transportation, Supply chain and Logistics, Plunkett Research Ltd.

## 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
- Aptly 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

1. Fallon Jr & McConnell (2007), Human Resource Management in Health Care: Principles and Practice, Jones and Bartlett Publishers, Inc.
2. Nancy J Niles (2013), Basic Concepts of Healthcare Human Resource Management, Jones and Bartlett Learning.
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

## 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

### Reference Books

1. Anil Kumar Saini Management Information Systems in Hospitals , Deep and Deep Publications Private Limited, New Delhi
2. Kelkar S.A., Hospital Information Systems : A Concise study , PHI Learning Private Limited.
3. Patricia Iyer, Barbara Levin, Many Ann Shea, Medical Legal Aspects of Medical Records, Lawyers and Judges Publishing Company Inc.
4. Joel Rodrigues (2009), Health Information Systems: Concepts Methodologies, tools and Applications, IGI Global
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

1. Gole, SL.(2011), 'Emerging and Thrust Areas of Healthcare System and Hospital Administration', Deep and Deep Publications Pvt.Ltd, New Delhi.
2. Nic Goodwin, Reinhold Gruen and Valerie Iles (2007), 'Managing Health Services', Tata Mc Grawhill, New Delhi.
3. Gole, SL.(2011), 'Primary/Rural healthcare System ad Hospital Administration', Deep and Deep Publications Pvt.Ltd, New Delhi.
4. Bernard Tumock (2009), Public Health: What it is and How it works, Jones and Bartlett Learning
5. Michelle Green, Jo Ann Rowell, (2011) Understanding Health insurance : A guide to billing an reimbursement, Cengage 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

- Exhibits 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**

1. Hair J F, Bush R P & Ortina D J. (2006) Marketing Research: with a change of information environment. 3rd Ed. Tata McGraw Hill, New Delhi.
2. Cooper D & Schinder P.(2003) Business Research Methods. 8th Ed. Tata McGraw-Hill Publishing Company Ltd. New Delhi
3. Kothari C R(2004). Research Methodology: Methods & Techniques. New Age International Private Ltd., New Delhi.
4. Newman W L. (2006) Social Research Methods: Qualitative and Quantitative Approaches. 5<sup>th</sup> edition. Allyn and Bacon. Boston; London
5. Beri G C. (2000) Marketing Research. 3<sup>rd</sup> Ed. Tata McGraw Hill Publishing Company Ltd. New Delhi

## **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**

1. G.D. Kunders, Hospitals – Facilities Planning and Management (2004), Tata McGraw Hill
2. A V Srinivasan, Managing a Modern Hospital (2008), Response Books
3. Shailendra K. Singh, Safety & Risk Management (2006), Mittal Publishers
4. Barbara Youngberg (2010), Principles of Risk management and Patient Safety, Jones and Bartlett Learning
5. Joint Commission Resources Inc (2002), Guide to Emergency Management Planning in Healthcare

## 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 approaches 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

1. Peter M Ginter (2013), The Strategic Management of Healthcare Organizations, John Wiley and Sons.
2. Charles W L Hill and Gareth R Jones (2012), Strategic Management Theory: An Integrated Approach
3. Fred R David, Strategic Management 14<sup>th</sup> edition
4. George B Mosely (2009), Managing Health Care Business Strategy, Jons and Bartlett Publishers
5. Edward Freeman (2010), Strategic Management: A Stakeholder Approach, Cambridge University Press

## 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)
2. Bhattacharya. C., Services Marketing, Excel Books, New Delhi, 2006.
3. Ravi Shankar, Services Marketing (Indian Perspective), Excel Books New Delhi, 2004.

4. Christopher Lovelock & Jochen Wirtz, (2004) *Services Marketing (People, Technology and Strategy)*, Pearson Education, New Delhi,
5. Kapoor (2011) *Services Marketing Concepts and Practices*, Tata McGraw Hill

### **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**

1. Darr K, (2004), *Ethics in Health Services Management*. Baltimore: Health Professions Press.
2. Weber L J, (2001), *Business Ethics in Healthcare*. Bloomington: Indiana University Press.
3. S.A.Pera, Susara Van Tonder (2005), *Ethics in Healthcare*, Juta and Company Ltd
4. Peter Duncan (2009) *Values, Ethics and Healthcare*, SAGE
5. Robert T Hall (2000), *An Introduction to Healthcare Organizational Ethics*, Oxford University Press.

### **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**

1. Hugh C. H. Kogh, Total Quality Management in Health Care, Longman Publication, ISBN 0582 04696.
2. Roger Ellis and Dorothy Whittington, Quality Assurance in Health Care – A Hand Book, Edward Ainoi, London, ISBN 0-340-55273-5
3. Helga Drummond, The TQM Movement – What Total Quality Management is Really All About, UBS Publishers New Delhi.
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:**

Concepts of Micro and Macro Economics - Demand Analysis and Forecasting - Cost Concepts - Money and Capital Markets in India - Public Finance Infrastructure – Market analysis – Demand Supply Prospective Decisions.

### **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:**

Introduction - Industry value system - Strategy: the building blocks - Competitive dynamics - Contemporary challenges and research questions – Decisions grounded on models.

### **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:**

Basics of statistics - Application of statistical tools – Management decision criteria – Quantitative decisions – Importance of quantitative measures in Sampling - Statistical Testing - Hypothesis Testing - Formal Statistical Tests – Operational Research Methods and Decisions.

### **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:**

Eastern and Western Ethical Thought and Business Practices - The way of moral action - In the Marketplace - The World of Finance -Corporate Social Responsibility - Challenges of Environment - Challenges of Cyber Age - Challenges of Unresolved Problems - Human Quality Development.

### **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 enthrall 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:**

Introduction to Marketing - Changes in Marketing - Customer Insight - Data-driven marketing - The Value Proposition - What is important in Marketing - Digital Marketing: Front-office - Digital Marketing: Back-office - Measuring Marketing Effectiveness - Small Business Marketing

### **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:**

Early theories of decision making: the classical economic model and the rational human - Psychology in decision making: traditional approaches - Psychology in decision making: cognitive psychology and information processing - The irrational human: heuristics and rules of thumb - Framing and social influencing techniques - Priming and the unconscious revisited - Practical strategies used by marketers - Pricing strategies: how retailers influence consumers - Individual differences in consumer preferences - Legal issues in manipulating consumer choice.

### **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:**

What Is Financial Statement Analysis? - Overview of Financial Reporting – Decisions to be made - Balance Sheet Analysis-Asset Analysis - Income Statement Analysis - Pro-forma Earnings - Statement of Cash Flows - Profitability Analysis-Using ROA and ROCE - Risk Analysis - Equity Analysis - Income Taxes - Assets and

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:**

Business Strategy and Organizational Capability - Global Environment of HR: Change & Diversity - SHRD: Aligning HR with Corporate Strategy - SHRD: Universalistic, Contingency and Configurational Approaches - Strategic HR Planning Acquisition and Development - Corporate Strategy and Career Systems - Managing Employee Relations: Unions and Strategic Collective Bargaining - Change, Restructuring and SHRD - Corporate Ethics, Values and SHRD - Competencies of HR Professional in a SHRD Scenario - Evaluating the Effectiveness of SHRD

#### **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:**

Growing organizations and pangs of growth - Competitive Advantage Through People - Diagnostic Approach: Congruence Model - Leadership - Leadership Development - Organizational Culture - Global Perspectives - Leading Organizational Change – Geometrical growth - Change Simulation – Scalar chains and controls.

## **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:**

Defining value; overview of value engineering - Project Scope and Budget - Project budget; capitalized value - Determining value through cost, market, and income approaches - Models for value engineering - Economic models: benefit/cost analysis; life cycle cost - Function analysis and FAST diagrams - Weighted evaluation and decision analysis techniques - Operations Strategy & Competitiveness - Dynamic Markets & Generic Strategies - Product /Service Profiling - Operations Strategy Implementation - Manufacturing Infrastructure Development - Investments Decisions

## **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; Process 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:**

Introduction to Operations Research (OR) - Introduction to Foundation mathematics and statistics - Linear Programming (LP), LP and allocation of resources, LP definition, Linearity requirement - Maximization Then Minimization problems. - Graphical LP Minimization solution, Introduction, Simplex method definition, formulating the Simplex model. - Linear Programming – Simplex Method for Maximizing. - Sensitivity Analysis: Changes in Objective Function, Changes in RHS, The Transportation Model - Basic Assumptions. - Solution Methods: Feasible Solution: The Northwest Method, The Lowest Cost Method; Optimal Solution: The Stepping Stone Method, Modified; Distribution (MODI) Method. - The Assignment Model

**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, *entreprendre*, 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:**

Ideas and Opportunities - Risk Assessment - Market Analysis - Value Propositions - Business Models - Resource Assessment - Financial Analysis - Business Model Testing - Business Model Redesign - Business Plan Analysis and Remediation.

**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:**

Introduction to the Legal Dimensions of Business – Increasing and Capturing the Value of Knowledge Asset - Marshalling Human Resources - Raising Financial Capital - Anticipating and Managing Risk.

**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:**

Analyzing Markets and Customers - Marketing Decision Process - Products and Brands - Managing Product Portfolio - Pricing Issues - Pricing and Distribution Strategy - Distribution Strategies – Competitive Marketing Strategies Moves and implications in the Digital Era

## LIST OF SUBJECTS

14MS301	Optimization Theory for Managerial Decisions	4:0:0
14MS302	Reliability and Maintenance Management.	4:0:0
14MS303	Global Management Solutions	4:0:0
14MS304	Global Marketing Management	4:0:0
15MS3001	Corporate and Retail Banking	3:0:0
15MS3002	Strategic Cost Management	3:0:0
15MS3003	Corporate Taxation	3:0:0
15MS3004	Security Analysis and Portfolio Management	3:0:0
15MS3005	Financial Analysis and Reporting	3:0:0
15MS3006	Micro Finance and Institutional Role	3:0:0
15MS3007	Financial Markets, Institutions and Services	3:0:0
15MS3008	Financial Derivatives	3:0:0
15MS3009	Venture Capital and Private Equity	3:0:0
15MS3010	Wealth Management	3:0:0
15MS3011	Insurance and Risk Management	3:0:0
15MS3012	International Financial Management	3:0:0
15MS3013	Corporate Finance	3:0:0
15MS3014	Behavioral Finance	3:0:0
15MS3015	Commodity and Currency Derivatives	3:0:0
15MS3016	Product and Brand Strategies	3:0:0
15MS3017	New Age Marketing	3:0:0
15MS3018	Sales and Distribution Management	3:0:0
15MS3019	Marketing Research Applications	3:0:0
15MS3020	Consumer Behaviour	3:0:0
15MS3021	Services Marketing	3:0:0
15MS3022	Customer Relationship Management	3:0:0
15MS3023	Retail Marketing	3:0:0
15MS3024	Rural Marketing	3:0:0
15MS3025	Industrial Marketing and Sales	3:0:0
15MS3026	Social Media Advertising	3:0:0
15MS3027	Pricing Management	3:0:0
15MS3028	E- Buyer Behaviour	3:0:0
15MS3029	Integrated Marketing Communication	3:0:0
15MS3030	International Marketing and Research	3:0:0
15MS3031	Supply Chain Management	3:0:0
15MS3032	Total Quality Management	3:0:0
15MS3033	Enterprise Resource Planning	3:0:0
15MS3034	Advanced Production Management	3:0:0
15MS3035	Manufacturing Planning And Control	3:0:0
15MS3036	Service Operations Management	3:0:0
15MS3037	Tools And Techniques For Operational Excellence	3:0:0
15MS3038	Project Management	3:0:0
15MS3039	Principles And Techniques Of Six Sigma	3:0:0
15MS3040	Demand And Business Forecasting	3:0:0
15MS3041	Logistics Management	3:0:0
15MS3042	Industrial Law	3:0:0
15MS3043	Systems Thinking And Modeling	3:0:0
15MS3044	Performance Operations	3:0:0
15MS3045	Technology Management	3:0:0
15MS3046	Organisation Theory and Design	3:0:0
15MS3047	Organisational Change and Development	3:0:0
15MS3048	Human Resource Development	3:0:0

15MS3049	Employee Recruitment and Selection	3:0:0
15MS3050	Corporate Learning and Development	3:0:0
15MS3051	Employee Performance Management	3:0:0
15MS3052	Managing Employee Careers	3:0:0
15MS3053	Compensation and Benefits Management	3:0:0
15MS3054	Employment Rules and Laws	3:0:0
15MS3055	Management and Industrial Relations	3:0:0
15MS3056	Strategic Human Resource Management	3:0:0
15MS3057	International Human Resource Management	3:0:0
15MS3058	Improving Human Resource Processes	3:0:0
15MS3059	Professional Responsibility and Ethics	3:0:0
15MS3060	Corporate Social Responsibility	3:0:0
15MS3061	International Business Environment	3:0:0
15MS3062	International Logistics Management	3:0:0
15MS3063	International Trade Procedures	3:0:0
15MS3064	Foreign Exchange Management	3:0:0
15MS3065	International Strategic Management	3:0:0
15MS3066	International Trade Relations	3:0:0
15MS3067	International Economics	3:0:0
15MS3068	Global Marketing Management and Research	3:0:0
15MS3069	International Business Law	3:0:0
15MS3070	Foreign Trade Policy	3:0:0
15MS3071	Global Advertising and Promotional Management	3:0:0
15MS3072	Management of Multinational Companies	3:0:0
15MS3073	International Human Resources Practices	3:0:0
15MS3074	International Project Management	3:0:0
15MS3075	Transportation Management	3:0:0
15MS3076	Logistics concepts and planning	3:0:0
15MS3077	Warehouse and Distribution Facilities Management	3:0:0
15MS3078	Freight Transport Management	3:0:0
15MS3079	International Logistics	3:0:0
15MS3080	Contract and Reverse Logistics	3:0:0
15MS3081	Supply Chain Concepts and Planning	3:0:0
15MS3082	Materials and Inventory Management	3:0:0
15MS3083	Purchasing and Strategic Sourcing	3:0:0
15MS3084	Marketing Channel Design and Distribution planning	3:0:0
15MS3085	Logistics and Supply Chain Performance Management	3:0:0
15MS3086	Decision Modeling in Logistics and Supply Chain Management	3:0:0
15MS3087	Retail Supply Chain Management	3:0:0
15MS3088	Global Supply Chain competitiveness	3:0:0
15MS3089	Logistics Engineering and Management	3:0:0
15MS3090	Supply Chain Risk Management	3:0:0

## 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**

1. Kalyanmoy Deb, "Optimization for Engineering Design- Algorithms and examples", PHI, New Delhi, 2003
2. Singiresu S Rao, "Engineering Optimization- Theory and Practices", NAI Publishers, 2013

### **Reference Books**

1. Ravindran, Philips and Solberg, "Operations Research Principles and Practice", Wiley India ( P ) Ltd, 2000
2. SN Sivanandam and S N Deepa, "Principles of Soft computing", Wiley India (P) Ltd, 2007
3. Hamdy A Taha, "Operations Research – An introduction", Prentice Hall of India, 2012
4. Simon Haykin, "Neural Networks : A comprehensive Foundation", Prentice Hall of India, 2001

## 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**

1. Srinath LS, “Reliability Engineering”, Affiliated East West Press P Ltd, 2003
2. Balagurusamy E, “ Reliability Engineering”, Tata Mcgraw Hill Publishing Company, New Delhi, 2003

### **Reference Books**

1. Balbir S. Dhillon, “Reliability Engineering in System Design and Operation”, Von Nostrand Reinhold Company, New Delhi, 2003
2. Nakajima Seiichi, “Introduction to TPM”, Productivity Press India , Chennai, 2002
3. Lewis, EE., “Introduction to reliability Engineering”, John Wiley and Sons, New York, 2004
4. Anthony Kelly, “Maintenance Planning and control”, East-West P Ltd, 2000

## 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**

Introduction – Changing business issues and management solutions: Historical perspective of business complexity and evolving solutions – major obstacles in resolving management problems: Knowledge obstacle and Behavioral obstacles – Present day MNC management strategies. Comparison between local and international management strategies.

### **Unit II**

Benchmarking, Business Process Outsourcing, Business Process Reengineering: Meaning, Essence, Role, Requirements, Assumptions, Basic Philosophy, Advantages, Limitation, Implementation Steps - Impact on the Organization,

### **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 (1<sup>st</sup> Edition), Cengage Learning India Pvt Ltd.
2. Avinash Ratra (2009), Modern Management: Diversity, Quality, Ethics And The Global Environment [eBook], Global India Publications

### **Reference Books:**

1. Mark Cannice, Harold Koontz, Heinz Wehrich (2010), Management: A Global and Entrepreneurial Perspective 13<sup>th</sup> Edition, Tata McGraw-Hill Education.
2. Philippe Lasserre (2012), Global Strategic Management 3<sup>rd</sup> Edition, Palgrave MacMillan.
3. Dinesh Seth, Subash C Rastogi (2009), Global Management Solutions (1<sup>st</sup> 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; Complexities 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:**

1. Philip Cateora, John Graham, Mary Gilly, International Marketing 16<sup>th</sup> edition, Irwin professional Pub, ISBN-13: 978-0073529974 ISBN-10: 0073529974, 2012
2. Jain, S.C., (2009) international marketing, CBS Publications, New Delhi

### **Reference Books**

1. Kegan, Waren J., (2007) Global Marketing Management, Prentice Hal, New Delhi
2. Czinkota, (2007) M.R, International Marketing, Dryden Pres,
3. Boston.L. Bovée, John V. Thill, Marketing, Courtland McGraw-Hill, 1992, Reprint and Edition (2011), Pennsylvania State University, ISBN 0070067341, 9780070067349, 761 pages.
4. Sak Onkvist and John Shaw, International Marketing: Strategy and Theory Routledge 5<sup>th</sup> edition (11 August 2008) ISBN-10: 0415772621, ISBN-13: 978-0415772624 ,



## 15MS3001CORPORATE AND RETAIL BANKING

**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**

1. CAIIB, Corporate Banking, (2011), 1<sup>st</sup> e, Macmillan Publishers India, ISBN (13) 9780230321946
2. Indian Institute of Banking and Finance, Retail Banking, (2010), 1<sup>st</sup> e, Macmillan Publishers India, ISBN (13) - 9780230330511
3. CAIIB, Bank Financial Management, (2010) 1<sup>st</sup> e, Macmillan Publishers India, ISBN (13) – 9780230330467
4. Indian Institute of Banking and Finance, Principles and Practices of Banking, (2012), 2<sup>nd</sup> e, Macmillan Publishers India, ISBN (13) – 9780230636118

## 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:**

1. Ravi Kishore, M (2008), Cost Management, (4<sup>th</sup> ed.), New Delhi, Taxmann Allied services (P) Ltd.
2. Vidhya S.C. (2008) Cost Management and Strategic Approach” New Delhi, MacMillan India Ltd.
3. Robert Kaplan (2010) Advanced Management Accounting, New Delhi, Prentice Hall
4. Dess R. Hansen (2013) Cornerstones of Cost Management, New Delhi Cengage Learning

## 15MS3003 CORPORATE TAXATION

**Credits:** 3:0:0

**Course Objective** is to provide:

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:**

1. Dr. Vinod K Singhania, (2014), *Direct Taxes, (45<sup>th</sup> edn)*, Taxmann Publications Pvt., Ltd., New Delhi
2. Datey V S, (2014), *Indirect Taxes Law and Practice (33<sup>rd</sup> edn)*, Taxmann Publications Pvt., Ltd., New Delhi
3. Dr. Vinod K Singhania & Monica Singhania, , (2014), *Students Guide to Income Tax (including Service Tax, Vat), (Part I & Part II), (51<sup>st</sup> edn)*, Taxmann Publications Pvt., Ltd., New Delhi
4. Vineet Sodhani, (2014), *Indirect Tax Laws (Set of 3 modules), (5<sup>th</sup> edn)*, Taxmann Publications Pvt., Ltd., New

## 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:**

1. Prasanna Chandra,(2009), “Investment Analysis & Portfolio Management”,Tata McGraw Hill.
2. Singh, P. (2004), Investment Management , (9<sup>th</sup> Edn.), Himalaya Publishing House, New Delhi
3. Kevin S,(2001), Security Analysis and Portfolio Management, Prentice hall of India New Delhi
4. P. Pandian “Security Analysis and Portfolio Management”, 2001 Vikas Publishing House.

## 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

**Course Description:** Using excel in Analyzing the Balance Sheet, Generating ratios, Financial statement forecasting, Balance sheet analysis, Asset and Liability analysis and Reporting , Financial distress analysis, need, stages, symptoms, factors, assessing bankruptcy status as per Altman's Model, Case studies of Enron, World.com, Satyam, Kingfisher, Sahara, Measures under SEBI and Prevention under Companies Act after US Soxy Act 2002.

### **Reference Books:**

1. Stephen H Penman, (2007) Financial Statement Analysis and Security Valuation, Tata McGraw hill publishing company ltd. New Delhi.
2. Gokul Sinha (2012), Financial Statement analysis, PHI, New Delhi.
3. John J.Wild, K.R.Subramanyam and Robert F. Halsey (2010), Financial Statement Analysis, Tata McGraw Hill Publishing company Ltd. New Delhi.
4. Ruzbeh J. Bodhanwala (2009), Understanding and Analyzing Balance Sheets Using Excel Worksheet, PHI, New Delhi

## 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

**Course Description:** Microfinance components, History of Microfinance in India, Intermediation and Regulations of Microfinance, Microfinance Distribution Models, Microfinance Credit Lending Models, Indian SHG: Problems and Issues, SHG-Bank Linkages Programs in India, Risks in Microfinance Institutions, Strategies for Risk Minimization, Credit Rating and Impact Assessment in Microfinance, Competition in MFIs, Strategies of MFIs in Increasing Outreach, Market Share and Customer Retention, Microfinance and Women Empowerment, Health, Education, Networking and Linkage Building. Financing for environment and lively hood.

### **References:**

1. Debadutta K. Panda(2009), Understanding Microfinance, Wiley India Private Limited
2. J. Ledgerwood, (2000), Microfinance Handbook: An Institutional and Financial Perspective
3. Karmakar K.G, Micro Finance in India, SAGE Publication
4. Suresh Sundaresan (2009), Microfinance: Emerging Trends and Challenges, Edward Elgar Publishers

## 15MS3007 FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

**Credits:** 3:0:0

**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:**

1. L M Bhole, Jitendra Mahakud, 5<sup>th</sup> Edition, Financial Institutions and Markets, Tata McGraw-Hill
2. Bharati V. Pathak(2011), The Indian Financial System: Markets, Institutions and Services, Pearson
3. Sameer Kochhar, R.Chandrashekhar, K.C.Chakrabarty, Deepak B Pathak(2009), Financial Inclusion, Academic Foundation
4. K G Karmakar, G D Banerjee, N P Mohapatra(2011), Towards financial inclusion in India, SAGE Publications

## 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:**

1. John C Hull, Options, Futures, and Other Derivatives , (7<sup>th</sup> Edition), Pearson Higher Education (2010)
2. S.S.S. Kumar, (2010), Financial Derivatives, PHI Learning
3. S.L Gupta, (2009), Financial Derivatives: Theory, Concepts and Problems, PHI Learning
4. John Hull, (2010), Fundamentals of Futures and Options Markets (7th Edition), Pearson Higher Education



## 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:

1. James M. Schell(1999), “Private Equity Funds: Business Structure and Operations (Corporate Securities Series)”, Law Journal Press; Lslf/Cdr U edition (1 December 1999) , **ISBN-13:** 978-1588520883
2. Paul Pignataro “Leveraged Buyouts: A Practical Guide To Investment Banking And Private Equity”, , Wiley publishers.
3. John W. Wilson, (1985) “The New Venturers: Inside The High-Stakes World Of Venture Capital”, , Addison Wesley Publishing Company, ISBN-13: 978-0201096811
4. Ajay Shah, and Susan Thomas and Michael Gordon, (2009), “India's Financial Markets-An Insider's Guide to how the markets work” , Elsevier,

## 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**

1. Jack R. Kapoor, Les R. Dlabay, Robert J. Hughes ,”Personal Finance”, McGraw-Hill Higher Education
2. Dimitris N.Chorafas, “Wealth Management Private banking, Investment Decisions and Structured Financial Products”, Elsevier
3. Everett T. Allen, Jerry S. Rosenbloom, “Pension Planning”, , McGraw-Hill Professional Publishing
4. Lawrence j Gitman, Michael D.Joehnk, Saunders Golden Sunburst Series “Personal Financial Planning”, Dryden Preess Series in Finance.

## 15MS3011 INSURANCE AND RISK MANAGEMENT

**Credits 3:0:0**

**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:**

1. Rejda, Principles of Risk Management and insurance, (2010), 10<sup>th</sup> e, Pearson, ISBN – 13: 9788131725849
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

## 15MS3012 INTERNATIONAL FINANCIAL MANAGEMENT

**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:

1. P G Apte, (2010), *International Financial Management*, (5<sup>th</sup> edn), McGraw-Hill Publications Ltd., New Delhi
2. Cheol S Eun and Bruce G Resnick, (2012), *International Financial Management*, (6<sup>th</sup> edn), McGraw-Hill Publications Ltd, New Delhi
3. Jeff Madura, (2010), *International Financial Management* (10<sup>th</sup> edn), Cengage Learning, India
4. David K Eitman, Stonehill and Michael H Moffett, (2009), *Multinational Business Finance*, (12<sup>th</sup> edn), Addison Wesley, India

## 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:**

1. Richard A Brealey, Stewart C Myers and Franklin Allen, (2010), *Principles of Corporate Finance*, (10<sup>th</sup> edn), McGraw-Hill Publications Ltd, New Delhi
2. James C Van Horne and John M Wachowicz, Jr., (2010), *Fundamentals of Financial Management*, (13<sup>th</sup> edn), PHI Learning Private Limited, New Delhi
3. Jonathan Berk and Peter DeMarzo, (2013), *Corporate Finance*, (3<sup>rd</sup> edn), Prentice Hall, India
4. David K Eitman, Stonehill and Michael H Moffett, (2009), *Multinational Business Finance*, (12<sup>th</sup> edn), Addison Wesley, India

## 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:**

1. Gerd Gigerenzer, Peter M. Todd, (2000), “Simple Heuristics That Make Us Smart”, ABC Research Group, Oxford University Press, ISBN 978-0195143812
2. Daniel Kahneman , Paul Slovic , Amos Tversky, (1982), “Judgment under Uncertainty: Heuristics and Biases ” , Cambridge University Press.
3. Parag Parikh, (2009), “Value Investing and Behavioral Finance: Insights into Indian Stock Market Realities”, Tata McGraw Hill, ISBN- 978-0070680043
4. Sulphey M.M. (2014), Behavioral Finance”, PHI Learning, ISBN-13: 978-8120350281

## 15MS3015COMMODITY 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:**

1. Neil C Schofield, Commodity Derivatives - Markets and Applications, John Wiley & Sons Ltd, 2007
2. Workbook for NISM Series -1 Currency Derivatives Certification Examination, National Institute of Securities Markets
3. John C Hull, Options, Futures and other Derivatives, Prentice Hall, 8<sup>th</sup> Edition, 2012
4. IIBF, Commodity derivatives, MacMillian, 2007.

## 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.
2. Crawford and Benedetto (2004) . New Product Management, 2e, Tata McGraw Hill, New Delhi
3. Verma, H (2002). Brand Management, 2e, Excel books, New Delhi,
4. Keller, K.L. (2003). Strategic Brand Management, 3e, PHL, 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:**

1. Perry Marshall, Thomas Melloche (2011) , “Ultimate Guide to Facebook Advertising”, Tata McGraw Hill, New Delhi,.
2. Matt bailey, “Internet Marketing” (2012), Wiley India pvt. Ltd, New Delhi.
3. Chris Treadway and Mari Smith (2011), “Facebook Marketing”, Wiley India pvt. Ltd, New Dalhi.
4. Hollis Thomases (2012), “Twitter Marketing”, Wiley India pvt.Ltd, New Delhi.

## 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:**

1. Cundiff and Still (2007), “Sales Management”, 5e, Prentice Hall, New Delhi.
2. Macalley, R. (2002), “Marketing Channel Management”, Quorum Books, USA.
3. Kotler, P (2006). “Marketing Management”, 13e, PHI, 2006
4. Sunil Chopra, Peter Meindl, D.V. Kalra (2010), “ Supply Chain Management”, 5<sup>th</sup> edn, McGraw Hill

## 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:**

1. Malhotra.M.(2008) Marketing Research and Applied Orientation, 6e, Pearson Education,India
2. Scott M. Smith, Gerald S. Albaum (2005) , Fundamentals of Marketing Research, SAGE Publications, Inc.
3. Beri G.C. (2007). Marketing Research, 4e, Tata McGraw Hill. New Delhi
4. Nargundkar. R. (2008) Marketing Research: Text & Cases,3e, Tata McGraw Hill, New Delhi

## 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:**

1. Loudon, David L. and Della Bitta, Albert J. (2002). Consumer Behaviour. 6e, Tata McGraw-Hill.
2. Leon G. Schiffman, Lesile Lazer Kanub and S. Ramesh Kumar (2004), Consumer Behaviour, 10<sup>th</sup> edition, Pearson Education.
3. Solomon, Michel R. (2003) Consumer Behaviour. 3e, Prentice Hall International, USA.
4. Blackwell, Roger D., Miniard, Paul W., and Engel, James F. (2001) 2e, Consumer Behaviour. Thomson South – Western. Singapore.

## 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:**

1. Zeithaml V and Bitner M.J, (2005). Services Marketing. McGraw Hill.USA
2. Christopher H. Lovelock (2009), Essentials of Service Marketing, Prentice Hall Inc.
3. Lovelock C.H. (2006). Services Marketing. Prentice Hall International, NewJersey.
4. Woodruffe H. (2002). Services Marketing. MacMillan India Ltd. New Delhi

## 15MS3022 CUSTOMER RELATIONSHIP MANAGEMENT

**Credits :** 3:0:0

### **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:**

1. Dyche J, (2002), The CRM Handbook, Pearson Education, New Delhi.
2. Baran, Galka, Strunk (2008), Customer Relationship Management, Thomson South – Western.
3. Sheth J N., Parvatiar A, Shainesh G, (2001). Customer Relationship Management – Emerging Concepts, Tools and Applications, Tata McGraw Hill, New Delhi
4. Gosney JW & Boehm T P, (2001). Customer Relationship Management Essentials, Prentice Hall of India, New Delhi,

## 15MS3023RETAIL 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:

1. Bermans, B and Evans, J (2002) Retail Management – A Strategic Approach, 8e, PHI, NewDelhi.
2. Warren G. Meyer, (1988) Retail Marketing – McGraw – Hill Publishing Company.
3. Gilbert, D (2000). Retail Marketing Management, 4e, Pearson Education Limited, NewDelhi.
4. Lamba, A.J. (2003) The Art of Retailing, 2e, Tata McGrawHill, NewDelhi.

## 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:

1. R V Badi,N V Badi, 2005, RuralMarketing – HPH, 2/e.
2. Pradeep Kashyap, Siddhartha Rant, 2005,The Rural Marketing Text Book — Biztantra.
3. Habeeb Ur Rahman (2004),Rural Marketing — HPH, 1/e.
4. Sanal Kumar Velayudhan , (2010) Rural Marketing, ,2/e, Response, SAGE Publication

## 15MS3025 INDUSTRIAL MARKETING AND SALES

**Credits :** 3:0:0

**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.
2. Ghosh PK ,Industrial Marketing ( 4<sup>th</sup> Edition) Oxford University Press.
3. Still R Richard,Cundiff W Edward ,Govoni A.P Norman.(2010), *Sales Management* 6<sup>th</sup> edition )New Delhi PHI Learning Pvt Ltd
4. Havaldar K Krishna 2009 *Industrial Marketing* ( 5<sup>th</sup> Edition) Tata Mc Graw Hill

## 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, Face book, 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:**

1. Dave Evans and Jake Mckee, “Social Media Marketing – The Next Generation of Business Engagement”, Wiley India pvt. Ltd, New Delhi, 2011.
2. Sharma & Singh (2008) “Advertising Planning and Implementation” Newdelhi: Prentice Hall of India
3. Jan Zimmer man & Doug sahlin (2012) , “Social media marketing for dummies”(First edition) Newdelhi: Wiley India
4. Karen Nelson (2013) “Viral marketing : the science of sharing” Oxford publication

## 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:**

1. Simon, H (2000). Pricing Management, 2e North Holland Publisher, Holland.
2. Dolan, R.J & Simon, H(1996), Power Pricing, Free Press, USA.
3. Marn, M.V., and Roegner, E.V. (2008). The Price Advantage, Kogan Page, UK.
4. Kotler, P. (2006). Marketing Management, 13e, PHI, New Delhi.

## 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:**

Impact of digital revolution on buying decisions, Framework of modern consumer profile analysis, post-modern consumer choices and buying habits, rise of prosumers, online buying decisions and its influential factors, E-marketing strategies and diffusion process, E-buying process, B2B e-procurement decisions and processes, post purchase actions, need of e-buyer protection, regulatory networks and forums.

**References:**

1. Assael, H. (2006). Consumer Behaviour and Marketing Action, 2e, Kent Publishing Co.UK.
2. Berkman & Gilson (2004) Consumer Behaviour: Concepts And Strategies, Kent Publishing Co.UK
3. Schiffman and Kanuck (2007). Consumer Behaviour, 7e, Pearson Education Asia, Singapore
4. Turban, E., Lce, J., King, D & Chung, M. (2000) Electronic Commerce: ManagerialPerspective, 2e, Pearson Education Inc., USA.



## 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:**

Steps in Communication Advertising, Personal selling, Sales promotion, Public relations, Direct marketing concepts and tools, classification of advertisements & economic and social effects, Advertising department & Advertising Agency Management, Campaign planning & Advertising budget preparation, Advantages, Limitations, Availability, Media Rates, Media Planning and Scheduling of various forms of media and its management, Evaluation of Advertising, copy writing, Evaluation of Sales Promotion effectiveness, Strategies - recent trends.

**References:**

1. Bovee and Thill, (2000). Advertising Excellence, 3e, McGraw Hill International.USA.
2. Cummin, J. (2004). Sales Promotion, 6e, PHI, New Delhi.
3. Choudhry, P. (2004). Successful Sales Promotion, 2e, Macmillan,India.
4. Mohan, M. (2002). Advertising - Text & Cases, 2e,Tata McGraw Hill, New Delhi.

## 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:**

1. Philip Cateora (2010), International Marketing, Tata McGraw-Hill, New Delhi.
2. Keegan and Warran (2010), Global Marketing, Prentice Hall India, New Delhi.
3. Green Paul E. and Tull Donald S (2009). Research for Marketing Decision, Prentice Hall of India, New Delhi.
4. Churchill Gilbert A.(2008), Basic Marketing Research, Dryden Press, Chicago.
5. Havaldar K Krishna 2009 Industrial Marketing ( 5<sup>th</sup> Edition) Tata Mc Graw Hill

## 15MS3031 SUPPLY CHAIN MANAGEMENT

**Credits:** 3:0:0

**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:**

1. Wisner, J.D and Leong K.G (2010), Principles of Supply Chain Management: A balanced approach, (1st edn.), Cengage Learning,
2. Sahay B S, (2011), Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.
3. Reguram G, Rangaraj N, (1999), Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi
4. Sunil Chopra, DV Kalra, (2010) Supply chain Management strategy, Planning and Operations, Pearson, New Delhi.

## 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:**

1. Besterfield, DH, (2003), Total Quality Management,(3rd edn), Pearson Education, New Delhi
2. SubburajRamasamy,(2011), Total Quality Management, Tata Mc Graw Hill, New Delhi
3. James R.Evans, (2008), Total Quality Management, South Western Cengage Learning, New Delhi
4. Suganthi, Anand A Samuel, (2009),Total Quality Management, Prentice Hall of India

## 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

**Course Description:** The basic concepts of Enterprise Resource Planning and its utilities in running an organization. The fundamentals of Business Process Reengineering, Data Warehousing, Data Mining, Product Life cycle Management. Concepts of Enterprise Resource Planning Implementation, operation and maintenance of Enterprise Resource Planning system, Business modules of Enterprise Resource Planning, Enterprise Resource Planning market, Enterprise Resource Planning resources and the present and future of Enterprise Resource Planning.

**References:**

1. Leon, A.(2013). Enterprise Resource Planning Demystified (2nd Edn.),Tata McGraw Hill, Delhi
2. Murthy,C.S.V.(2006), Enterprise Resource Planning ( 2nd Edn.),Cengage learning, Delhi
3. Sadagopan,S.(2006) Enterprise Resource Planning( 2nd Edn.),Cengage learning, Delhi
4. Monk,K.(2007) Enterprise Resource Planning(1st Edn.),Cengage Learning, Delhi

## 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:**

1. Tony Arnold, Stephen N Chapman, Lloyd M Clive, (2010), Introduction to materials management, (6th edn ), Pearson, Delhi
2. Vollmann, Berry, Whyback and Jacobs (2013), Manufacturing planning and control for supply chain management, (5th edn), McGraw Hill Education, Delhi
3. Shailendra Kale, (2013), Production and Operations Management, McGraw Hill Education, Delhi
4. Richard B Chase et al. (2013), Operations and Supply management(12th edn), McGraw, New 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
2. Shailendra Kale, (2013), Production and Operations Management, McGraw Hill Education, Delhi
3. Richard B Chase et al. (2013), Operations and Supply management(12th edn), McGraw, New Delhi
4. Tony Arnold, Stephen N Chapman, Lloyd M Clive, (2010), Introduction to materials management, (6th edn), Pearson, 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:**

1. James A Fitzsimmons, Mona J. Fitzsimmons (2012), Service Management, Mc GrawHill.
2. Metters R.D., Metters. K, and Pullman M. (2008), Service Operations Management ,(1st Edn), Cengage Learning , New Delhi
3. Robert Johnston and Graham Clark and Michael Shulver (2012) , Service Operations Management: Improving Service Delivery , Pearson Education
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 enterprise: 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, (2<sup>nd</sup>edn), Productivity Press,
4. Jeffrey Liker(2004), The Toyota Way, McGraw Hill Education, Delhi

## 15MS3038 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:** 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
2. Paul Sanghere, (2008), PMP in depth: Project Management professional study guide for PMP and CAPM exams, Cengage Learning, New Delhi
3. Kim Heldman, (2013), PMP Project Management Professional Exam Study Guide (7th Edn), John Wiley and Sons, Indianapolis
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 (1<sup>st</sup>edn) , S.Chand and company , New Delhi
2. Peter .S.Pande ,Robert.P.Neuman , Ronald .R.Cavanagh , The sixsigma way , Tata Mc Graw hill publishing company Ltd , NewDelhi .
3. Paul keller (2008) , SixsigmaDemistified , Tata McGraw Hill publishing company Ltd , NewDelhi
4. Keki.R.Bhote , The Ultimate Six sigma , Prentice Hall of India , 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:**

1. Chaman L Jain and Jack Malehorn, (2005), Practical Guide to Business Forecasting, (2nd edn), Gateway Publishing Company Inc., New York.
2. John E Hanke and Dean W Wichem, (2014), Business Forecasting, (9th edn), Pearson Education, India.
3. J Holton Wilson and Barry Keating, (2014), Business Forecasting, (5th edn), Tata McGraw-Hill Publications Ltd., New Delhi.
4. A Reza Hoshmand, (2010), Business Forecasting: A Practical Approach, (2nd edn), Routledge, United Kingdom.

## 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:**

1. Sudalaimuthu and S. Anthony Raj (2009), Logistics for International Business: Text and cases, Prentice Hall India, New Delhi.
2. Bowersox, Donal J. and David Closs, (2009), Logistical Management, (5th edn.), McGraw-Hill, New York
3. Satish K. Kapoor and PurvaKansal, (2009), Marketing Logistics: A Supply Chain Approach, Pearson Education, New Delhi.
4. Vinod V. Sople (2009), Logistics Management - The supply chain imperative,( 2nd edn) Pearson Education, New Delhi

## 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:**

1. ArunMonappa, Ranjeet Nambudiri, Patturaja Selvaraj (2012), "Industrial Relations and Labour Laws"( 2nd Edn), McGraw Hill Education India Pvt Ltd, New Delhi
2. P.K. Padhi (2010), "Labour & Industrial Laws" ( 5th Edn ),PHI Learning P. Ltd, New Delhi
3. C.S. Venkataratnam (2011), "Industrial Relations" (15th Edn),Oxford University Press, New Delhi
4. P.R.N. Sinha, Indubala Sinha, Seema Priyadarshini Shekar, (2014), "Industrial Relations, Trade Unions and Labour Legislations"( 3rd Edn), Pearson

## 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:**

1. John D. Sterman, (2010), Business Dynamics, Tata Mc Graw Hill, New Delhi
2. Satzinger, Jackson and Burd,(2011),Systems Analysis and Design, Cengage Learning, New Delhi
3. Shelly, Cashman and Rosenblatt, (2010), Systems Analysis and Design Methods, Cengage Learning, New Delhi
4. Donella H Meadows, (2008),Thinking in Systems : A Primer, Chelsea Green Publishing

## 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:**

1. Steven M Bragg, (2014), Cost Accounting Fundamentals: Essential Concepts and Examples, (4th edn), Accounting Tools Inc, India.
2. James Sagner, (2014), Working Capital Management: Applications and Case Studies, (1st edn), Wiley Publications Ltd, India.
3. Don Dayananda, Richard Irons, Steve Harrison and John Herbohn, (2002), Capital Budgeting: Financial Appraisal of Investment Projects, (1st edn), Cambridge University Press, United Kingdom.
4. K H Erickson, (2013), Investment Appraisal: A Simple Introduction, (1st edn), Kindle Reading App.

## 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:**

1. Tarek M. Khalil (2011), Management of Technology, Tata McGraw Hill, New Delhi.
2. Gerard H. Gaynor (2009), Handbook of Technology Management, McGraw Hill, New Delhi
3. Margerte A White and Garry D Bruton (2010) , The Management of Technology and Innovation : A Strategic Approach, Cengage Learning , New Delhi
4. Richard .C.Dorf,(2010)The Technology Management Hand Book, CRC Press LLC and Springer - Verlag GmbH & Co

## 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:**

1. Bhattacharyya S. (2011), Introduction to Organisation Theory: Structure and Design of Organisations (1<sup>st</sup> ed.), Hyderabad: Universities Press.
2. Robbins S. & Mathew M. (2009), Organisation Theory: Structure, Design, and Applications (3<sup>rd</sup> ed.), New Delhi: Pearson Education.
3. Daft R.L. (2012), Understanding the Theory and Design of Organisations (10<sup>th</sup> ed.), New Delhi: Cengage Learning.
4. Hatch M.J. & Cunliff A.L. (2012), Organisation Theory: Modern, Symbolic and Postmodern Perspectives (3<sup>rd</sup> ed.), New Delhi: Oxford University Press.

## 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:**

1. Bhattacharyya D.K. (2011), Organisational Change and Development (1<sup>st</sup> ed.), New Delhi: Oxford University Press.
2. Cummings T.G. & Worli C.G. (2012), Theory of Organization Development and Change (9<sup>th</sup> ed.), New Delhi: Cengage Learning.
3. Singh K. (2010), Organisational Change and Development (2<sup>nd</sup> ed.), New Delhi: Excel Books.
4. Anderson D.L. (2013), Cases and Exercises in Organization Development & Change (1<sup>st</sup> ed.), New Delhi: SAGE Publications.



## 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:**

1. Werner J.M. & DeSimone R.L. (2012), Human Resource Development (5<sup>th</sup> ed.), New Delhi: Cengage Learning.
2. Deb T. (2006), Human Resource Development: Theory and Practice (1<sup>st</sup> ed.), New Delhi: ANE Books.
3. Gilley J.W., Eggland S.A. & Gilley A.M. (2002), Principles of Human Resource Development (1<sup>st</sup> ed.), Cambridge: Basic Books.
4. Goel V. (2009), Human Resource Development (1<sup>st</sup> ed.), New Delhi: Lotus Press.

## 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:**

1. Dale M. (2003), Handbook of Successful Recruitment and Selection: A Practical Guide for Managers (1<sup>st</sup> ed.), New Delhi: Crest Publishing House.
2. Chadha N.K. (2004), Recruitment and Selection (1<sup>st</sup> ed.), New Delhi: Galgotia Publishing.
3. Edenborough R. (2006), Assessment Methods In Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres (3<sup>rd</sup> ed.), London: Kogan Page.
4. Heneman H. III & Judge T. (2003), Staffing Organizations (), New Delhi: McGraw-Hill Education.

## 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:

1. Noe R.A. & Kodwani A.D. (2012), Employee Training and Development (5<sup>th</sup> ed.), New Delhi: McGraw-Hill Education.
2. Saks A.M. & Haccoun R.R. (2011), Managing Performance Through Training and Development (5<sup>th</sup> ed.), Toronto: Nelson Education.
3. Blanchard N.P. & Thacker J. (2013), Effective Training (5<sup>th</sup> ed.), New Delhi: Pearson Education.
4. Janakiram B. (2007), Training and Development (1<sup>st</sup> ed.), New Delhi: Dreamtech Press.

## 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:

1. Narain B.S. (2010), Performance Management (1<sup>st</sup> ed.), New Delhi: Cengage Learning.
2. Aguinis H. (2013), Performance Management (3<sup>rd</sup> ed.), New Delhi: Pearson Education.
3. Kohli A.S. (2008), Performance Management (1<sup>st</sup> ed.) New Delhi: Oxford University Press.
4. Deb T. (2008), Performance Appraisal and Management (1<sup>st</sup> ed.), New Delhi: Excel Books.

## 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:**

1. Rothwell W.J., Jackson R.D., Knight S.C. & Lindholm J.E. (2005), *Career Planning and Succession Management: Developing Your Organisation's Talent for Today and Tomorrow* (1<sup>st</sup> ed.), Connecticut: Praeger Publishers.
2. Kaye B. & Giulioni J.W. (2012), *Help Them Grow or Watch Them Go: Career Conversations Employees Want* (1<sup>st</sup> ed.), San Francisco: Berrett-Koehler Publishers.
3. Greenhaus J.H., Callanan G.A. & Godshalk V.M. (2010), *Career Management* (1<sup>st</sup> ed.), New Delhi: SAGE Publications.
4. Hawkins P. & Smith N. (2010), *Coaching, Mentoring and Organizational Consultancy* (1<sup>st</sup> ed.), New Delhi: McGraw-Hill Education.

## 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:**

1. Milkovich G.T., Newman J.M. & Venkataratnam C.S. (2009), Compensation (9<sup>th</sup> ed.), New Delhi: McGraw-Hill.
2. Henderson R.I. (2006), Compensation Management in a Knowledge-Based World (10<sup>th</sup> ed.), New Delhi: Pearson Education.
3. Ghosh B. (2012), Compensation & Reward Management (1<sup>st</sup> ed.), New Delhi: Sterling Publishers.
4. Ellig B. (2011), The Complete Guide to Executive Compensation (1<sup>st</sup> ed.), New Delhi: McGraw-Hill.

## 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:**

1. Padhi, P.K. (2010), Labour and Industrial Laws (5<sup>th</sup> ed.), New Delhi: PHI Learning.
2. Monappa A., Nambudiri R. & Selvaraj P. (2012), Industrial Relations and Labour Laws (2<sup>nd</sup> ed.), New Delhi: McGraw-Hill Education.
3. Venkatratnam C.S. (2011), Industrial Relations, (15<sup>th</sup> ed.) New Delhi: Oxford University Press.
4. Sinha P.R.N., Sinha I.B. & Shekar S.P. (2014), Industrial Relations, Trade Unions and Labour Legislations (3<sup>rd</sup> ed.) New Delhi: Pearson Education.

## 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 relation, India and International Labour Organization.

**References:**

1. Monappa A., Nambudiri R. & Selvaraj P. (2012), Industrial Relations and Labour Laws (2<sup>nd</sup> ed.), New Delhi: McGraw-Hill Education.
2. Venkatratnam C.S. (2011), Industrial Relations, (15<sup>th</sup> ed.) New Delhi: Oxford University Press.
3. Singh P.N. & Kumar N. (2011), Employee Relations Management, (1<sup>st</sup> ed.), New Delhi: Pearson Education.
4. Sinha P.R.N., Sinha I.B. & Shekar S.P. (2014), Industrial Relations, Trade Unions and Labour Legislations (3<sup>rd</sup> ed.) New Delhi: Pearson Education.

## 15MS3056 STRATEGIC HUMAN RESOURCE MANAGEMENT

**Credits:** 3:0:0

**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:**

1. Das P. (2011), Strategic Human Resource Management: A Resource Driven Perspective (1<sup>st</sup> ed.), New Delhi: Cengage Learning.
2. Greer C.R. (2011), Strategic Human Resource Management: A General Managerial Approach (2<sup>nd</sup> ed.), New Delhi: Pearson Education.
3. Dreher G.F. & Dougherty T.W. (2005), Human Resource Strategy: A Behavioural Perspective for the General Manager (1<sup>st</sup> ed.), New Delhi: Tata McGraw-Hill.
4. Armstrong M. (2009), Strategic Human Resource Management (1<sup>st</sup> ed.), New Delhi: Kogan Page.

## 15MS3057 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

**Credits:** 3:0:0

### **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:**

1. Dowling P.J., Festing M. & Engle, A.D. (2008), International Human Resource Management (5<sup>th</sup> ed.), New Delhi: Cengage Learning.
2. Aswathappa K. & Dash S. (2013), International Human Resource Management (2<sup>nd</sup> ed.), New Delhi: McGraw-Hill Education.
3. Kukreja H. (2009), International Human Resource Management with Case Studies (1<sup>st</sup> ed.), New Delhi: Surendra Publishers.
4. Harzing A.W. & Pinnington A.H. (2011), International Human Resource Management (3<sup>rd</sup> ed.), New Delhi: SAGE Publications.

## 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:**

1. Curtis B., Hefley W.E. & Miller S.A. (2002), *The People Capability Maturity Model: Guidelines for Improving the Workforce* (2<sup>nd</sup> ed.), New Delhi: Pearson Education.
2. Curtis B., Hefley W.E. & Miller S.A. (2010), *The People CMM: A Framework for Human Capital Management* (2<sup>nd</sup> ed.), Boston: Pearson Education.
3. Curtis W., Miller S. & Hefley W. (2001), *People Capability Maturity Model version 2.0 (CMU/SEI-2001-MM-001)*, Retrieved from the Software Engineering Institute, Carnegie Mellon University website: <http://cmminstitute.com/resource/people-capability-maturity-model-p-cmm-version-2-0/>
4. Bool H. (2008), *Managing Culture: People CMM*, Retrieved from Ezine Articles website: <http://ezinearticles.com/?Managing-Culture---People-CMM&id=1749872>



## 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:**

1. Crane A. & Matten D. (2012), *Business Ethics* (3<sup>rd</sup> ed.), New Delhi: Oxford University Press.
2. Mandal S.K. (2013), *Ethics in Business and Corporate Governance* (2<sup>nd</sup> ed.), New Delhi: McGraw-Hill Publications.
3. Fernando A.C. (2012), *Business Ethics: An Indian Perspectives* (2<sup>nd</sup> ed.), New Delhi: Pearson Education.
4. Shaw W.H. (2010), *Business Ethics: A Textbook with Cases* (7<sup>th</sup> ed.), New Delhi: Cengage Learning.

## 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:**

1. Chatterji M. (2011), *Corporate Social Responsibility* (1<sup>st</sup> ed.), New Delhi: Oxford University Press.
2. Agarwal S.K. (2008), *Corporate Social Responsibility in India* (1<sup>st</sup> ed.), New Delhi: SAGE Publications.
3. Baxi C.V. & Prasad A. (2006), *Corporate Social Responsibility* (1<sup>st</sup> ed.), New Delhi: Excel Books.
4. Fernando A.C. (2014), *Corporate Governance: Principles, Policies and Practices* (6<sup>th</sup> ed.), New Delhi: Pearson Education.

## 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:**

1. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2008.
2. Francis Cherunilam, Business Environment, Himalaya Publishing House, Mumbai, 2007.
3. Keith Davis and Robert Blomstrom, Robert L., Business and Society: Environment and Responsibility, 1995
4. Ghosh, P.K. and Kapoor, G.K., Business Policy and Environment, Sultan Chand and Sons, New Delhi, 1992.

## 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
2. Bowersox, Donal J. and David Closs, Logistical Management, 5th ed., McGraw-Hill
3. Vinod V. Sople, Logistics Management – The supply chain imperative, Pearson Education, New Delhi, 2009.
4. Maritime India: Port and Shipping 1995, Munshiram, Manoharlal Publishers, 1995.

## 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:**

1. Export Manual, What, where and How: Nabhi's Publications, New Delhi, 2012.
2. Paras Ram, Export: What, where and How, Anupam Publishers, Delhi, 2010.
3. Government of India, Handbook of Import-Export Procedures, 2014
4. Foreign Trade Policy (2009-2014) Published by DGFT. (Latest Edition).

## 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:**

1. Nidhi Jain, Foreign Exchange and Risk Management, New Century Publications, (2007)
2. C. Jeevanandam, Foreign Exchange and Risk Management, Sultan Chand and Sons, (2006).
3. Foreign Exchange Management (FEMA) Manual – Taxmann Publications (2010)
4. Bharadwaj: Hand Book of Foreign Exchange, Wheeler Publishing (2006)

## 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**

1. Azhar Kazmi, Business Policy, Tata McGraw-Hill Publishing Co Ltd, New Delhi,
2. Srivastava, Management Policy and Strategic Management, Himalaya Publishing Co.
3. Porter.M, Competitive Strategy Techniques for Analyzing Industries and competitors, The Free Press, New York.
4. Thompson and Strickland, Strategic Management – Concepts and Cases, Tata McGraw Hill, New Delhi

## 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:**

1. Jeffrey A. Frankel, Regional Trading Blocs in the world of economic system, 2005.
2. Ravi Kumar Jain, D. Satish, Trading blocs – Reflections, ICFAI Press, 2008.
3. Palmer Perkins, International Relations (3e), CBS Publishers, 2001.
4. Krishnaveni Muththia, International Relations, Himalaya Publishing House, 2002.
5. Justin Paul, International Business, PHI Learning Private Limited. (Latest Edition)

## 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:**

1. Francis Cherunilam (2008), International Economics (5<sup>th</sup> Edition), Mc Graw Hill Education (India) Pvt Ltd.
2. Bhagwati J. (2002), Free trade today, Princeton University Press.
3. Casson M. (2000), Economics of international business: a new research agenda, E. Elgar.
4. Krugman P., Obsfeldt M (1991), International economics: theory and policy, second edition, New York, Harper Collins.

## 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:**

1. Marcus Schmidt and Svend Hollensen (2007), Marketing Research: An International Approach, New Delhi: Pearson Limited.
2. Philip Cateora, International Marketing, Tata McGraw-Hill, New Delhi, 2010.
3. Douglas Susan P. and Graig C. Samuel, International Marketing Research, Prentice Hall, NJ, 2005.
4. Churchill Gilbert A., Basic Marketing Research, Dryden Press, Chicago, 2008

## 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:**

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, Credit, 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:**

1. Myneni S.R(2014) International Trade Law (International Business Law (3<sup>rd</sup> ed), Paper Back Jain Book Agency 2014 ISBN : 9789380231068
2. Kwatra G.K (Executive Director, the Indian Council of Arbitration) (2008) Arbitration and Contract Law of SAARC Countries - with Case Law on UNCITRAL Model Law Hard Back Jain Book Agency, ISBN : 9788175346482
3. Bhardwaj H.H (2014) Arbitration & ADR (Universal Law Series) (4th ed), Paper Back Jain Book Agency ISBN : 9789350355060
4. The Institute of Company Secretaries of India (ICSI) (2014) World Trade Organisation, International Trade, Joint Ventures & Foreign Collaborations (2nd ed), Paper Back Jain Book Agency
5. Daniels J.D Lee, Radebaugh H; Daniel P. Suilvan, "International Business Environments and Operations"10ed, Pearson Prentice Hall, (ISBN 0-13-121 726-7).
6. Bare Acts of relevant Act.

## 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
- 2 Francis Cherunilam (2013), International Trade and Export Management (18<sup>th</sup> Edn), Mumbai: Himalayas Publishing House.
- 3 Justin Paul and Rajiv Aserkar (2013), Export Import Management (2<sup>nd</sup> Edition), Oxford Press.
- 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
- 2 Editors: Mary Alice Shaver and Soontae AN (2014), The Global Advertising Regulation Handbook, M.E. Sharpe Publishing.
- 3 Belch & Belch (2006), Advertising & Promotion, Tata McGraw Hill.
- 4 Shimp (2007), Advertising and Promotion: An IMC Approach, Cengage Learning.
- 5 O' Guinn (2006), Advertising and Integrated Brand Promotion, Cengage Learning.

## 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:**

1. Paula Caliguri, David Lepak and Jaime Bonache (2010), Managing the Global workforce (11st Edn), Wiley-Black well publishers
2. Manab Adhikary (2010), Global Business Management, New Delhi: Mac Millan India Limited
3. John B Cullen and K Praveen Parboteeah (2009), International Business: Strategy and the Multinational Company (1<sup>st</sup> Edn), Routledge Publishers.
4. Alfred D Chandler Jr and Bruce Mazlish (2005), Leviathans: Multinational Corporations and the new Global History, Cambridge University Press

## 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:**

1. Peter J. Dowling & Denise E. Welch (2009), International Human Resource Management, New Delhi: Cengage Learning
2. Aswathappa K; Sadhna Dash(2009), International Human Resource Management; Tata McGrawHill, New Delhi
3. Bhatia S.K. (2005), International Human Resource Management: A Global Perspective: Practices and Strategies for Competitive Success, New Delhi: Deep and Deep Book Publishers
4. Dessler, G. (2005), Human Resource Management (10<sup>th</sup> Edn.), Prentice Hall India Pvt Limited

## 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:**

1. Heldman K (2013), PMP-Project Management Performance Exam Study Guide (7<sup>th</sup> Edition), New Delhi: Wiley India Pvt Limited
2. Prasanna Chandra (2009), Projects: Planning, Analysis, Selection, Financing, Implementation and Review (7<sup>th</sup> Edition), Tata Mcgraw Hill Education Pvt Ltd
3. Harvard Business Review (January 2014), Managing Projects, Harvard Business Publishing.
4. Harold Kerzner (2013), Project Management: A systems approach to planning, scheduling and controlling (10<sup>th</sup> Edition), New Delhi: Wiley India Pvt Ltd

## 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,
3. Patrick Alderton (2008), Port Management and Operations(3<sup>rd</sup>Edn), Informa Law from Routledge (Kindle Edition)
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
6. Sudalaimuthu and Anthony Raj (2015), Logistics Management for International Business: Text and Cases (1e), New Delhi: PHI Learning Pvt Limited.

## 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:**

1. Douglas M. Lambert, James R Stock and Lisa M. Ellram (1998), Fundamentals of Logistics, International Edition: Irwin McGrawHill.
2. V.V. Sople (2012), Logistics Management, New Delhi: Pearson Limited.
3. Lemay Stephen, Bloomberg, David J Hanna Joe (2002), Logistics, New Delhi: Prentice Hall.
4. Singh P Rakesh Ailawadi, Satish C (2012), Logistics Management (2<sup>nd</sup> ed.), New Delhi: Prentice Hall India.

## 15MS3077 WAREHOUSE AND DISTRIBUTION FACILITIESMANAGEMENT

**Credits: 3:0:0**

### **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:**

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.

### **Reference Books:**

1. S. A. Jiffry (2012), Effective Warehouse Management – Lamber Academic Publishing.
2. Emmet. (2005), Excellence in Warehouse Management (1<sup>st</sup> ed.), John Wiley & Sons (Asia) Pte Limited.
3. Peter Baker, Alan Rushton, Phil Croucher. (2014), The handbook of Logistics and Distribution Management (5<sup>th</sup> ed.), Kogan Page.
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:**

1. Michel Savy, June Burnham (2011), Freight Transport and the Modern Economy, Routledge Chapman and Hall
2. David Lowe (2005), Intermodal Freight Transport, Elseveir Butterworth Heinemann
3. Nagabhushana Rao S (2004), Transportation Management, New Delhi: Nidhi Book Centre.
4. Kunaka Carruthers (2014), Trade and Transport corridor management, World Bank Publications.



## 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:**

1. S.Sudalaimuthu and S. Anthony Raj (2015), Logistics Management for International Business: Text and Cases (2<sup>nd</sup> Revised Ed), New Delhi: Prentice Hall India Limited.
2. Pierre A. David and Richard D Stewart (2010), International Logistics: Management of International Operations (3<sup>rd</sup> Edition), Cengage Learning Custom Publishing.
3. Branch A E (2008), Global Supply Chain Management and International Logistics (1<sup>st</sup> Edition), New Delhi: ANE Books
4. Faustino Taderera (2010), Principles and Practice of International Logistics: Supply Chain, Shipping, Warehousing, LAP-Lambert Academic Publishing.

## 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:**

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.

### **Reference Books:**

1. Zhang Changsen (2005), Third Party Logistics Management, Logus Verlag Berlin.
2. Janina Bohling (2013), Outsourcing and Third Party Logistics, Grin Verlag Publishers.
3. Jerry Davis and Curtis Greve (2012), An Executive guide to Reverse Logistics: How to find hidden profits by managing returns, Greve Davis Publishing
4. Van Wassenhove Wassenhove Inderfurth Fleischmann Dekker (2010), Reverse Logistics, Springer Publications

## 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.
2. Robert Monczka, Robert Trent and Robert Handfield (2007), Purchasing and Supply Chain Management, International Edition: South-Western Publishing, Thomson Learning Inc.
3. Rahul V Altekar (2009), Supply Chain Management: Concepts and cases (1<sup>st</sup> Edition), New Delhi: Prentice Hall India Pvt Ltd.,
4. Christoph Kilger and Hartmut Stadler (2007), Supply Chain Management and Advanced Planning: Concepts, Models, Software, and Case studies (4<sup>th</sup> Edition), Springer-Verlag Publishing.

## 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 Inventorying; 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:**

1. Richard J. Tersine (1993), Principles of Inventory and Materials Management (4<sup>th</sup> Edition), Pearson Limited
2. Gopalakrishnan (2009), Materials Management (1<sup>st</sup> Edition), New Delhi: PHI Learning Pvt Ltd.,
3. A.K. Datta (2009), Materials Management: Procedures, Text and cases (2<sup>nd</sup> Edition), New Delhi: PHI Learning Pvt Ltd.,
4. John W. Toomey (2000), Inventory Management: Principles, concepts and Techniques (Materials Management Logistics series), London: Springer – Verlag Gmbh.

## 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:**

1. Gopalakrishnan P (2001), Purchasing and Materials Management (1<sup>st</sup> Edition), New Delhi: McGrawHill Education (India) Pvt Ltd
2. Sarika Kulkarni (2011), Purchasing and Inventory Management (1<sup>st</sup> Edition), Shroff Publications.
3. Mohsen Shirani (2012), Strategic Outsourcing, LAP-Lambert Academic Publishing.
4. Folinas (2012), Outsourcing Management for Supply chain Operations and logistics services, Information Science Reference.

## 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 (2<sup>nd</sup> Edition), Spiringer Publications
2. Liwen Chen (2011), Issues in Operations Management and Marketing interface research: Competition, product line design and channel coordination, Proquest, UMI Dissertation Publishing.
3. Pingali Venugopal (2001), Marketing Channel Management: A customer – centre Approach (1<sup>st</sup> Edition), SAGE Publications India Pvt Ltd.
4. Donald Waters (1999), Global Logistics and Distribution Planning and Strategies for Management (Revised Edition), CRC Press.

## 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:**

Strategies, Planning and Performance - Principles and strategies of Logistics and SCM, Logistics and Supply Chain Operations Planning, Approaches to develop metrics, Measurement and Control Systems - Logistical and supply chain measurement, measurement in integration context, Supply chain control, Understanding Performance Frameworks - Mapping for SCM, Lean thinking and SCM, Supply chain performance measurement.

### **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
4. Logistics and Supply Chain Performance Management – CII Handbook.

## 15MS3086 DECISION MODELING IN LOGISTICS AND SCM

**Credits: 3:0:0**

### **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:**

1. Anurag Saxena and Lt.Col. Kaaushik Sircar (2007), Logistics and Supply Chain Management: Text and Cases, New Delhi: Jaico Publishing House.
2. Nagrah Balakrishnan, Barry Render and Ralph M Stair (2014), Managerial Decision Modeling with Spreadsheet (3<sup>rd</sup> Edition), Pearson Education.
3. R.B Khanna (2012), Quantitative Techniques for managerial decisions (2<sup>nd</sup> Edition), PHI Learning Pvt Ltd.
4. David Levine, Timothy, Mark Barry Render, Ralph M. Stair and Michael E Hanna (2012), Quantitative Techniques for Management, Pearson India Limited



## 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:**

1. James B Ayers, and Mary Ann Odegaard (2008), Retail Supply Chain Management, New Delhi: Auerbach Publications.
2. Sanjay Thakur (2012), Retail Store and Supply Chain Management, New Delhi: Oxford Book Company
3. Hugos Thomas (2005), Supply Chain Management in the Retail Industry, John Wiley & Sons Publishing.
4. Rajesh Raj (2013), Supply Chain Management for Retailing, Tata McGrawHill Publishing. e-book version.

## 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:**

1. Sahay B.S (2008), Supply Chain Management for Global competitiveness, New Delhi: Mac Millan India Limited.
2. Thomas J. Goldsby, John E. Bell, and Chad W. Autry (2012), Global macro trends and their impact on supply chain management: Strategies for Gaining competitive advantage, Pearson Financial Times
3. Bekele Reta (2012), Supply Chain Management and competitiveness, LAP Lambert Academic Publishing
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:**

1. Benjamin S Blanchard (2007), Logistics Engineering and Management (5<sup>th</sup> Edition), Pearson Education (Singapore) Pte Limited.
2. Benjamin S Blanchard (2008), Logistics Engineering and Management (6<sup>th</sup> Edition), PHI Learning Pvt Limited
3. Richard S, Logistics Engineering and Management (5<sup>th</sup> Edition), Pearson Higher Education.
4. Taylor (2008), Introduction to Logistics Engineering (10<sup>th</sup> Edition), Taylor & Francis Group.

## 15MS3090SUPPLY 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:**

1. Donald Waters (2008), Supply Chain Risk Management – vulnerability and resilience in logistics, USA and UK Edition: Kogan Page Limited for The Chartered Institute of Logistics and Transport (UK).
2. Omera Khan and George A. Zsidisin (2014), Handbook for Supply Chain Risk Management (1<sup>st</sup> Edition), Cengage Learning India Pvt Limited.
3. Manners-Bell (2014), Supply Chain Risk: Understanding emerging threats to global supply chains, Kogan page.
4. Teresa Wu and Jennifer Vincent Blackhurt (2009), Managing Supply Chain risk and Vulnerability: Tools and methods for supply chain decision making (1<sup>st</sup> Edition), Springer Publications.