



# **MANAV RACHNA UNIVERSITY**

**FACULTY OF MANAGEMENT & COMMERCE  
DEPARTMENT OF MANAGEMENT & COMMERCE**

**PROGRAM STRUCTURE  
&  
DETAILED SYLLABUS**

**Bachelor of Business Administration  
BATCH: 2019-2022**

**MANAV RACHNA UNIVERSITY**  
**PROGRAM STRUCTURE- BBA 2019 BATCH**

**SEMESTER - 1**

SUBJECT CODES	SUBJECT NAME	OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH101B	FUNDAMENTALS OF MANAGEMENT	CSE	HARD	CORE	0	0	3	0	3	2
MCH102B	MICRO ECONOMICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH 106B	BUSINESS STATISTICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH104B	ORGANIZATIONAL BEHAVIOUR	DMC	HARD	CORE	3	0	0	0	3	3
MCH 105B	MARKETING MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
ECH104B	COMPUTERS AND INFORMATION SYSTEM LAB	ECE	HARD	CORE	2	0	2	0	4	3
ECH104B	COMPUTERS AND INFORMATION SYSTEM LAB	ECE	HARD	CORE						
MCH107B	BUSINESS COMMUNICATION – I	DMC	HARD	CORE	3	0	0	0	3	3
MCH109B	FINANCIAL ACCOUNTING	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH103B	ACCOUNTING FOR MANAGERS(HCM, OM, EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 108B	ENTREPRENEURSHIP: THEORY AND PRACTICES (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH103B	ACCOUNTING FOR MANAGERS(HCM, OM, EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 110B	INTRODUCTION TO HEALTH CARE MANAGEMENT (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH103B	ACCOUNTING FOR MANAGERS(HCM, OM, EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH111B	PRINCIPLES OF MANUFACTURING (OM)	ME	HARD	ELECTIVE	3	0	0	0	3	3

**SEMESTER - 2**

SUBJECT CODES	SUBJECT NAME	OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH113B	MACRO ECONOMICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH112B	BUSINESS ENVIRONMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH114B	HUMAN RESOURCE MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH115B	FINANCIAL MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
CHH105B	ADVANCED EXCEL	CST	HARD	CORE	2	0	2	0	4	3
MCH116B	BUSINESS COMMUNICATION SKILLS- II	DMC	HARD	CORE	3	0	0	0	3	3
CDO101B	PROFESSIONAL DEVELOPMENT PROGRAMME II	CDC	SOFT	UC	1	0	1	0	2	0
MCH121B	SUMMER TRAINING ( TO BE EVALUATED IN III SEM) (ALL STREAM BBA)	DMC	NTCC	ELECTIVE	0	0	0	2	0	2
MCH118B	COST AND MANAGEMENT ACCOUNTING (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3

MCH120B	NEW VENTURE CREATION (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH119B	FINANCING AND BUSINESS DEVELOPMENT OF HEALTHCARE MANAGEMENT (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH117B	FUNDAMENTALS OF LOGISTICS (OM)	ME	HARD	ELECTIVE	3	0	0	0	3	3
<b>SEMESTER - 3</b>										
SUBJECT CODES	SUBJECT NAME	OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH201B	BUSINESS LAW	DMC	HARD	CORE	3	0	0	0	3	3
ECH212B	MANAGEMENT INFORMATION SYSTEMS	ECE	HARD	CORE	2	0	2	0	4	3
MCH202B	CONSUMER BEHAVIOUR	DMC	HARD	CORE	3	0	0	0	3	3
MCH203B	OPERATIONS MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
FLS101,102,103	FOREIGN LANGUAGE	MRVFL	SOFT	UC	2	0	0	0	2	1
CHH137	ENVIRONMENTAL SCIENCES	CHEM DEPT	HARD	UC	2	0	0	0	2	2
MCH208B	TOTAL QUALITY MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH209B	WAREHOUSING MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH210B	CLINICAL SERVICES (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH211B	PLANNING AND DESIGN OF HOSPITALS (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH212B	HEALTH SYSTEMS AND MANAGEMENT (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH206B	FAMILY BUSINESS MANAGEMENT (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH207B	CREATIVITY, INNOVATION AND ENTREPRENEURSHIP (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH204B	FINANCIAL REPORTING, PLANNING AND CONTROL (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH205B	INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
<b>SEMESTER - 4</b>										
SUBJECT CODES	SUBJECT NAME	OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH218B	SERVICES MARKETING	DMC	HARD	CORE	3	0	0	0	3	3
MCH215B	SUPPLY CHAIN MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH216B	PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEMS	DMC	HARD	CORE	3	0	0	0	3	3
CSH216B	RELATIONAL DATABASE MANAGEMENT SYSTEMS	ECE	HARD	CORE	2	0	2	0	4	3
MCH217B	RESEARCH METHODOLOGY	DMC	HARD	CORE	3	0	0	0	3	3
MCH219B	MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH220B	FINANCIAL DECISION MAKING CMA III (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 225B	APPLIED ENTREPRENEURSHIP PROGRAM (EFB)	DMC	NTCC	ELECTIVE	0	0	0	6	0	6
MCH222B	MANAGING ENTREPRENEURIAL GROWTH AND STRATEGY (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH223B	MANAGEMENT OF FAMILY OWNED BUSINESS (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3

MCH 224B	ORIENTATION PROGRAMME IN ENREPRENEURSHIP (EFB)	DMC	SOFT	Elective	0	0	2	0	2	2
MCH226B	MATERIAL & INVENTORY MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH232B	FREIGHT TRANSPORT MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH233B	APPLIED OPERATIONS MANAGEMENT PROJECT (OM)	DMC	NTCC	ELECTIVE	0	0	0	6	0	6
MCH227B	HEALTHCARE INFORMATION SYSTEM (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH228B	MANAGEMENT OF MEDICATION (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH229B	HEALTHCARE & HUMAN RESOURCE MANAGEMENT (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH231B	PROJECT MANAGEMENT	DMC	HARD	ELECTIVE	3	0	0	0	3	3
<b>SEMESTER - 5</b>										
SUBJECT CODES	SUBJECT NAME	OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH301B	CUSTOMER RELATIONSHIP MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
MCH302B	INTERNATIONAL BUSINESS	DMC	HARD	CORE	3	0	0	0	3	3
MCH303B	STRATEGIC MANAGEMENT	DMC	HARD	CORE	3	0	0	0	3	3
CDS305B	PROFESSIONAL DEVELOPMENT PROGRAMME V	CDC	SOFT	UC	1	0	1	0	2	0
CSW351B	Website Designing	CST	Workshop	CORE	0	0	3	0	3	1.5
EDS289/EDS290/EDS288/PSE301/LWS325/LWS323	Applied Psychology/Applied Sociology/Applied Philosophy/Essential of Peace and Sustainability/Law Relating to Intellectual Property Rights/Cyber Law	EDU/LAW/PSE	SOFT	ALLIED ELECTIVE	1	0	2	0	3	2
MCH313B	LOGISTICS AND INTERNATIONAL SUPPLY CHAIN MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH314B	PURCHASING AND INVENTORY MANAGEMENT (OM)	ME	HARD	ELECTIVE	3	0	0	0	3	3
MCH315B	SERVICE OPERATIONS MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH304B	FINANCIAL DERIVATIVES (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH305B	BUSINESS TAXATION (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH306B	MERGERS AND ACQUISITIONS (FAA)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH307B	SOCIAL ENTREPRENEURSHIP (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH308B	TECHNOLOGICAL ENTREPRENEURSHIP (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH309B	FAMILY BUSINESS GOVERNANCE (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH310B	HEALTH CARE INSURANCE & MANAGEMENT CARE (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH311B	QUALITY ASSURANCE IN HEALTH CARE (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH312B	LEGAL & ETHICAL ISSUES IN HEALTH CARE (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3

SEMESTER - VI										
SUBJECT CODES	SUBJECT NAME	OFFERING DEPARTMENT	*COURSE NATURE (Hard/Soft/Workshop/NTCC)	COURSE TYPE (Core/Elective / University Compulsory)	L	T	P	O	NO. OF CONTACT HOURS PER WEEK	NO. OF CREDITS
MCH316B	E-COMMERCE	DMC	HARD	CORE	3	0	0	0	3	3
MCH317B	DIGITAL MARKETING	DMC	HARD	CORE	3	0	0	0	3	3
MCH318B	BUSINESS ANALYTICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH319B	CSR AND BUSINESS ETHICS	DMC	HARD	CORE	3	0	0	0	3	3
MCH320B	BEHAVIOURAL FINANCE (FAA)	DMC	HARD	ELECTIVES	3	0	0	0	3	3
MCH321B	FINANCIAL SERVICES (FAA)	DMC	HARD	ELECTIVES	3	0	0	0	3	3
MCH336B	FINANCIAL MODELING (FAA)	DMC	HARD	ELECTIVES	3	0	0	0	3	3
CSW331B	GOOGLE SUITES	CST	Workshop	ELECTIVES	0	0	3	0	3	1.5
MCH322B	STRATEGIES AND PRACTICES OF FAMILY OWNED ENTERPRISES (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH323B	COPYRIGHT, PATENTS AND LAWS OF IPR (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH324B	ENTREPRENEURIAL FINANCE (EFB)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH325B	APPLIED ENTREPRENEURSHIP PROJECT (EFB)	DMC	NTCC	ELECTIVE	0	0	0	8	0	8
MCH326B	HEALTH SYSTEMS IN INDIA (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 327B	PUBLIC HEALTH (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH328B	EPIDEMIOLOGY (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 329B	GLOBAL HEALTHCARE SCENARIO, (HCM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH 330B	FINAL INTERNSHIP REPORT	DMC	NTCC	ELECTIVE	0	0	0	8	8	8
MCH331B	INTRODUCTION TO SHIPPING (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH332B	MULTIMODAL TRANSPORTATION (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH333B	TRANSPORTATION AND DISTRIBUTION MANAGEMENT (OM)	DMC	HARD	ELECTIVE	3	0	0	0	3	3
MCH334B	APPLIED OPERATIONS MANAGEMENT PROJECT (OM)	DMC	NTCC	ELECTIVE	0	0	0	8		8

**MANAV RACHNA UNIVERSITY**  
**DEPARTMENT OF MANAGEMENT AND COMMERCE**  
**SYLLABUS- BBA**  
**2019**  
**SEMESTER I**

Course Title/Code	<b>FUNDAMENTALS OF MANAGEMENT / MCH 101</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0-
Course Objectives	The course aims to help the student to acquire current and relevant management knowledge and understanding of managerial functions and principles in achieving organizational success.

**SECTION -A**

**Concept and Nature of Management:-** Concept of Organization, Meaning and Definition of Management; Nature and Importance of Management, Management as Science, Art and Profession, Functions & Process of Management, Management and Administration, levels of management, Skills and roles of a manager, Social Responsibilities and Ethics.

**SECTION -B**

**Development of Management Thought-** Schools of Management Thought- F.W. Taylor's Scientific Management, Henry Fayol's Organizational Theory, Max Weber's Bureaucracy; Elton Mayo's Human Relations Approach , System Approach and Contingency Approach.

**SECTION -C**

**Planning Organizing and Decision Making:-** Concept, Nature and Elements of Planning, Types of Plans, Levels of Planning, Steps in Planning, Decision Making and Process of Rational Decision Making, Organizing-Nature Process and Importance, Forms of Organizational Structure, Span of Management, Departmentation, Delegation and Decentralization of Authority.

**SECTION -D**

**Leading & Control:-** Meaning and Significance of Leadership, Leadership Styles, Essentials of Successful Leadership, Communication- Importance, Process and Barriers to Communications and Overcoming these Barriers, Principles of Effective Communication. Motivation- Definition, Motives and Motivation, Theories of Motivation. Controlling- Definition and Elements of Control Process, Types of Control System; Pre-Requisites of Effective Control System, An Overview of Budgetary And Non-Budgetary Control Devices.

**.Text/Reference Books**

1. Essentials of Management – Harold, Koontz and Cyril O’ Donnell Heinz Weihrich Koontz . 9<sup>th</sup> ed, (Mc.Graw Hill Publishers), 2006
2. Fundamentals of Management, Essential Concepts and Applications, Robbins & DeCenzo, 9<sup>th</sup> ed, Pearson, 2000
3. Vasishth, Neeru, Principles of Management, Taxmann, New Delhi.
4. L.M. Prasad , Principles & Practices of Management, Sultan Chand & Sons), 2015

Course Title/Code	<b>MICRO ECONOMICS / MCH 102</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	NIL
Course Objectives	The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations.

### SECTION A

Microeconomics: meaning nature and scope. Basic concepts of economics: Static and dynamic approaches, equilibrium, utility, opportunity cost, marginal and incremental principles. Microeconomics and Business, Utility analysis.

### SECTION B

Theory of demand: Nature of demand for a product, individual demand, market demand, determinants of demand. Elasticity of demand and its determinants, demand as multivariate function.

### SECTION C

Theory of production and costs: The concept of production function, production with one and two variable inputs, optimal input combination, theory of cost in short run and long run, revenue function.

### SECTION D

Theory of firm and market organization: Breakeven analysis, pricing under perfect competition, pricing under monopoly, price discrimination, pricing under monopolistic competition, selling cost, pricing under oligopoly: cournot model, kinked demand curve and price leadership.

### References:

1. D N Dwivdi, Micro Economics: Theory and Applications, 1<sup>st</sup> ed, Sultan Chand & Co., New Delhi, 2018
2. N Gregory Mankiw, Principles of Micro Economics, 6<sup>th</sup> ed, Cengage India, 2006
3. Salvatore, Dominick, Principles of Microeconomics, 5<sup>th</sup> ed, Oxford University Press, 2009
4. Samuelson, Micro-Economics; 19<sup>th</sup> ed, McGraw-Hill International Edition, 2010

Course Title/Code	<b>FINANCIAL ACCOUNTING / MCH 110</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	None
Course Objectives	The primary objective of the course is to familiarize the professional under graduate students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

### **SECTION A**

Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting. Conceptual Frame work: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India.

### **SECTION B**

Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance, Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation. (WDV & SLM)

### **SECTION C**

Preparation of final accounts: Preparation of Trading and Profit & Loss Account and Balance Sheet, Introduction to Company Final Accounts: Important provisions of Companies Act, 1956 in respect of preparation of Final Accounts.

### **SECTION D**

Preparation of final accounts of a Company, Computerized Accounting: Computers and Financial application, Accounting Software packages.

#### References:

1. R.L. Gupta – Advanced Accounting, 13<sup>th</sup> ed, Sultan Chand and Sons, 2018
2. Shah: Basic Financial Accounting, 4<sup>th</sup> ed, Oxford University Press. 2017
3. Maheshwari and Maheshwari – An Introduction to Accountancy 12e – Vikas Publishing House, 2018
4. Bhattacharya/financial Accounting for business Managers, 3<sup>rd</sup> ed, Prentice Hall of India , 2006.
5. Khan and Jain, Financial Accounting, 5<sup>th</sup> ed, Tata McGraw-Hill Education, 2007



Course Title/Code	<b>ORGANIZATIONAL BEHAVIOUR/MCH 113</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	NIL
Course Objectives	The course aims to provide an understanding of the basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels

### SECTION A

**Introduction to Organizational Behaviour:** - Meaning and Importance of Organizational Behaviour, Need for Organizational Behavior, Role of Managers in OB- Interpersonal Roles-Informational Roles- Decisional Roles, Challenges and Opportunities for OB, Models of OB.

### SECTION B

Foundation of individual behavior- Perception – nature, importance, perceptual selectivity, stereotyping, halo effect, **Learning** and its theories, behavior modification, **Attitudes:** importance, components and major job attitude. **Personality-** meaning, self-concept, self-esteem, major determinants of personality, **Motivation-** types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler. Nature and meaning of Interpersonal Behavior, and Transactional Analysis; Benefits and uses of Transactional Analysis, Johari Window Model

### SECTION C

Group Behavior & Team development

Group dynamics, Types of groups, Group norms and roles, Group cohesiveness, Group development and facilitation, Understanding work Teams and types of team, Creating effective team. Dynamics of managerial leadership: nature, leadership styles, trait, behavioral, contingency theories, and managerial grid.

### SECTION D

Organizational Culture-Concept, Functions, Socialization; Creating and sustaining culture; Managing Conflict – Sources, types, process and resolution of conflict; Managing Change; Managing across Cultures; Empowerment and Participation..

### References:

1. Robins, Stephen P. - Organizational Behavior, 16<sup>th</sup> ed, Pearson Education Asia, 2016
2. Peter Schen , Organizational Psychology and Leadership , 5<sup>th</sup> ed, John Wiley and Sons, 2017
3. Parikh, Gupta, Organizational Behavior, 1<sup>st</sup> ed, Tata McGraw Hill, 2010
4. Fred Luthans, Organization Behavior, 12<sup>th</sup> ed, Tata McGraw Hill, 2010
5. Newstrom, Organizational Behaviour: Human Behaviour at Work, 12<sup>th</sup> ed, Tata McGraw Hill, 2017

Course Title/Code	Business Statistics
Course Type	Core (Departmental)
Course Nature	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Outcome	Learning important statistical techniques required for performing data analysis and its interpretation, as it further assists in managerial decision-making.

### **Section A**

Introduction: Meaning and definitions of Statistical Data; Applications of Statistics in Managerial Decision-Making; Frequency Distributions.

Measures of Central Tendency: Mean, Geometric mean, Harmonic mean, Median, Mode and their implications.

Partition Values: Quartiles, Deciles and Percentiles.

Measures of Dispersion: Range, Quartile Deviation, Mean Deviation and Standard Deviation.

### **Section B**

Probability: Concept, Uses of Probability in Business Decision-Making, Addition and Multiplication Theorem of Probability.

### **Section C**

Correlation, Karl Pearson Correlation Coefficient, Scatter Diagram, Regression Analysis, Regression Equation, Skewness and Kurtosis.

### **Section D**

Meaning, Importance and Component of Time Series, Additive Model, Multiplication Model, Measurement of Trend: Semi Average Method, Moving Average Method and Methods of Least Squares.

### **References:**

1. Levin, Richard, David S. Rubin, Rastogi, and Siddiqui. Statistics for Management, 10th ed, .Pearson Education, 2016.
2. Siegel Andrew F. Practical Business Statistics, 6th ed, McGraw Hill, 2012.
3. Quantitative Techniques For Managerial Decision Making: Srivastava, Shenoy, Sharma, New Age Pub.
4. Statistical Methods: S P Gupta, Sultan Chand Publication.
5. Vohra N. D., Business Statistics, McGraw Hill.

Course Title/Code	<b>COMPUTERS AND INFORMATION SYSTEMS /MCH 106</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This is a basic paper for Business Administration students to familiarize with the computer and it's applications in the relevant fields and exposes them to other related papers of IT.

### **SECTION A**

Evolution of Computer, Data, Instruction and Information, Characteristics of computers, Various fields of application of computers, Various fields of computer (Hardware, Software, Human ware and Firmware), Advantages and Limitations of computer, Block diagram of computer, Function of different units of computer, Classification of computers i) On the basis of Input (Digital, Analog and Hybrid) ii) On the basis of processing speed and storage capacity (Micro, Mini, Mainframe and Super), Different Generation of computers (I to V), Types of software (System and Application), Compiler and Interpreter, Generation of language (Machine Level, Assembly, High Level, 4GL)

### **SECTION B**

Different Number System (Decimal, Binary, Octal and hexadecimal) and their inter conversion (Fixed Point Only), Binary Arithmetic (Addition, Subtraction, Multiplication and Division); Keyboard, Mouse, Joystick, Digitizer, Scanner, MICR, OCR, OMR, Light Pen, Touch Screen, Bar Code Reader, Voice Input Device, Monitor and it's type (VGA, SVGA and XGA), Printer and it's type (Impact and Non-Impact with example), Plotter

### **SECTION C**

Primary Memory (ROM and it's type – PROM, EPROM, EEPROM, RAM) Secondary memory- SASD, DASD Concept, Magnetic Disks – Floppy disks, Hard disks, Magnetic Tape, Optical disks – CD ROM and it's type (CD ROM, CD ROM-R, CD ROM-EO, DVD ROM.:. Introduction to operating system; Function of OS, Types of operating systems, Booting Procedure, Start-up sequence, Details of basic system configuration, Important terms like Directory, File, Volume, Label, Drive name, etc

### **SECTION D**

Networking Concepts, Types of networking (LAN, MAN AND WAN), Communication Media, Mode of Transmission (Simplex, Half Duplex, Full Duplex), Synchronous and Asynchronous Transmission, Different Topologies; Introduction to Information System: system concepts- feedback and control, other system characteristics, components of an information system. . Overview of information systems, the expanding roles of information system, Systems-trends in information systems, types of information system.

## **COMPUTERS & INFORMATION SYSTEMS LAB**

### **MS-DOS & MS-WINDOWS**

Configuration of System in MS-DOS and MS-WINDOWS.; Environment Specifically – Role and Functions of Key files such as Batch files, SYS files etc. File creation, Edit and Directory Creation of MS-DOS.; Environment and Write, Paint Brush, File Manager, Print Manager, Control Panel etc. for Windows environment.

Working with MS- Office: MS-WORD: Word Basics, Commands, Formatting, Text and Documents, Sorting, Mail Merge etc.;MS-EXCEL: Basic, Formatting, Functions, Creating Charts, Working with Graphics, Using worksheet as Databases.; MS-POWER POINT: PowerPoint Basics, Creating Presentations, Slide show, working with Graphics

#### **References:**

- 1 V.Rajaraman , Fundamentals of Computers-, 6h ed, Prentice Hall of India, 2014
- 2 P.K. Sinha, Fundamentals of Computers, 6<sup>th</sup> ed, 2014
- 3 Suresh K. Basabdra , Computer Today, BpB Publications., New Delhi, 2005
- 4 Deepak Barihoke, Essential of IT, Bpb Publications, 2003

Course Title/Code	<b>BUSINESS COMMUNICATION SKILLS I / MCH107</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	<ol style="list-style-type: none"> <li>1. To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes.</li> <li>2. The students will improve their personality, communication skills and enhance their self-confidence.</li> </ol>

#### **SECTION A**

Parts of Speech, Tense, Active and Passive Voice, Sentence, Words often confused, Identifying & Analyzing Grammatical Errors in sentences related to pronoun, Article, Verb, Preposition

#### **SECTION B**

Introduction to Business Communication: Basic forms of communication, Process of communication, Principles of effective Business Communication, 7 Cs.; Media of Communication: Types of communication: Barriers of communication (Practical exercise in communication); Introduction to Business Communication: Basic forms of communicating; Communication models and processes; Effective communication; Theories of Communication.; Self-Development and Communication: Development of positive personal attitudes

#### **SECTION C**

Corporate Communication: Formal and informal communication networks; Grapevine; Miscommunication (Barriers); Improving communication. ; Practices in business communication; Group discussions; Mock interviews; Seminars; Effective listening exercises; Individual and group presentations and reports writing. Principles of Effective Communication; Business manners, Body language gestures, Etiquette of the written word, Etiquette of the telephone, handling business meetings; Case Studies

#### **SECTION D**

Business letter writing: Need, Functions and Kinds, Layout of letter writing. Types of letter writing: Persuasive letters, Request letters, Sales letters, Complaints and Adjustments; Departmental Communication: Meaning, Need and types: Interview letters, Promotion Letters, Resignation letters, Newsletters, Circulars, Agenda, Notice, Office memorandums, Office orders, Press release, Report writing; Technology Enabled Communication: E-mail etiquettes and writing

#### **References:**

1. Chhabra T N; Business Communication: Concepts and Skills, Sun India Publications. New Delhi, 2016.
2. Convey, R. Stephen; The Seven Habits of Highly Effective People. Paperback – Special Edition, 19 Nov 2013

3. E.H.McGrath, S.J.; Basic Managerial Skills for All,4<sup>th</sup> ed., Prentice Hall of India Pvt. Ltd., New Delhi, 2001.
4. Krizan AC, Merrier Patricia, Logan Joyce, Williams Karen; Effective Business Communication, 7<sup>th</sup> ed. Cengage learning.2010.
5. Kumar Sanjay, Pushpa Lata; Communication Skills; Oxford University Press,2<sup>nd</sup> ed. 2011.
6. Magan Sangeeta; Business Communication:2<sup>nd</sup> ed., International Book House Pvt. Ltd.2013
7. Mukhrjee Hory Shankar; Business Communication, Connecting at Work,Oxford University Press.2012.
8. Penrose, Raspberry, Myers; Business Communication for Managers: An Advanced Approach; 5<sup>th</sup> India ed.; Thompson Learning, South-Western. 2005.
9. Penrose Raspberry, Myres; Advanced Business Communication,4<sup>th</sup>ed.,South West College Publishers, 2001.
10. Ray, Reuben; Communication Today – Understanding Creative Skills, Himalaya Publishing House, 2001.
11. Robinson, David; Business Etiquette,2<sup>nd</sup> ed.,Paperback, 2012.
12. Rogets Thesaurus of English Words and Phrases, Penguin Reference; by George Davidson (Editor),Paperback 2004.
13. Sinha, K. K.; Business Communication, Galgotia Publishers, 2<sup>nd</sup> ed. 2003.
14. Williams Karen, “Buddy” Krizan AC, Logan Joyce, Merrier Patricia; Communicating in Business 8<sup>th</sup> ed., Cengage learning.2010.
15. Wren & Martin; New Ed. ; High School; English Grammar & Composition Revised by N.D.V. Prasada Rao; S. Chand.

Course Title/Code	<b>ACCOUNTING FOR MANAGERS / MCH 103</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	None
Course Objectives	The primary objective of the course is to familiarize the professional under graduate students with the basic accounting principles and techniques of preparing and presenting the accounts for user of accounting information.

### SECTION A

Introduction: Financial Accounting-definition and Scope, objectives of Financial Accounting, Accounting v/s Book Keeping Terms used in accounting, users of accounting information and limitations of Financial Accounting. Conceptual Frame work: Accounting Concepts, Principles and Conventions, Accounting Standards-concept, objectives, benefits, brief review of Accounting Standards in India.

## SECTION B

Recording of transactions: Voucher system; Accounting Process, Journals, Subsidiary Books, Ledger, Cash Book, Bank Reconciliation Statement, Trial Balance, Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation.(WDV & SLM)

## SECTION C

Cost Accounting - Elements of Cost, Types of Costs, Preparation of Cost Sheet, Standard Costing: Variance Analysis – Material Variances – Labor Variances – Simple Problems Related to Material and Labor Variances only.

## SECTION D

Management Accounting: Ratio Analysis: Uses and Limitations, Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios, Simple Problems Only. Cash Flow Analysis: Uses and Limitations. Budgets: cash budget, purchase budget, sales budget, fixed and flexible budget. Break-Even Analysis - Cost Volume Profit

### References:

1. R.L. Gupta – Advanced Accounting, 13<sup>th</sup> ed, Sultan Chand and Sons, 2018
2. Shah: Basic Financial Accounting, 4<sup>th</sup> ed, Oxford University Press. 2017
3. Maheshwari and Maheshwari – An Introduction to Accountancy 12ed – Vikas Publishing House, 2018
4. Bhattacharya/financial Accounting for business Managers, 3<sup>rd</sup> ed, Prentice Hall of India, 2006.
5. Khan and Jain, Financial Accounting, 5<sup>th</sup> ed, Tata McGraw-Hill Education,2007

Course Title/Code	<b>ENTREPRENEURIAL THEORY AND PRACTICES / MCH 109</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	Recognize the entrepreneurial potential within yourself and in your environment; Appreciate the role of entrepreneurship within society, at the level of the organization, and in your own personal life; Understand the process, nature of entrepreneurship, and ways to manage the process; this course will introduce to the basic knowledge of various aspects of Entrepreneurship.

## SECTION A

Defining Entrepreneurship; what is an Entrepreneurial Mindset? The Entrepreneurial Process; An Integrative Model of Entrepreneurship. “Who” is the Entrepreneur? Sociological and Psychological Characteristics; The Different Types of Entrepreneurs; Nature versus Nurture, Why Entrepreneurs are not Born

## SECTION B

Understanding The Nature of Opportunity & Defining Opportunity; An Opportunity is Different from a Business Concept; Sources and Types of Opportunity; Discovery versus Search; Where are the Emerging Opportunities; Evaluating Opportunity; Factors that Undermine an Opportunity; Windows of Opportunity; Understanding the Market and the Customer Needs. Entrepreneurial Skills such as Communication, Design Thinking, Personal Selling, and Risk and Resilience

## SECTION C

Developing a Great Business Concept and Business Model From Product to Business Concept (the Value Proposition), From Business Model to Business Plan; The Nature of Successful Business Concepts; Sources of Concepts; What Makes for a Good Concept; Components of a Complete Business Model; A Look at Successful and Failed Business Models

## SECTION D

Expectations about Size, Growth, Returns, and Risk, What About the Investment Model (Income, Growth, or Speculative)?; Ways of Extracting Returns from the Venture; Types of Ventures; What it Takes to Actually Start a Venture; Four Ways to Enter a Market; The Concept of Risk; Types of Risk; Assessing in a New Venture; Risk and Return.

### References:

1. Rajeev Roy , “Entrepreneurship”, 2<sup>nd</sup> ed, Oxford Higher Education, 2011
2. Bruce R. Barringer and R. Duane Ireland, Entrepreneurship: Successfully Launching New Ventures, 3rd Edition, Pearson Prentice Hall (2009).
3. Nandini Vaidyanathan. Entrepedia, A Step-by –step Guide to Becoming An Entrepreneur In India, 2<sup>nd</sup> ed, Publisher: Embassy Books Publishers & Distributors, 2011

Course Title/Code	<b>INTRODUCTION TO HCM / MCH 108</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	This course will introduce to the basic knowledge of various aspects of Health Care Industry. After the successful completion of the course student will be familiar with the scope and functions of Health Care Management

## SECTION A

Structuring of Health Care sector

- as per the service provider( Government hospitals, Private hospitals, hospitals run by NGOs).
- as per the services being provided (Primary, Secondary, Tertiary & Preventive).



- as per the size of Hospitals ( Sub Centre, Primary health care centre, community health care, district hospitals and teaching institutions)
- Health Care Scenario- statistics of industry
- Present opportunities and Challenges in Health Care Management; worldwide scenario.

### SECTION B

Overview of HR in Health Care, Manpower in Health Care Management

### SECTION C

Quality and regulations in Health Care: Quality in Health Care Management, Regulation in Health Care Management

### SECTION D

**Financing in Health Care:** Accounts, Stores, Purchases, Fund raising and Analysis

**References:**

Sharon B. Buchbinde, Healthcare Management –with access, 3rs ed, Jones & Bartlett Publishers, 2017.  
 Sandra Buttigieg , International Best Practices in Health Care Management , Emerald Group Publishing Ltd, 2015.

Course Title/Code	<b>PRINCIPLES OF MANUFACTURING / MCH 169</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	The course aims to help the student to acquire current and relevant management knowledge and understanding of principles of manufacturing.

Unit 1:

Overview of Manufacturing: Define manufacturing and describe how it is used to solve problems. Research the five general steps of manufacturing (preparation, processing, assembly, finishing, and packaging). Research the history of manufacturing. Summarize its evolution from the Industrial Age to the rise of mechanization and automation in the manufacturing industry

Unit 2:

Quality Assurance and Continuous Improvement: research the three basic types of data that are important to controlling the manufacturing of a product: product output data, quality control data, and labor data. Examine common statistical processes to analyze data. As a class, develop standard procedures for analysis to apply to manufacturing projects throughout the course and program of study.

Unit 3:

Unit Process Variation and Control: Modeling and controlling temporal and spatial variation in unit processes, Factory Level System Variation and Control: Modeling and controlling flows in manufacturing systems with stochastic elements and inputs; Supply Chain – System Variation and Control: How to operate and design optimal manufacturing-centered supply chains

Unit 4:

Latest Trends in Advanced Manufacturing: Explore a range of new and emerging trends in advanced manufacturing. A trend could be the change in the types of skills needed in manufacturing, the use of computers, or the use of advanced materials in recent years. Examples include the following: a. Process control b. Materials design, synthesis, and processing c. Digital manufacturing technologies d. Sustainable manufacturing e. Flexible electronics manufacturing and f. Additive manufacturing. Research one or more of these trends in depth, and compile, review, and revise a presentation or a paper explaining both the technical aspects involved and the effects on businesses, workers, and society.; Business Flows: Understanding the uses and flow of business information to start up, scale up and operate a manufacturing facility.

**Books**

- Peter Fehrenbach ,The 12 Principles of Manufacturing Excellence: A Leader’s Guide to Achieving and Sustaining Excellence Larry E. Fast Productivity Press, 266 pages
- The Toyota Way to Lean Leadership: Achieving and Sustaining Excellence through Leadership Development,Jeffrey Liker, Gary Convis McGraw-Hill, 272 pages
- Supply Chain Transformation: Building and Executing an Integrated Supply Chain Strategy,J. Paul Dittmann, McGraw-Hill, 256 pages
- John Wiley & Sons, Inc. M P Groover, Principles of Modern Manufacturing 4/e SI Version

1.

Course Title/Code	<b>MARKETING MANAGEMENT /MCH111</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	The objective of this paper is to identify and develop knowledge and skills in application of the fundamental terms and concepts that are commonly used in marketing. The course aims to develop competence in market analysis, and decision making relevant to marketing management required for effective marketing practice. This course attempts to develop relationship between marketing and other management functions

## SECTION A

*An Overview:* Introduction, Definition of Market, Types of Markets, Meaning and Definition of Marketing, Origin of Marketing, Scope of Marketing, Importance of Marketing, Functions of Marketing, Difference between Marketing and Selling; *Marketing Concepts:* Introduction, Exchange concept, Production concept, Product concept, Sales/selling concept, Modern marketing concept, Societal marketing concept, Impact of marketing concepts and its applicability; *Marketing Environment:* Introduction, Need and Importance of Environmental Analysis, Methods of Analysis – SWOT, PEST, Internal Environment of the Organization, External Environment; *Consumer Behaviour:* Introduction, Important definitions, Evolution of the study of consumer behavior, Determinants of consumer behavior, Types of buying decisions, Stages of the buying process, Importance of consumer behaviour study

## SECTION B

*Marketing Planning and Strategies:* Introduction, Management Processes in Marketing, Types of Marketing Plan, Competitive Marketing Strategies, Interactions between Marketing Mix and Marketing Environment , Control Mechanisms in Marketing; *Market Segmentation:* Introduction, Definition of market segmentation, Need for market segmentation, Criteria for effective segmentation, Bases for market segmentation, Benefits of market segmentation; *Product Related Decisions:* Introduction, Features of a Product and its Classifications, Product Plan and New Product Development, Product Mix and its Elements, Decisions related to Product Mix, Product Life Cycle

## SECTION C

Introduction to branding: introduction, definition of a brand, development of a brand, types of brands, importance of brands and branding, merits and demerits of branding, brand equity – definition and benefits;. Pricing decisions: introduction, price and its determinants, objectives of pricing decisions, factors affecting pricing decisions, pricing policies and strategies, pricing methods; distribution strategy: introduction, meaning, need for and importance of distribution channel, factors influencing channel decisions, types of channels, direct channel, indirect channel, functions of channel members

## SECTION D

Promotion Mix: Introduction, Promotion mix and its components, Advertising, Sales Promotion, Personal selling, Direct marketing, Public Relations and publicity, Online marketing, Developing an integrated promotion mix;. Promotion Mix Decisions: Introduction: Advertising decisions, Sales promotion decisions, Personal selling decisions, Public Relations and Publicity decisions; Services Marketing: Introduction, Definition of services, Characteristics of services , Distinction between goods and services, Marketing mix for services, Types of services, Strategies for Services Marketing; Recent Trends in Marketing : Introduction, E-commerce, E-marketing, E-Retailing, Relationship marketing, Mobile marketing, Green marketing

### References:

1. Philip Kotler and Kevin Lane Keller Marketing Management, Global Edition , 15 ed, Person, 2015
2. Michael J. Etzel Bruce J. Walker William J. Stanton ,Ajay Pandit, Marketing, 14<sup>th</sup> ed, McGraw Hill Education, 2010
3. Lamb, W., Hair, J., McDaniel, C. (1998), Marketing, (4th edn), South-Western College Publishing, Cincinnati.

4. Gary Armstrong and Philip Kotler, Marketing: An Introduction, Pearson, 2017.
5. Kumar, Ramesh; “Application Exercises in Management,”Vikas Publishing House, 2004.

## SEMESTER-II

Course Title/Code	<b>MACRO ECONOMICS/MCH112</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	The Macroeconomics course is designed to provide students with a unified frame work that can be used to analyze macroeconomic issues such as national income concepts, Money Supply, Inflation, National Income determination, International aspects of Macroeconomics and macroeconomic policies.

### SECTION A

Macroeconomics: meaning, nature and scope, the circular flow Models of the Economy, National Income: Concepts, measurements, difficulties and importance.

### SECTION B

Money – Its functions and Role, Quantity theory of Money, Keynesian view about money and price; Inflation – Meaning, Measures and Effects; Theories of Inflation

### SECTION C

Theory of Income and Employment – The classical theory of Output and Employment, Keynesian Theory of Income and Employment, Four sector model of income determination in an open Economy

### SECTION D

Balance of Payments: Meaning and Assessment, Disequilibrium and Adjustments, Macroeconomic Policy: Meaning, Objectives and Formulation, Monetary Policy and Fiscal Policy

### References:

- 1 Errol D'Souza, Macro Economics, 2/e, Pearson Education, 2012.
- 2 Aggarwal, Macroeconomics Theory and Policy, Pearson Education.1,e, paperback, 2010
- 3 Samuelson, Nordhaus, Chaudhri, Macroeconomics, Tata McGraw Hill, 19/e, 19th edition, 2010
- 4 D. N Dwivedi, Macro Economics, McGraw Hill Education, 4th edition, 2015

Course Title/Code	<b>ADVANCED EXCEL / MCH223</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	At the end of this course, students will be able to understand the basic and advanced functions in Excel for business activities.

**SECTION-A**

Introduction to Excel: Excel Introduction, Understanding Workbooks and Worksheets, Introducing the Ribbon, Using Shortcut Menus, Working with Dialog Boxes, Using the Task Pane, Creating Excel Worksheet, Entering and Editing Worksheet Data, Essential Worksheet Operations.

**SECTION-B**

Advanced Excel : Working with Cells and Ranges, Introducing Tables, Worksheet Formatting, Using Custom Number Formats, Understanding Excel Files, Using and Creating Templates, Printing Your Work, Working with Dates and Times, Introducing Formulas and Functions, Creating Formulas That Count and Sum, Creating Formulas That Look Up Values

**SECTION-C**

Creating Formulas for Financial Applications, Introducing Array Formulas, Visualizing Data Using Conditional Formatting, Using Data Validation, Creating Charts and Graphics 04 Understanding How Excel Handles Charts, Understanding Chart Types, Understanding Chart Elements, Modifying the Chart Area, Modifying the Plot Area, Working with Chart Titles, Working with a Legend

**SECTION-D**

Working with Gridlines, Working with Data Series, Creating Chart Templates, Analyzing Data with Excel 04 Introducing Pivot Tables, Analyzing Data with Pivot Tables, Understanding Slicers and Slicer properties

**References:**

1. John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
2. John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013

## **Excel LAB**

### **SECTION A**

Introduction to Excel : Excel Introduction· Basic formulae: Entering and editing data, Creating and copying formulae, Creating· functions easily Formatting: Inserting/deleting rows/columns, Changing fonts, Colors and borders,· Merging and aligning cells Printing: Page break preview, Using page layout view, Headers and footers, Freezing· print titles Charts: Selecting data, Quick ways to create charts, Formatting your chart· Basic tables: Table styles, Using calculated columns, Header rows and total rows· Case Exercises/ Practical Assignments/Activities

### **SECTION B**

Advanced Excel : Sorting and filtering lists/tables of data, custom sort· Number formatting: Creating custom formats, The four parts of a format, Scaling· numbers Dates and times: How dates and times are stored, Useful date/time functions,· Formatting dates and times , Conditional formatting: Creating/using cell rules, Data bars and colour sets, Styles· and themes, How themes work, Using the default styles, Creating custom styles Validation and protection: Setting cell validation, Protecting cells/worksheets,· Grouping and outlining, Cell comments Range names and absolute references: Absolute references (\$ symbol), Fixing only· the row/column, Creating range names, Labelling ranges automatically, Case Exercises/ Practical Assignments/Activities

### **SECTION C**

Advanced Excel: Excel Functions: Introduction to Mathematical Functions, Introduction to Text· Functions, Introduction to Logical & Reference Functions, Introduction to Date & Time Functions, Introduction to Financial Functions, Introduction to Information Functions IF and LOOKUP functions: The conditional (IF) function, Nested Ifs, Lookup· functions Case Exercises/ Practical Assignments/Activities

### **SECTION D**

Tables and Charts : Advanced Tables, Using calculated columns, Removing duplicates, Advanced filter· Pivot tables: Creating pivot tables, Swapping rows, columns and pages, Grouping· fields Slicers, Pivot table slicers, Changing slicer properties· Advanced charts, Creating chart templates, Combination charts, Picture charts,· Custom chart types, Case Exercises/ Practical Assignments/Activities

**References:**

1. John Walkenbach, Excel 2013 Bible, Wiley, PAP/CDR edition, 2013
2. John Walkenbach, Excel 2013 Power Programming with VBA (Mr. Spreadsheet's Bookshelf) Wiley; PAP/CDR edition, 2013

Course Title/Code	<b>BUSINESS ENVIRONMENT (MCH-112B)</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<ul style="list-style-type: none"> <li>● To develop capacity of the students to understand the contemporary changes in the global business environment.</li> <li>● To achieve this objective student will be familiarized with the extent of embeddedness of important business domains in the national &amp; international institutional setting.</li> <li>● The course content comprises of predominant themes dealing with Business Environment. It encompasses an introduction to Business &amp; Economic Environment, Socio-Cultural &amp; Political Environment impacting Business, Financial, Legal &amp; Global Business Environment, and Role of Government/Corporate &amp; New Economic Policy</li> </ul>

## SECTION A

***Introduction to Business & Economic Environment:*** Concept of Business Environment & Levels of the Business Environment. Understanding the economic environment of Business, including Business and Economic policies. Capitalist Economy, Socialist Economy & Mixed Economy (Indian model). India as a Developing Economy & Emerging Economy

## SECTION B

***Socio-Cultural & Political Environment:*** Business and Society, Business and Culture, Indian Business Culture, Culture and Organizational Behavior. Indian Constitution and Business, Political Environment and types of Political Systems. Changing Profile of Indian Economy, and Business Risks Posed by the Indian Political System. Demonetization of 2017 & GST reforms. Meaning, Definition and Need for Corporate Social responsibility.

## SECTION C

***Financial, Legal & Global Business Environment:*** An overview of the Financial System, Components of Financial System, Financial Institutions and their Roles, Financial Institutions in India. Legal Environment, Laws Impacting Industry in India, Intellectual Property Rights, Major Regulations Pertaining to Business. Meaning of Globalization, Organizations that facilitate globalization. India, WTO and Trading Blocs. Role of Foreign Direct Investment

## SECTION D

***Role of Government/Corporate & New Economic Policy:*** Regulatory, promotional & participatory role of Government. The crisis of June, 1991 & Objectives of New Economic Policy – 1991. Industrial Policy; Impact of India's Industrial Policy on Economic Reforms. Emphasis of NEP on Liberalization and Privatization. Meaning of Privatization; Objectives of Disinvestment, Privatization / Disinvestment in India. Problems with Privatization (Public & Private enterprise). Positive and Negative effects of NEP. NEP effect on Globalization & Future of Globalization.

### **Text Books:**

1. Business Environment: Texts & Cases by Justin Paul



2. Business Environment by A.C Fernando

**Reference Books:**

3. International Business Environment by Anant K Sundaram & J. Stewart Black
4. International Business (Competing in the global marketplace) by Charles W.H Hill & Arun Kumar Jain
5. Business Environment by Veena Keshav Pailwar

Course Title/Code	<b>HUMAN RESOURCE MANAGEMENT /MCH104</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	The objective of the course is to familiarize students with the different aspects of managing Human Resources in the organization through the phases of acquisition, development and retention.

**SECTION A**

**Introduction:** Concept, nature, scope, objectives and importance of HRM; Evolution of HRM; Environment of HRM; Personnel Management v/s HRM. **Acquisition of Human Resources:** HR Planning; Job analysis – job description and job specification; recruitment – sources and process; selection process – tests and interviews; placement and induction. Job changes – transfers, promotions/demotions, separations

**SECTION B**

**Training and Development:** Concept and importance of training; types of training; methods of training; design of training program; evaluation of training effectiveness; executive development – process and techniques; career planning and development

**SECTION C**

**Performance Appraisal:** Performance appraisal – concept and objectives; traditional and modern methods, limitations of performance appraisal methods.

**SECTION D**

Compensation and Maintenance: Compensation: job evaluation – concept, process and significance; components of employee remuneration – base and supplementary; maintenance: overview of employee welfare, health and safety, social security.

**References:**

2. Chhabra, T. N; Human Resource Management, 4<sup>th</sup> ed, Dhanpati Rai and Co. Pvt. Ltd New Delhi 2003.
3. Dr. Gupta, C. B.; Human Resource Management, 11<sup>th</sup> revised ed, Sultan Chand and Sons, New Delhi, 2008.
4. Khanka S S, Human Resource Management (Text and Cases), S. Chand & Company Ltd, 2013
5. Flippo, Edwin B. ,Personnel Management, (McGraw-Hill International Editions: Management Series, 1984.
6. Rao, V S P, Human Resource Management, Text and Cases, Excel Books, 2004.
7. Aswathappa, K.; Human Resource and Personnel Management (Text and Cases), Tata McGraw Hill Publishing Company, New Delhi, 2003
8. Dessler, Gary. Human Resource Management, 15th ed, Prentice Hall, 2013
9. D’Cenzo,David A & Stephen P.Robbin, Personnel Human Resource Management, 7<sup>th</sup> ed, Prentice Hall of India, 200

Course Title/Code	<b>FINANCIAL MANAGEMENT/MCH114</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	<p>Every decision that a firm makes has a finance component to it. Thus, finance includes all of a firm’s decision that has financial implications. It broadly includes Investment Decisions, Financing Decisions &amp; Management of Current Assets Decisions. These decisions, of course, have the implications on the firms’ market/share value.</p> <p>As a finance manager, one has to take the above decisions. The objective of this course is to provide a conceptual framework necessary to understand financial issues and the techniques to manage them efficiently and effectively. One may choose a career in manufacturing sector, non-governmental or services sector, investment banks, management consultancy etc, the learning of the art of finance is a must.</p>

**SECTION A**

Overview, Time Value of Money; Overview of financial management – Introduction to finance, Cost of Capital : Cost of debt, equity, preference shares, determining the proportions, weighted average cost of capital, determining the optimal capital budget, Case Analysis

### SECTION B

Capital budgeting process, Project classification, Investment criteria, Net present value, Benefit cost, ratio, Internal rate of return, Payback period, Discounted payback period, Accounting rate of return, Case Analysis

### SECTION C

Working capital Management: Inventory management; Cash management, Credit management

### SECTION D

Capital Structure and Dividend Policy, Leverages: Operating, Financial, Combined, Capital structure: Traditional position, Net income approach, Net operating income approach, , Modigliani and Miller position, ROI-ROE Analysis, EBIT-EPS analysis, Dividend Policy: Traditional Position, Walter Model, Gordon Model, MM Position, Determinants of Dividend Policy

### References:

1. Chandra, Prasanna, “Fundamentals of Financial Management”, 6e, McGraw Hill Pvt. Ltd, 2017
2. Ross, Stephen A; Westerfield, Randolph W.; Jordan, Bradford D, “Essentials of Corporate Finance”, SIE, 11<sup>th</sup> ed, McGraw Hill Education, 2016
3. Pandey, I M, “Essentials of Financial Management,” 4e, Vikas Publishing House, 2015

Course Title/Code	<b>BUSINESS COMMUNICATION II /MCH117</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	1. To develop the skills of the professional undergraduate students for proper self-expression, social communication, spoken English, correct pronunciation, voice modulation and business etiquettes. 2.The students will improve their personality, communication skills and enhance their self-confidence

### SECTION-A

Meaning; Nature; Key functions of leadership styles; Responsibilities of a Leader; Qualities of a Good Leader;Role of Communication in Delegating Responsibilities; Setting aside personal desires;Importance of Communication in Building Teams ; Leadership in Groups/Teams, Organizations, & the Public Sphere; Cultural Differences in Leadership;Leadership Communication & Ethics; Leadership Development; Creativity and Communication: Importance of Public Speaking and on Special Occasions; Qualities of a Good Speaker; Importance of Body Language; Using Humour and Wit; Structure of a Good Speech; Speaker’s Credibility; Tips for Building Credibility; Grammar and Vocabulary: One- Word Substitution, Question Tags

### SECTION-B

## Theatre and Communication

Public Communication: Orality and performance (speech, visual effects and body language – observation & enactment), Communication as Self-Expression: Writing a Script; Devising a Message; Performing a Scene; Creating Scenes from day to day life such as: Students going to school, Customer visiting a mall/mart or buying a product from the shop, etc., Body Language: Revelation of Inner Self; Communication and Self Confidence; advantages of Self Confidence; Reason of lacking Self Confidence; Negative; Shades of not being Self Confident; Myths about Self Confidence; Tips to develop Self Confidence; Creativity and Communication: Paper Reading (compeering/ anchoring: Voice Modulation, Articulation etc.) ; Grammar and Vocabulary: Idioms and Phrases, Foreign Words

### SECTION-C

Personality development: A must for communication and career growth, Personality: Meaning; Definition; Theories; Stages of Personality Development; Big five Personality dimensions; Major Determinants of Personality; Heredity Potentials; Environmental Influences; Relative Influences of Heredity and Environment, Nervousness: An Indispensable trait; Combating Nervousness; Understanding Self and Others; Self- concept; Perception; Communication and Self disclosure; Effective Disclosure; Openness  
Communication and giving feedback; Creativity and Communication: Business Talk, Characteristics of Good Business Speaker; Importance of gestures; Practicing the Art of Business Communication; Meeting, Playing role of effective team members in a meeting (task roles, personal roles, problem roles) , Grammar and Vocabulary: Reported Speech, Phrasal Verbs

### SECTION-D

Levels of Communication (interpersonal, intrapersonal, group, public); Communication as a Change Agent (silence, satire, artifice)  
Determinants in Impacting Communication; Social, Political, Cultural; Semiotics and Communication; Ideology and Communication  
Impact of Encoding and Decoding in Communication (noise, codes, culture, technology); Communication and Gratification: Four Models: Publicity Model; Ritual Model; Convergence Model; Reception Model; Creativity and Communication: Situation Writing and Situational Dialogues, Defining an Object (pictorial description), Expansion of Proverbs and Ideas; Grammar and Vocabulary: Synonyms, Antonyms, Reading Comprehension, Jumbled Sentences, Modifiers

#### Lab Exercises

Exercises related to Grammar

Exercises related to Creativity and Writing

Mock Interviews

Extempore

Group Discussion

Debate

Role Plays (Meeting)

Final production of a one act play/ scene

Introduction to Articulation Skills (Conversation: Telephonic and Face-to-Face)

Listening to Understand (Hearing vs. Listening)

Listening for Inter-personal Effectiveness

## Techniques & Levels of Reading Comprehension

### References:

1. Amodio, Mark C. Writing the Oral Tradition: Oral Poetics and Literate Culture in Medieval England; 1<sup>st</sup> ed., ND University of Notre Dame Press, 2004.
2. Barun K. Mitra, Personality Development and Soft Skills, 2<sup>nd</sup> ed., Oxford University Press, 2011.
3. Beardsley, M. C., "Aspects of Orality: A Short Commentary", New Literary History 8,3 Spring 1977.
4. Bel, B. et al., Media and Mediation, 1<sup>st</sup> ed., Sage, New Delhi. 2005.
5. Bernet, John R, Mass Communication, An Introduction, Prentice Hall. 1989.
6. ConarNira, Communication Skills for Professionals, 2<sup>nd</sup> ed., PHI Pvt. Ltd.
7. Fiske, John, Introduction to Communication Studies, 2<sup>nd</sup> ed. Routledge. 1990.
8. Guffey Mary Ellen, Business Communication: Process and Product, 5<sup>th</sup>ed, South-Western, Thomson Publishing, 2005.
9. Hurlock, B Elizabeth; Personality Development, 1st ed., Tata McGraw Hill. 1976.
10. McQuail, Dennis, Mass Communication Theory, 4<sup>th</sup> ed., London, Sage. 2000.
11. Pareek Udai; Understanding Organizational Behaviour, 2nd ed., Oxford University Press; 3 ed. 2011.
12. Penrose and Rasberry, Business Communication for Managers: An advanced approach, 5ed., Cengage Learning, 2007.
13. Pushpa Lata, Kumar Sanjay, Communicate or Collapse: A Handbook of Effective Public Speaking, Group Discussions and Interviews, 1<sup>st</sup> ed., PHI Pvt. Ltd. 2007
14. Rogets Thesaurus of English Words and Phrases, Penguin Reference; by George Davidson (Editor), Paperback 2004.
15. Schechter Joel Popular Theatre: A Sourcebook, Routledge, 2013.
16. Viswanathan Rajeesh, Business Communication, Himalaya Publishing House, Mumbai, India, 2011.
17. Wren & Martin; New Ed. ; High School; English Grammar & Composition Revised by N.D.V. Prasada Rao; S. Chand, Paperback
18. Yukl G; Leadership in Organisation: 8<sup>th</sup> ed., Prentice- Hall. 2013

Course Title/Code	<b>COST &amp; MANAGEMENT ACCOUNTING /MCH119</b>
Course Type:	Core(Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. Understanding of basic concepts, analyses, uses and procedures of various cost and management accounting techniques.</li> <li>2. Obtain basic skills of analysis of financial information to be useful to management</li> </ol>

### SECTION A

Cost and Variance Measures: Comparison of expected results (budgets) to actual outcomes; Determine variances; Calculation and analysis of variances; Flexible budgets to analyze performance & management by exception; Standard cost systems - Flexible Budget & Variance Analysis, and Sales Volume Variance Analysis  
 Responsibility Centers & Reporting Segments: Types of responsibility centers; contribution and segment reporting; transfer pricing models; reporting of organizational segments

Performance Measures: Product Profitability Analysis; Business unit Profitability Analysis & Customer Profitability Analysis; Return on Investment (ROI); Residual Income (RI); RI vs. ROI; Balanced Scorecard; Performance Measures and Reporting Mechanisms

## SECTION B

Measurement Concepts: Define and classify costs to understand how they can be used to measure performance; Manufacturing Costs, Cost Drivers & Pre-determined Overhead Rate; Cost Flows: COGM → COGS; Types of Costs - Actual, Normal, and Standard Costing, Fixed & Variable Costs, Absorption & Variable Costing, and Joint Product Costing and By-Product Costing

Costing System: Job order vs. Process costing; Activity-based costing; Life-cycle costing; Operation costing, and Backflush costing

Overhead Costs: Fixed and variable overhead expenses; Plant-wide, departmental, and ABC overhead costing; Allocation of service department costs

Supply Chain Management: Material requirements planning; Just-in-time manufacturing; Outsourcing; Theory of constraints; Capacity concepts; Other production management theories

Business Process Performance: Value chain analysis; Value-added concepts and quality; Process analysis; Benchmarking; Activity-based management; Continuous improvement (Kaizen) concepts; Best practice analysis; Cost of quality analysis.

## SECTION C

Basic Financial Statement Analysis: Common-size financial statements; Trend analysis and review the growth rates of the various elements of the financial statement; Statement of cash flows

Financial Performance Metrics: Financial Ratios; Working capital analysis - Liquidity/solvency ratios and Capital structure analysis

Profitability Analysis: Earnings per Share; Sustainable Equity Growth; Return on Capital Investment; Revenue Analysis; Income measurement Analysis and Limitations of Ratio Analysis

Special Issues: Differences in accounting measurement; Economic complexities - inflation and foreign currency transactions; Economic profit and accounting profits; Earnings quality; Effects of changing prices and inflation; Fair value standards; Accounting for foreign currency and Differences in financial results: IFRS vs. GAAP

## SECTION D

**Cost/Volume Profit Analysis:** Fixed & Variable Costs; CVP Analysis (Break-even Analysis); Income Taxes and CVP Analysis; Sensitivity Analysis and CVP and Analysis of multiple products

**Marginal Analysis:** Special Orders and Pricing; Make vs. Buy; Sell or Process further; Add or drop a segment; Income Taxes and Marginal Analysis

**Pricing:** Setting Prices; Market-based Pricing; Cost-based Pricing & Target pricing; Laws of demand and demand curve; Law of supply and supply curve; Market equilibrium and Price elasticity of demand

### References:

1. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Reporting, Planning, Performance and Control (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
2. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Decision Making (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;

3. Financial Reporting, Planning, Performance and Control – 2017 Edition; Wiley CMA excel A System Exam Review, Part 1, John Wiley & Sons, Inc.
4. Financial Decision Making – 2017 Edition; Wiley CMA excel Learning System Exam Review, Part 2, John Wiley & Sons, Inc.
5. Steven M.Bragg , Cost Accounting Fundamentals: Essential concepts and examples, fifth edition; 2016
6. M.N. Arora, Methods & Techniques of Cost Accounting , 3rd Ed, Himalaya Publishing House, 2011
7. S.P. Jain and K L Narang, Cost Accounting – Principles and Practices, 21st Revised Edition; Kalyani Publishers, 2014

Course Title/Code	<b>NEW VENTURE CREATION/MCH118</b>
Course Type:	Core(Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
<b>Course Objectives</b>	<ol style="list-style-type: none"> <li>1. The objective of the course is to prepare students to test the viability of new business opportunities and conduct a feasibility study, either for their own idea or for others.</li> <li>2. The course prepares students to launch a new venture in several different forms – a traditional for-profit start up, a social enterprise, or a virtual organization.</li> <li>3. Many of the concepts discussed in the course, however, can easy apply to these scenarios. Students are also strongly encouraged to participate in the Business Plan Competitions.</li> </ol>

### **SECTION A**

#### **The Entrepreneurial mind for entrepreneurial society**

Crafting a personal entrepreneurial strategy, rise of the new startup economies, building the foundation, The business plan (Marketing plan, operation plan and financial Plan)

### **SECTION B**

#### **The Founder Team**

The entrepreneurial manager, the new venture team, personal ethics and the entrepreneur

### **SECTION C**

#### **Financing Entrepreneurial Ventures**

Resources requirements, franchising, entrepreneurial finance, obtaining venture and growth capital, The deal: valuation, structure and negotiation, obtaining debt capital

## SECTION D

### Unit-4: Startup and Beyond

Managing rapid growth, the family as enterprise, The entrepreneur and the troubled company

#### References:

1. Jeffrey A Timmons and Stephen Spinelli, New Venture Creation, 9<sup>th</sup> ed, McGraw Hill Education, 2012.
2. Steven Fisher and Ja-Nae Duane, The Startup Equation, , 1<sup>st</sup> ed, McGraw Hill Educatio, 2015
3. Eric Ries, “Lean Startups”,
4. Karl H. Vesper, New Venture Experience, Revised Edition, Vector Books,1996

Course Title/Code	<b>FINANCING AND BUSINESS DEVELOPMENT OF HEALTHCARE MANAGEMENT/MCH120</b>
Course Type:	Core(Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
<b>Course Objectives</b>	After the successful completion of the course student will be having knowledge and skills to handle accounting and finance of hospital. Students are trained and aware with marketing tools and methods for Hospitals

## SECTION A

### Marketing of Hospitals :

Introduction of Marketing, Understanding Marketing Management, Marketing Team & Organogram, Developing marketing strategies & Plans, Developing Brand strategies, Developing pricing strategies, Developing, Managing and Measuring of marketing channels, Managing and Measuring marketing competition, Managing and Measuring marketing communication

## SECTION B

### Marketing tools for Hospitals:

Media - our ALLY or ENEMY, Introduction to Social, Corporate and Referral Marketing, Referral Marketing, Social Marketing, Corporate Marketing, Legal Implications of Marketing, Entering in New Market, Launching New Product/Department, Socially Responsible Marketing, The Future of Marketing, Marketing to the Millennial Generation, Managing Relationship & Building loyalty , Leadership Roles in Marketing, The search for Leadership



## SECTION C

### Billing and Revenue of Hospitals :

OPD - Billing, Collection & Settlement (With Journal Entries), IPD - Billing, Collection & Settlement (With Journal Entries), Revenue from other than operating activity-Interest income, Pharmacy income

## SECTION D

### Direct & Indirect Expenses and Taxes

Direct Expenses- Consultancy & Consumable, Direct Expenses- Drug & Disposable & Outsource share, Indirect Expenses- HR Expense & Admin expense, Indirect Expenses- Sales & marketing, Utility, Maintenance expense & Revenue Sharing/rent Expense, Collection Process, Fixed Assets, Ratio Analysis, Direct Tax- Income Tax (TDS), Indirect Tax-Service Tax and Vat

### References:

1. Louis C. Gapenski, Healthcare Finance, 6<sup>TH</sup>, Assoc. of Univ. Programs in Health Administration, 2016
2. Bamford Morton-Cooper Bamford Cooper Cavanagh Morton-Cooper, Excellence in Health Care Management , 1<sup>st</sup> ed, Blackwell Science Inc, 1997.
3. Eric. N Berkowitz, Essentials Of Health Care Marketing-J&B, Jones And Bartlett Publishers, Inc, 2003

Course Title/Code	<b>FUNDAMENTALS OF LOGISTICS</b>
Course Type:	Core(Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
<b>Course Objectives</b>	The Objective of this course is to gain the knowledge of possibilities of efficient optimization and management of operation in Logistics Management and also the ability to apply them in the enterprise reality.

## SECTION A

Introduction, Objectives, Concepts of Logistics & Integrated Logistics; Evolution of Logistics; Role of Logistics india, Information Technology.

## SECTION B

Material Handling: Introduction, Objectives, Concepts of material handling; Principles of material handling; Equipment used for material handling; Points to be considered; Role of material handling in Logistics; Material handling and packaging.

### SECTION C

Material Storage System & Warehousing: Introduction, Objectives, Concepts of material storage system; Storage principles; Storage methods; Concepts of Warehousing; Need for warehousing management; Evolution of warehousing; Significance and Functions of warehousing; Warehousing cost.

### SECTION D

Logistical Packaging & Transportation: Introduction, Objectives, Concepts of Logistical packaging; Design considerations in packaging; Types of packaging materials; Packaging costs; Introduction of Transportation systems; Transportation infrastructure; Different modes of transportation; Freight management; Transportation network; Containerisation.

### References:

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Burt, Dobbler, Starling, World Class Supply Management, TMH.
3. Donald J Bowersox, David J Closs, Logistical Management, TMH

### SEMESTER-III

Course Title/Code	<b>FINANCIAL REPORTING, PLANNING &amp; CONTROL /MCH227</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<ol style="list-style-type: none"><li>1. Cover the 4 basic financial statements as well as recognition, measurement, valuation and disclosure concepts.</li><li>2. Cover basic budgeting and forecasting techniques that provide information to a company to execute and pursue its short-term and long-term goals</li><li>3. Understand the basis for internal audit activities and the means of ensuring the security and reliability of information on which the company basis its decisions</li></ol>

### SECTION-A

Financial Statements: Primary objectives of general purpose financial reporting; Income Statement (Statement of Earnings & Comprehensive Income); Balance Sheet; Statement of Cash Flows; Statement of Changes in Stockholders' Equity; Notes to F/S

Recognition, measurement, valuation, and disclosure (CMA101)

Recognition, Measurement, Valuation, and Disclosure: Accounts Receivable; Inventory; Tangible Fixed Assets; Intangible Fixed Assets and US GAAP vs. IFRS

### SECTION-B

**Strategic Planning:** Strategy and Strategic Planning; External Factors in Strategic Planning; Internal Factors in Strategic Planning; SWOT Analysis; Long-term Vision, Mission, Goals, and Objectives; Alignment of tactics with long-term strategic goals; Characteristics of successful strategic/tactical planning; Contingency Planning; Other Planning tools and techniques

**Budgeting Concepts:** Budgeting concepts and terminology; Operations and performance goals; Characteristics of a successful budget process; Resource allocation

**Forecasting Techniques:** Regression analysis; Time series analysis; Smoothing; Learning curve analysis; Expected value; Sensitivity analysis

### SECTION-C

**Budgeting Methodologies:** Activity-based budgeting; Zero-based budgeting; Continuous (rolling) budgeting; Project budgeting and Flexible budgeting.

**Annual Profit Plan and Supporting Schedules:** Master budget concepts; Operating budget and Financial budgets

**Top Level Planning & Analysis:** Pro Forma Financial Statements; Use of financial projections in preparing financial statements; Assess anticipated performance using Pro Forma Financial Statements Financial Reporting, Planning & Control

### SECTION-D

**Governance, Risk, and Compliance:** Risk -Design controls to address risks and Internal control structure; Management philosophy and control procedures

**Internal Auditing:** Responsibility and authority of the internal audit function; Types of audits conducted by internal auditors

**Systems Controls and Security Measures:** Information systems controls; Network; hardware and facility controls; Backup and disaster recovery controls; Accounting controls and Flowcharting to assess controls

### References:

1. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Reporting, Planning, Performance and Control (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
2. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Decision Making (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
3. Financial Reporting, Planning, Performance and Control – 2017 Edition; Wiley CMA excel A System Exam Review, Part 1, John Wiley & Sons, Inc.
4. Financial Decision Making – 2017 Edition; Wiley CMA excel Learning System Exam Review, Part 2, John Wiley & Sons, Inc.
5. Steven M.Bragg , Cost Accounting Fundamentals: Essential concepts and examples, fifth edition; 2016
6. M.N. Arora, Methods & Techniques of Cost Accounting , 3rd Ed, Himalaya Publishing House, 2011

7. S.P. Jain and K L Narang, Cost Accounting – Principles and Practices, 21st Revised Edition; Kalyani Publishers, 2014

Course Title/Code	<b>INVESTMENT ANALYSIS &amp; PORTFOLIO MANAGEMENT/MCH224</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This course aims at providing a clear understanding of the changing domestic and global investment scenario in general and Indian capital market in particular. Important theories, techniques, regulations and certain advancements in theory of investment will be covered with an aim of helping the participants make sound investment decisions both in the context of individual security and portfolio investment. It is meant to provide an unbiased forum for the presentation of critical thinking on advanced financial topics while supplying the tools and empirical evidence to participants to make their own judgments independently

#### **SECTION A**

A quick review of basic concepts; Overview of Investments: Investment objectives; Investment Environment; Investment Process; Common Errors in Investment Management; Introduction of Primary Markets and interrelationship with secondary markets; Investment Alternatives, Risk and Return in the Context of Portfolio, Capital Asset Pricing Model

#### **SECTION B**

Valuation of Securities: Valuation of Fixed Income Securities, Valuation of Common Stock

#### **SECTION C**

Markowitz's Risk-Return Optimization; Optimal Portfolio; Efficient Market Hypothesis; Overview of Fundamental & Technical Analysis

#### **SECTION D**

Managed Portfolios and Performance Evaluation: Sharpe's, Treynor's, Jensen's and Fama's Performance Measures; Portfolio Revision: Portfolio Re-balancing and Upgrading

**References:**

1. Chandra, Prasanna, "Investment Analysis & Portfolio Management", 3e. Tata McGraw-Hill Education Pvt. Ltd, 2012
2. Fischer D E; Jordan R J, "Security Analysis and Portfolio Management", 6e, Prentice Hall, 2008.
3. Fuller R J & Farrel J, "Modern Investments and Security Analysis, "McGraw Hill, 1987

Course Title/Code	<b>BUSINESS LAW/MCH222</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	To acquaint the student with a basic and elementary knowledge of the subject.

**SECTION A**

Indian Contract Act, 1872 (Fundamental Knowledge) Essentials of valid contract, discharge of contract, remedies for breach of contract.

**SECTION B**

Contracts of Indemnity, Guarantee, Bailment, Pledge and Agency

**SECTION C**

Sale of Goods Act 1930 Meaning of Sale and Goods, Conditions and Warranties, Transfer of Property, Rights of an unpaid seller.

The Negotiable Instruments Act 1881 – Essentials of Negotiable instruments, Kinds of N.I. Holder and Holder in Due Course, Negotiation by endorsements, crossing of a cheque and Dishonor of a cheque.

**SECTION D**

The Companies Act 1956 (Basic elementary knowledge) essential characteristics of a company, types of companies, memorandum and articles of association prospectus, shares – kinds, allotment and transfer, debentures, essential conditions for a valid meeting, kinds of meetings and resolutions.

Directors, Managing Directors, their appointment, qualifications, powers and limits on their remuneration, prevention of oppression and mismanagement

**References:**

1. M.C. Kuchhal & Vivek Kuchhal, Business Law, 6<sup>th</sup> ed, Vikas Publishing House, New Delhi, 2013

2. Bagrial, Ashok; Company Law, 12<sup>th</sup> ed, Vikas Publishing House, 2012
3. Kapoor, N. D., “Elements of Mercantile Law”, Sultan Chand & Sons, New Delhi, 2003
4. Kapoor, N. D.; Elements of Company Law, Sultan Chand & Sons, New Delhi, 2003.
5. Sen and Mitra; Commercial Law including co. law, 23<sup>rd</sup> ed, World Press Calcutta ,2002.
6. Jhabvala, N.H.; Law of Contracts, C. Jamnadas & Co. Mumbai., 2017
7. Jhabvala, N.H.; Consumer Protection Act, C. Jamnadas & Co. Mumbai., 2017
8. Dr. Singh, Avtar; Company Law, 17<sup>th</sup> ed, Eastern Book Co. Lucknow, Bharat Law House, Delhi, 2018
9. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2<sup>nd</sup> Edition, Himalaya Publishing House, 2015.

Course Title/Code	<b>CONSUMER BEHAVIOUR /MCH224</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Participants who master the course material will acquire knowledge about the various disciplines contribution in understanding buyer behavior in a holistic manner. He/she will acquaint with the advances in consumer research in deciphering buyer motivation, behavior (pre-purchase, purchase and post purchase) and impact of social and cultural variables on consumption decisions. The participants will get equipped with frameworks to analyze consumer’s behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs.

#### **SECTION A**

Consumer Behavior: Concept, diversity of consumer behavior, Characteristics of Indian Consumers, Consumer behavior and marketing strategies. Consumerism: Evolution of consumer society. Definition of consumerism, buyers & sellers’ rights, effects of consumerism.

#### **SECTION B**

Individual Determinants of Behavior-Personality, perception, attitude (attitudinal models), learning, Motivation, Group influence on consumer behavior

#### **SECTION C**

Opinion leaders, Culture, Sub-culture, Cultural relevance to marketing decisions, Characteristics of culture, Cultural Values, Cultural Changes, Cross cultural understandings, Family: Role & Structure, Family Life Cycle, Purchasing decisions, changing role of families. Diffusion of innovations: the diffusion process – the adoption process - consumer innovativeness and personality traits

#### **SECTION D**

Consumer decision making: Consumer Decision Making Process, Models of consumer decision making- Engle38 Kollatt-Blackwell model, Howard-Sheth Model, Bettman’s Model, HCB Model. Concept of involvement & extensive problem solving - limited problem solving – routinized responsive behavior, Organizational Buying: Concept & comparison with Consumer buying.

Post purchase behavior: Consumer satisfaction concept & Models – Expectancy Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

## References:

1. Blackwell, Roger, Miniard, Paul & Engel, James; Consumer Behaviour; 10<sup>th</sup> ed, Thomson Learning; New Delhi, 2009
2. Loudon, David J. & Dellabitta, Albert; Consumer Behaviour; 11<sup>th</sup> ed, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2014.
3. Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; 10<sup>th</sup> revised ed, Pearson Education; New Delhi, 2010
4. Schiffman, Leon G. and Joseph Wisenblit, Consumer Behaviour; Pearson N.Y, , 2018
5. Soloman, Michael R.; Consumer Behaviour – Buying, Having and Being, 5<sup>th</sup> ed, Pearson Education; New Delhi, 2004.
6. Assel Henry, (2005), Consumer Behaviour, Biztantra, New Delhi, 2005..
7. Seth, J. N. & Mittal, B., Customer Behaviour-A Managerial Perspective, 2<sup>nd</sup> ed, Thomson South-Western, 2004

Course Title/Code	<b>OPERATIONS MANAGEMENT / MCH225</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	Apply decision-support tools to business decision making. Construct and present effective oral and written forms of professional communication. Apply knowledge of business concepts and functions in an integrated manner. Use specialized knowledge in Operations Management to solve business processes. Apply knowledge of fundamental concepts of operations management

### SECTION A

What is operations management? Operations management is important in all types of organization, The input–transformation–output process, The process hierarchy, Operations processes have different characteristics, The activities of operations management, The quality objective, The speed objective, The dependability objective, The flexibility objective, The cost objective, Trade-offs between performance objectives, What is strategy and what is operations strategy?

### SECTION B

What is layout? The basic layout types, what type of layout should an operation choose? Detailed design of the layout, what is process technology? Understanding process technologies, evaluating process technologies, implementing process technologies, what is capacity management, Measuring demand and capacity, the alternative capacity plans, choosing a capacity planning and control approach, Capacity planning as a queuing problem

### SECTION C

What is inventory? Why is inventory necessary? Some disadvantages of holding inventory, the volume decision – how much to order, the timing decision – when to place an order, Inventory analysis and control systems, what is supply chain management? The activities of supply chain management, Types of relationships in supply chains

### SECTION D

What is ERP? How did ERP develop? Implementation of ERP systems, Master production schedule, The bill of materials (BOM), Inventory records, What is lean synchronization? Eliminate waste, Lean synchronization and

other approaches, what is quality and why is it so important? Diagnosing quality problems, Conformance to specification, Total quality management (TQM)

**References:**

1. Schmenner, R. *Production/Operations Management*. 5th ed. Macmillan Publishing Company, 1992.
2. Nahmias, S. *Production and Operations Analysis*. 2nd ed. Irwin, 1993.
3. Chase, Jacobs and Aquilano , *Operations Management for Competitive advantages*, **Tata McGraw-Hill** Education Pvt. Ltd. (2010)
4. Gerard Cachon and Christian Terwiesch., *Matching Supply with Demand*. 4<sup>th</sup> ed, McGraw-Hill in 2016.

Course Title/Code	<b>MANAGEMENT INFORMATION SYSTEMS/MCH116</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Understand and apply core knowledge in Management Information Systems (MIS) Identify and analyze requirements for information systems Understand and apply design principles in Information Systems Understand and apply system development & project management principles Effectively evaluate technology alternatives to solve problems in an MIS context Effectively communicate to both business and IT professionals

**SECTION A**

Data, Information, Knowledge, MIS: Need, Purpose and Objectives, MIS and Decision Making Concepts, Herbert Model of Decision Making, Concept of Information, Classification of Information, Value of Information, MIS and Information Concepts

**SECTION B**

Concept of SAD, Need of SAD, Process of SAD, MIS and System Analysis, Implementation of MIS

**SECTION C**

Planning, Designing of MIS, Decision Support Systems - Overview, Components and Classification, Steps in constructing a DSS, Philosophy of DSS

**SECTION D**

Introduction to ERP, Structure of ERP, Concepts of DBMS, Concepts of RDBM, ER Modeling

**References:**



1. Kroenke, D. M., Gemino, A., & Tingling, P. "Experiencing MIS (4th Canadian Edition). Toronto: Pearson., 2016.
2. Poatsy, M. A., Cameron, E., Williams, J., & Grauer, R." Exploring Microsoft Office Access 2016", Comprehensive. Boston: Pearson Education Inc. , 2017.
3. Kenneth C Laudon & Jane P. Laydon, Management Information Systems, 13<sup>th</sup> ed, Pearson Education Limited, 2014

Course Title/Code	<b>ENVIRONMENTAL SCIENCES /CHH135</b>
Course Type:	Core(Allied)
Course Nature:	Hard
L-T-P-O Structure	2-0-0-2
Course Objectives	Student will be able to understand strategic cost management process

### SECTION A

Multidisciplinary nature of environmental studies, Definition, scope and importance; Need for public awareness, Renewable and non-renewable resources:

Natural resources and associated problems

- a) Forest resources: Use and over-exploitation, deforestation, case studies. Timber extraction, mining, dams and their effects on forest and tribal people.
- b) Water resources: Use and over-utilization of surface and ground water, floods, drought, conflicts over water, dams-benefits and problems.
- c) Mineral resources: Use and exploitation, environmental effects of extracting and using mineral resources, case studies.
- d) Food resources: World food problems, changes caused by agriculture and overgrazing, effects of modern agriculture, fertilizer-pesticide problems, water logging, salinity, case studies.
- e) Energy resources: Growing energy needs, renewable and non renewable energy sources, use of alternate energy sources. Case studies.
- f) Land resources: Land as a resource, land degradation, man induced landslides, soil erosion and desertification.
- g) Role of an individual in conservation of natural resources.
- h) Equitable use of resources for sustainable lifestyles.

### SECTION B

Ecosystems: Concept of an ecosystem, Structure and function of an ecosystem, Producers, consumers and decomposers, Energy flow in the ecosystem., Ecological succession., Food chains, food webs and ecological pyramids, Introduction, types, characteristic features, structure and function of the following ecosystem :-

- a. Forest ecosystem

- b. Grassland ecosystem
- c. Desert ecosystem
- d. Aquatic ecosystems (ponds, streams, lakes, rivers, oceans, estuaries)

Biodiversity and its conservation: Introduction – Definition : genetic, species and ecosystem diversity., Biogeographical classification of India, Value of biodiversity : consumptive use, productive use, social, ethical, aesthetic and option values, Biodiversity at global, National and local levels, India as a mega-diversity nation, Hot-spots of biodiversity., Threats to biodiversity : habitat loss, poaching of wildlife, man-wildlife conflicts, Endangered and endemic species of India, Conservation of biodiversity : In-situ and Ex-situ conservation of biodiversity.

### **SECTION C**

Environmental Pollution, Definition, Cause, effects and control measures of:-

- a. Air pollution
- b. Water pollution
- c. Soil pollution
- d. Marine pollution
- e. Noise pollution
- f. Thermal pollution
- g. Nuclear hazards

- Solid waste Management: Causes, effects and control measures of urban and industrial wastes, Role of an individual in prevention of pollution, Pollution case studies, Disaster management: floods, earthquake, cyclone and landslides.

### **Social Issues and the Environment**

From Unsustainable to Sustainable development, urban problems related to energy, Water conservation, rain water harvesting, watershed management, Resettlement and rehabilitation of people; its problems and concerns. Case Studies, Environmental ethics: Issues and possible solutions, Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust. Case Studies, Wasteland reclamation, Consumerism and waste products, Environment Protection Act, Air (Prevention and Control of Pollution) Act, Water (Prevention and control of Pollution) Act

### **SECTION D**

Human Population and the Environment: Population growth, variation among nations, Population explosion – Family Welfare Program, Environment and human health, Human Rights, Value Education, HIV/AIDS, Women and Child Welfare., Role of Information Technology in Environment and human health, Case Studies.

### **References:**

1. Saha, B. Environmental Sciences and Sustainable Development, International Conference on Environmental Science and Sustainable Development- 2015, World Scientific Publishing Co. Pvt. Ltd, 2015.
2. Thakur, V. A Text Book of Environmental Sciences, Scientific Publishers, 2012
3. Granjou, C. Environmental Changes: The Futures of nature, ISTE Press Elsevier, 2016.

### **ENVIRONMENTAL SCIENCES PRACTICAL (CHH-135) –FIELD WORK**

- 1 Visit to a local area to document environmental assets- river/forest/grassland/hill/mountain
- 2 Visit to a local polluted site-Urban/Rural/Industrial/Agricultural
- 3 Study of common plants, insects, birds.
- 4 Study of simple ecosystems-pond, river, hill slopes, etc. (Field work Equal to 5 lecture hours)

Course Title/Code	<b>FAMILY BUSINESS MANAGEMENT /MCH220</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Develop a working knowledge in addressing concerns in management, governance and relational dynamics in family firms. Improve communication, family council meetings, conflict resolution and lead family members towards positive changes for the family and business. Importance of family constitution Learn parallel strategic planning for the family and business.  1.

#### **SECTION-A**

Family Relationships and Family Systems Meaning of family Family systems What is a healthy family?  
Individual roles/functions in the family Conflicts in the family / Resolving conflicts in the family

#### **SECTION-B**

Family Business / Governance Close look on the entrepreneur Family business systems vs. Family systems  
Session / Family Council/Family Governance /Need to Plan / Parallel Planning Process Need to plan Planning  
process /Family business planning questions

#### **SECTION-C**

Balancing family and business planning /How to run a Successful Family Business /Professional Management  
Effective Outside Boards Other topics related to professional mgmt.

#### **SECTION-D**

Family Constitution /Planning for Succession In-laws Discussions on characteristics of successful Family  
businesses

#### **References:**

Course Title/Code	<b>CREATIVITY, INNOVATION AND ENTREPRENEURSHIP/MCH117</b>
Course Type:	Core
Course Nature:	Hard

L-T-P-O Structure	4-0-0-0
Course Objectives	<p>To give students a thorough knowledge about what makes an organization creative and innovative?</p> <ul style="list-style-type: none"> <li>• To provide students an understanding of how they, as future leaders of innovative organizations, can recognize and harness creativity. How do entrepreneurs and intrapreneurs in the most creative global organizations lead? What can these examples of creative organizations and leadership teach us?</li> <li>• To examine the creative problem solving process and provide access to tools that students can use in their future careers for solving innovation dilemmas and challenges.</li> <li>• What are the functional elements of the innovative organization and learn from examples for each functional area (product, sales, finance, etc</li> </ul>

### SECTION A

Models of Innovation, The underpinning of Profits: Assets, Competences and Knowledge, Sources and Transfer of Innovation, \*\*\*Creating a culture of Innovation

### SECTION B

Recognizing the potential of Innovation, Reducing Uncertainty, Strategic Choice or environmental Determinism, Strategies for sustaining Profits

### SECTION C

Financing Entrepreneurial activity, Implementation of the decision to adopt

### SECTION D

Globalization of Innovations, Innovation for emerging economies, Role of National Govt in Innovation, Strategic Innovation Process

Case : The Internet

### References:

1. Allan Afuah ,Innovation Management, 2<sup>nd</sup> ed, Oxford Publications, 2002
2. Robert D. Hisrich, ,Entrepreneurship, 8<sup>th</sup> ed ,McGraw Hill Education, 2013
3. Steven Fisher and Ja-Nae Duane , The Startup Equation, 1<sup>st</sup> ed.,McGraw Hill, 2016
4. Steve Conway & Fred Steward , Managing & Shaping Innovation ,Oxford University Press, 2012

Course Title/Code	<b>CLINICAL SERVICES /MCH229</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Develop a working knowledge of clinical practices of Hospitals related to OPD, Operation Theatre, and other services .

### SECTION-A

Out Patient Department Services Ward / indoor Services

**SECTION-B**

Operation Theatre services

**SECTION-C**

Intensive care Unit; Nursing services

**SECTION-D**

Health Promoting Hospital Emergency Department

**References:**

1. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
2. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>PLANNING AND DESIGN OF HOSPITALS/MCH230</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	To develop working knowledge of Hospital planning and design from multiple stakeholders and disciplinary perspectives

**SECTION A**

Building a teaching hospital , Challenges in setting up a tertiary hospital

**SECTION B**

Hospital administration

**SECTION C**

Role of planning & designing in Hospital Management

**SECTION D**

Designing disabled - friendly hospitals - need of the hour

**References:**

1. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
2. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE SYSTEMS AND MANAGEMENT/ MCH231</b>
Course Type:	Core
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p>Compare sectors in the health care system and their inter-relationships.  Identify key policy issues in contemporary health systems.  Compare and contrast cost, quality, and access issues across health care sectors  Apply concepts and measures for evaluating the performance of health systems  Analyze strategies for health system improvement through public policy, select a policy to improve the health system, and advocate for its adoption to a health care decision maker.</p>

### **SECTION A**

Concepts in Community Health, Health for All and Primary Health Care

### **SECTION B**

Basics of Epidemiology, Occupational Health

### **SECTION C**

Health Insurance, Overview of Health care delivery System

### **SECTION D**

Holistic Approach to Health, District Health organization, National Health Programmes

#### **References:**

1. IGNOU course 6 (1,2,3)
2. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
3. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>TOTAL QUALITY MANAGMENT</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0

Prerequisites	Nil
Course Objectives	The key objective of this course is to acquaint the students with the conceptualization of Total Quality (TQ) from design assurance to processes assurance to service assurance. The dimensions of quality in services in the contemporary environment are also to be emphasized.

### **SECTION A**

Total Quality management, Historical background of TQM. Concept of Total Quality and its evolution, Components of a Total Quality Loop. Quality of Design; Quality of Purchasing; Supplier qualification, Critical-to-Quality Characteristics: Attributes and Variables, Planning for quality -Flowcharting, Detailed flow process charts and flow diagrams, Planning for just-in-time (JIT) management, System design and contents, System documentation, implementation and assessment

### **SECTION B**

Measurement of quality- Costs of quality, Tools and techniques for quality improvement, Statistical process control, Quality improvement techniques in service industries. Theory of Acceptance Sampling, Statistical Process Control, Process Capability Studies, Concept of Six Sigma and its application. Training for Total Quality Management-Scope of requirements and identification of training needs, Design of training programmes, Evaluation of training programmes, Performance improvement worksheets, Follow-up of training programmes

### **SECTION C**

Quality of design - Quality of conformance to design, Control of non-conforming products, identifying and classifying non-conformance, re-inspection of repaired and reworked products, Corrective and preventive action. Organization of Quality improvement efforts, Quality improvement tools, Quality Function Deployment (QFD), Introduction to the concept of (Total Productive Maintenance) TPM. Quality Organization- People and the organizational structure  
Responsibilities and performance management, The relationship between the quality organization and top management, Culture change through teamwork for quality improvement, Implementing teamwork for quality improvement

### **SECTION D**

Failure Mode and Effects Analysis (FMEA)/FTA, Quality Costs and Audit, Lead Assessment, Marketing aspects of total quality, Total Quality of Services, Total Quality and Environment and Safety: Introduction to relevant standards. Internal quality audits- Scope of requirements and audit procedures. The audit program and planning of quality audits, verifying compliance with planned arrangements. Stages in the evolution of a company's improvement capability: Traditional approach, structured continuous improvement, goal-oriented continuous improvement, proactive/empowered continuous improvement, full continuous improvement capability (the learning organization)

### **References:**

1. Besterfield, D. H., Besterfield-Michna, C., Besterfield, G. H., & BesterfieldSacre, M. (2006). Total quality management (3rd ed.). New Delhi: Pearson Education.
2. Dale, B. G. (2003). Managing quality. UK: Blackwell Publishing.  
Faculty of Management Studies, University of Delhi
3. De Feo, J. A., & Barnard, W. W. (2005). Juran's institute: six sigma breakthrough and beyond: Quality performance breakthrough methods. New Delhi: Tata McGraw Hill.
4. IS/ISO 9001:2000. (2000). New Delhi: Bureau of Indian Standards.
5. Narayan, V., Wardhaugh, J. W., & Das, M. C. (2008). 100 years in maintenance and reliability. New York: Industrial Press.
6. Oakland, J. S. (2003). Total quality management: Text with cases. Burlington: Butterworth-Heinemann.
7. Raghavachari, M., & Ramani, K. V. (Eds.). (2000). Delivering service quality. New Delhi: Macmillan.
8. Rath, Strong. (2003). Six sigma leadership handbook. New Jersey: John Wiley & Sons.
9. Sharma, S. I. (2008). Total engineering quality management. New Delhi: Macmillan.
10. Willmott, P., & McCarthy, D. (2001). TPM: A route to world class performance. UK: Butterworth-Heinemann.
11. Woodside, G., & Aurricchio, P. (2000). ISO 14001 auditing manual. New York: McGraw Hill.
12. OAKLAND, J.S. Total Quality Management – the route to improving performance Butterworth/Heinemann (1993)



13.HOYLE, D. ISO 9000 Quality Systems Handbook,2nd Edition Butterworth/Heinemann 1997

14.TENNER, A.R. & De TORO I.J. Total Quality Management – Three Steps to Continuous Improvement Addison –Wesley Publishing Company 1992

15.BROWN, S. et al Strategic Operations Management ,2nd Edition Elsevier Butterworth-Heinemann 2005

Course Title/Code	<b>WAREHOUSE MANAGMENT</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Prerequisites	Nil
Course Objectives	Understand the concept and application of warehouse management in logistics industry

#### **SECTION A**

About Warehousing Management: Warehousing & Its characteristics, Evolution from store to warehouse Purpose & Role of Warehouses, Types of Warehouses, Storage Policies Terminologies in warehousing, Introduction to Warehouse Process: Introduction to warehousing process, Warehouse Receiving, Warehouse Functions and activities/processes at the warehouse.

#### **SECTION B**

Introduction to Warehouse Layout & Design, Introduction to Warehouse Design Elements & Principles of Warehouse Design, Dynamics of Warehouse Design Warehouse Layout Scenario. Introduction to the layout of the large players in e-commerce industry in Indian context.

#### **SECTION C**

Warehouse Processes, Receipt Operation, Put-Away Operation, Dispatch Operation Warehouse Management System (WMS): Introduction to WMS, WMS Applications in the warehouse facility, Physical Audit Procedures and application. Role of e-Supply Chain Management in warehouse management.

#### **SECTION D**

What is waste Management, Introduction to Waste Management at warehouse. Types of Wastes at warehouse and the waste Reduction Practices at warehouse.

Warehouse in logistics supply chain and its role in the logistics industry. Use of technology in Warehouse management, Application and advantages of technology in Warehouse Management.

Course Title/Code	<b>INDUSTRY PROJECT/MCH219</b>
Course Type:	Core (Departmental)
Course Nature:	Soft
L-T-P-O Structure	0-0-0-4
Course Objectives	<p>At the end of this course, students will be able to</p> <ol style="list-style-type: none"> <li>1. Ability to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of industry problem</li> <li>2. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design.</li> <li>3. Ability to present the findings in a written report.</li> <li>4. Presenting the work in International/ National conference or reputed journals</li> </ol>

#### General Guidelines

- a) Industry project is a compulsory course during semester
- b) It is an in-depth report of a company assigned project/ an industry study that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c) It is a faculty- supervised course component.
- d) Each student will be attached to a Faculty Supervisor.
- e) The evaluation of Final Industry project is done in two stages viz. continuous evaluation and Final Industry evaluation.

#### SEMESTER IV

Course Title/Code	<b>SERVICES MARKETING /MCH232</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Participants who master the course material will acquire knowledge about the various disciplines contribution in understanding buyer behavior in a holistic manner. He/she will acquaint with the advances in consumer research in deciphering buyer motivation, behavior (pre-purchase, purchase and post purchase) and impact of social and cultural variables on consumption decisions. The participants will get equipped with frameworks to analyze consumer's behavior and use them in designing marketing strategies and in enhancing the effectiveness of marketing programs.

### SECTION A

Introduction Growth of the service sector, the concept of service, Characteristics of Service – Classification of service – Designing of the service, blueprinting, using technology developing, human resources, building service aspirations

### SECTION B

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

### SECTION C

EFFECTIVE MANAGEMENT OF SERVICE MARKETING: Marketing Demand and Supply through capacity planning and segmentation – Internal marketing of Services – External versus Internal orientation of service strategy

### SECTION D

DELIVERING QUALITY SERVICE:

Causes of Service – Quality gaps, the customer expectations versus perceived service gap. Factors and Techniques to resolve this gap Customer Relationship Management. Gaps in Services – Quality standards, factors and solutions – The service performance gap – Key factors and strategies for closing the gap, External communication to the customers – The promise versus delivery gap – Developing appropriate and effective communication about service quality

MARKETING OF SERVICE WITH SPECIAL REFERENCE TO:

1. Financial Services 2. Health Service 3.Hospitality Services including travel, hotels and tourism 4. Professional Service 5.Public Utility Services 6.Educational Services

### References:

- 1 Joachen Wirtz,Patricia Chew and Christopler Lovelock, Essentials of Services Marketing, 2<sup>nd</sup> ed, Pearson Education, South Asia Ltd, 2013.
- 2 Adrian Payne, The Essence of Marketing New Delhi, Prentice Hall of India Pvt. Ltd., 2001.
- 3 Chistopher lovelock, Services Marketing, 4th edn, Pearson Education Asia, 2001.
- 4 Christopher Lovelock and Joachen Wirtz, Services Marketing: People, Technology, Strategy, Prentice Hall, 7th edition, 2011
- 5 K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, 2nd edn, Thomson – South Western , 2002.
- 6 Helen Woodroffe – Services Marketing, Mcmillan India Ltd., 1997.
- 7 S.M. Jha, Services Marketing, New Delhi Himalaya Publishing House, 2000.

Course Title/Code	<b>SUPPLY CHAIN MANAGEMENT / MCH233</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	At the completion of this course, the student should be able to examine the design and performance of supply networks and processes in different business contexts. Students develop capabilities in logistics, digital coordination for supply chain integration, inventory management, risk pooling, procurement, product and process design, and international supply chain management

### SECTION A

Introduction to SCM What is SCM; Key Issues in SCM; Inventory Management , Economic lot size model ;Periodic review policy ;Continuous review policy; Managing inventory in the supply chain

### SECTION B

Network Planning Network design Inventory positioning and; make-to-stock supply chain Contracts for make-to-order supply chain Contracts; The bullwhip effect Supply; supply chain trade-offs; Centralized and decentralized decision making and performance impacts

### SECTION C

Supply Chain Integration Functional Products Innovative products efficient supply chains Responsive supply chains agile supply chains; Strategic Alliances Framework for strategic alliances Third-party logistics Retailer-Supplier Partnerships; Distribution Strategies

### SECTION D

Procurement and Outsourcing Strategies Outsourcing benefits and risks, A Framework for Buy/Make Decisions Procurement , strategies E-Procurement; Global Logistics and Risk Management ;development Mass customization; Information Technology Business Processes Supply Chain IT Innovations Technology standards

### References:

1. Douglas M. Lambert (ed), Supply Chain Management: Processes, Partnerships, Performance, 2nd Ed, The Supply Chain Management Institute, FL. 2006
2. Schmenner, R. *Production/Operations Management*. 5th ed. Macmillan Publishing Company, 1992.
3. Nahmias, S. *Production and Operations Analysis*. 2nd ed. Irwin, 1993.
4. Chase, Jacobs and Aquilano , Operations Management for Competitive advantages, *Tata McGraw-Hill* Education Pvt. Ltd. (2010)
5. Gerard Cachon and Christian Terwiesch., Matching Supply with Demand. 4<sup>th</sup> ed, McGraw-Hill in 2016.

Course Title/Code	<b>MANAGEMENT OF BANKING AND FINANCIAL INSTITUTIONS /MCH236</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This course focuses on financial intermediary institutions, including banks, investment banks and institutional investors. The functions and purposes of such institutions are analyzed. Their role in the Global Financial Crisis is a special area of interest. Among the topics addressed are banking regulation, capital adequacy, off-balance-sheet banking, and international banking.

### SECTION A

Banking and financial institutions in India: Commercial Banks, Cooperative Banks, Regional Rural Banks, Agriculture and Rural Development Banks (SLDBs), Development Banks and NBFCs; their constitution, Functions, Working and Evolution. Reserve Bank of India: Traditional and Developmental Functions and Working, Objectives, Instruments of Monetary Policy.

### SECTION B

Nature of Banking Business: Socio, Economic and legal environment of banking business in India – official regulation and control over banks in India: Banking Regulation Act, 1949, Reserve Bank of India Act, 1934, Banking companies Act, 1970 etc –an overview, Diversification of Banking in India, Forms of Banking: Branch Banking, Unit Banking, Group Banking Chain Banking, Banking, correspondent Banking, Process of Bank Management; Branch location policies and decisions. Organizational Structure of Commercial Banks in India Department set up of head office, Zonal Office, Regional office and Branch offices.

### SECTION C

Financial markets:: Structure, institution and operating mechanism and its role in Economic Development. Developed and Underdeveloped Markets, Money Market in India: Importance, features instruments. Measures to strengthen money market in India, Recommendations of the working group on money market, Report of the task force on money market and mutual funds

### SECTION D

Capital Markets in India: New issue market and stock exchange, importance of stock exchanges: National stock exchange, methods of floating new issues, types of shares and debentures, The Securities and Exchange Board of India (SEBI), need for establishment of SEBI. Objectives and role of SEBI in Capital Markets

#### References:

1. Casu, Girardone and Molyneux, Introduction to Banking, 2nd ed., Pearson 2015.
2. Mishkin and Eakins, Financial Markets and Institutions, 8th ed., Pearson, 2015.
3. Simpson, Financial Markets, Banking, and Monetary Policy, Wiley, 2014.

Course Title/Code	<b>FINANCIAL DECISION MAKING /MCH237</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<ol style="list-style-type: none"> <li>1. Understand risk and return and various computations involving the same; long term and short-term financial management; various markets from where capital can be raised; corporate restructuring and international finance</li> <li>2. Understand the COSO framework for ERM; Identification of risk, assessment and response Understand capital budgeting process and various tools used in determining the appropriate capital structure and risk analysis in capital investment</li> <li>3. Familiarize with IMA's Statement of Ethical Professional Practice and learn how to evaluate and resolve ethical issues</li> </ol>

### **SECTION A**

Risk and Return: Risk; Calculating rates of return; Risk and return relationship; Risk and return in a portfolio context; Diversification; Capital asset pricing model (CAPM); Alternatives to CAPM  
 Long- Term Financial Management: Risk and Return in Investment & Financing Decisions; Bonds; Stocks - Common Stock, Preferred Stock; Derivatives; Other long term financial instruments; Cost of Capital  
 Raising Capital: Debt Financing; Equity; Capital-raising concerns; Dividend Policy  
 Working Capital Management: Working Capital Terminology; Cash Management; Marketable Securities Management; Accounts Receivable Management; Inventory Management  
 Corporate Restructuring: Mergers and Acquisitions; Divestitures; Evaluation of Restructuring; Business Failures; Other Forms of Corporate Structuring  
 International Finance: Foreign Currency Exchange; Fixed, Flexible and floating currency exchange rates; Risk and Rate of Return for foreign investment; Financing and paying for international trade; Transfer Pricing; Legal and Social issues in global business.

### **SECTION B**

Enterprise Risk: Identification and explanation of different types of risks; Operational risk; Volatility and time impact of risk; Probabilities in determining exposure to risk; Calculation of expected loss  
 Enterprise Risk Management: COSO framework for Enterprise Risk Management (ERM); Strategies for risk response, transfer of risk; Key steps in risk management process and the benefits of the same; Role of corporate governance; risk analytics; Portfolio management in ERM program

### **SECTION C**

Capital Budgeting – Process & Techniques: Time Value of Money; Capital Budgeting Process and Capital Budgeting Techniques such as Payback period; Accounting Rate of Return; Internal Rate of Return and Net Present Value  
 Risk Analysis in Capital Investment: Sensitivity Analysis; Certainty Equivalents; Other Approaches to dealing with risk; Use of specifically adjusted rates and Qualitative considerations in capital investments

### **SECTION D**

Ethical Considerations for Management Accounting and Financial Management Professionals: Ethical Considerations for Management Accounting and Financial Management Professionals and Ethical Considerations for the Organization

Ethical Considerations for the Organization: Corporate Responsibility for Ethical Conduct; Ethics starts at the top; Measuring and improving ethical compliance; Governmental and international implications for organizational ethics; Ethics Scenario

**References:**

1. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Reporting, Planning, Performance and Control (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
2. Varun Jain, CPA, CMA and Dwijavanti Varatharajan, CPA , Financial Decision Making (Class Notes to Wiley CMA excel Learning System) – 2017 Edition;
3. Financial Reporting, Planning, Performance and Control – 2017 Edition; Wiley CMA excel A System Exam Review, Part 1, John Wiley & Sons, Inc.
4. Financial Decision Making – 2017 Edition; Wiley CMA excel Learning System Exam Review, Part 2, John Wiley & Sons, Inc.
5. Steven M.Bragg , Cost Accounting Fundamentals: Essential concepts and examples, fifth edition; 2016
6. M.N. Arora, Methods & Techniques of Cost Accounting , 3rd Ed, Himalaya Publishing House, 2011
7. S.P. Jain and K L Narang, Cost Accounting – Principles and Practices, 21st Revised Edition; Kalyani Publishers, 2014

Course Title/Code	<b>PERFORMANCE AND COMPENSATION MANAGEMENT SYSTEMS / MCH236</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	This course aims to impart the understanding about the performance and compensation management system and strategies adopted by the organizations to manage employees’ performance. This course also intends to give insights on how to identify, integrate, and retain talent in an organization to deliver high performance

**SECTION A**

Conceptual Framework of Performance Management: Performance management process; Objectives of performance management system; Historical development in India; Performance management and performance appraisal; Linkage of performance management system with other HR practices. Components of Performance Management System: Performance planning; Ongoing support and coaching; Performance measurement and

evaluation; Performance management and appraisal; Methods of performance appraisal; Appraisal Communication; Counseling, Identifying potential for development; Linking pay with performance.

## **SECTION B**

Implementation and Issues in Performance Management: Implementing performance management system-Strategies and challenges; Characteristics of effective performance metrics; Role of HR professionals in performance management; Performance management as an aid to learning and employee empowerment; Performance management documentation; Performance management audit; Ethical and legal issues in performance management; Use of technology and e-PMS, Performance management practices in Indian organizations. Talent Management: Concept and approaches; Framework of talent management; Talent identification, integration, and retention. Unit V- Talent Management Practices and Process: Building the talent pipeline; Managing employee engagement; Key factors and different aspects of talent management; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research problem

## **SECTION C**

Compensation management – An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues Compensation Strategy: New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualizing the Pay System, Organizational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies

## **SECTION D**

Managerial Remuneration: Managerial Remuneration – Concept and Elements, Executive Compensation: Methodology, CEO-to-worker pay ratio, Rewarding – A New Approach, Remuneration Ceilings, Remuneration Ceilings under Section XIII, Benchmark Compensation Package as per the Industry Standards Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity ;Pay Structures: Performance Based and Pay Based Structures, Designing Pay Structures, Comparison in Evaluation of Different Types of Pay Structures, Designing Pay Ranges and Bands, Significance of Factors Affecting pay levels; Rewards & Recognition: Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy; International Compensation: Expatriate Compensation and its Objectives, Elements of Expatriate’s Compensation Package, Problems in Compensation Management

### **References:**

1. Armstrong, M. & Baron, A., Performance management and development, Jaico Publishing House, Mumbai, 2006.
2. Armstrong, M., Performance management: Key strategies and practical guidelines, 2<sup>nd</sup> ed, Kogan Page, London, 2000
3. T.V Rao, Performance Management: Toward Organizational Excellence, 2<sup>nd</sup> ed, Sage Publications, 2015.



4. Bagchi, S. N., Performance management, 2<sup>nd</sup> ed, Cengage Learning India, 2013
5. Bhattacharyya, D.K., Performance management systems and strategies, 1<sup>st</sup> ed, Pearson Education, 2011
6. Robert B., Performance management, 2<sup>nd</sup> ed, McGraw-Hill Education India, 2012
7. Larry Isrealite, ASTD, Talent management: Strategies for success from six leading companies, 1<sup>st</sup> ed, Cengage Learning, 2010

Course Title/Code	<b>RELATIONAL DATABASE MANAGEMENT SYSTEMS/MCH234</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	Understand and apply core knowledge in Management Information Systems (MIS) Identify and analyze requirements for information systems Understand and apply design principles in Information Systems Understand and apply system development & project management principles Effectively evaluate technology alternatives to solve problems in an MIS context Effectively communicate to both business and IT professionals

### SECTION A

Basic Concepts – Traditional file oriented approach, Disadvantages of simple file system, Database approach, Advantages of Database approach, Database Management Systems (DBMS), Components of DBMS Environment, Advantages and Disadvantages of DBMS, DBMS Architecture, Data Independence, Data Models, Keys.

### SECTION B

Computers: An introduction, use of computer in business, advantages and disadvantages, computerized system for inventory control, payroll order, banking and accounting. SQL using ORACLE

## SECTION C

Introduction to SQL, Components of SQL: DDL, DML & DCL, Data types in SQL, DDL Commands: Create, Alter, Drop, Truncate, Creating queries with DDL commands and implementing constraints. DML Commands: Insert, Delete, Update, Select, Select with Group

## SECTION D

Order by. Creating queries with DML commands, Operators: Set and Logical, SQL functions: Numeric functions, Scalar functions and Group functions Report-Writing: Commands, advantages of Report writing..

**Computer Lab:** SQL and PL/SQL using Oracle: Introduction to SQL PLUS environment, Executing and Editing SQL Commands, Creating and executing simple PL/SQL programs. OR Any RDBMS Package like MS-Access

### References:

1. Ramez Elmasri, Shamkant B. Navathe, Fundamentals of Database Systems , 5<sup>th</sup> ed, Pearson Education, 2008
2. C. J. Date , An Introduction to Database Systems , Addison Wesley (Singapore) Pvt. Ltd., New Delhi,
3. George Koch, Kevin Loney, ORACEL 9I computer References, 1<sup>st</sup> ed, Tata Mc-Graw Hill, 2002
4. Raghu Ramakrishnan, Johannes Gehrke, Database Management, McGraw-Hill, 2003

Course Title/Code	<b>RESEARCH METHODOLOGY /MCH115</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	1. This course will provide a comprehensive introduction to the subject of Business research, and discuss some key concepts, process and techniques, and their applications. 2. After completion of this course, students will gain an appreciation for some of the breadth and depth of this subject and its significance for a business enterprise.

## SECTION-A

Basic Concepts of Research: Business research; its concept, nature, scope, need and managerial value of business research; Research: Its objectives and types. Definitions: concepts, constructs, variables, Formulation of Research Problem; Steps of research & Research ethics. Research Design: Types of Research Design; Factors Affecting Research Design. Literature Review.

## SECTION-B

Sampling Methods and Techniques: Basic Concepts, Characteristics of a good sample, Sampling Frame, Sampling errors, Non Sampling errors, Types of sampling: Probability Sample, Non Probability sampling. Measurement of Data: Concept of Measurement: what is measured, Problems in measurement in management

research - Validity and Reliability. Levels of measurement - Nominal, Ordinal, Interval, Ratio scales. Attitude Scaling Techniques: Rating Scales and Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. Types of Data - Primary Data, secondary data; data Collection - Questionnaire Method: Questionnaire Construction - Personal Interviews, Telephonic survey interviewing, and observational methods; editing, coding, content analysis

### SECTION-C

Hypothesis Formulation: An overview of non-parametric tests (Wilcoxon Matched – pairs signed – rank test, Mann – Whitney test, Kruskal – Wallis H-test), Introduction to Multivariate Analysis: Factor Analysis; Discriminant Analysis; Cluster Analysis; Dimensional Analysis; Conjoint Analysis.

### SECTION-D

Presentation of Results: Report writing: Purpose of a Report; Essentials of a Good Report; Format of a Report; Types of Report Presentation, procedure of preparation of reference and bibliography (APA model)

#### References:

1. WG Zikmund, BJ Babin, JC Carr, M Griffin., Business Research Methods, 8<sup>th</sup> ed, Thomson Learning, Bombay House, 2013.
2. T N Srivastava, Shailaja Rego, Business Research Methods, 2<sup>nd</sup> ed, Tata McGraw- Hill Companies, 2008
3. Naresh K. Malhotra, David F. Birks, Daniel Nunan, Marketing Research: An Applied Approach, 5<sup>th</sup> ed, Pearson Education, New Delhi, 2017.
4. Deepak Chawla, Neena Sondhi, Research Methodology, Vikas Publications, 2011
5. Prahlad Mishra, Business Research Methods: 1<sup>st</sup> ed, Oxford India, 2015

Course Title/Code	<b>MANAGING ENTREPRENEURIAL GROWTH AND STRATEGY /MCH238</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	The course aims to answer the questions: How can we beat the competition?/Which customers should we target? Which customers should we avoid?/What’s the right way to segment our markets? What products will our customers want to buy?/How should we distribute our products?/How do we communicate with our customers and create a strong brand?/Which things should our company do and which should we let our partners and suppliers do?/How can we delay commoditization and how can we respond when it begins to happen?/Who should we appoint to run this business?/Is this employee likely to succeed or fail in this assignment?/What’s the right organizational structure for this company or business unit?/How do we develop a viable strategy?/Whose investment capital will help us succeed, and whose money might poison our chances of success?/How can we build a productive culture in our company?/How can we change a culture that has become unproductive?/How can I get my employees to enthusiastically support a new course of action?/How do we manage and control the resource allocation

process?/Should we acquire a new company as a way of building capacity? If so, should we integrate the acquisition into the company, or keep it as a separate organization?

**SECTION A**

Entrepreneurship- definition and process, how is entrepreneurship related to business strategy? understanding strategic growth, Why grow? SWOT analysis and tools & techniques, strategist challenge- values, opportunities and capabilities, stages of strategy execution- analysis, formulation and 4A Model strategy implementation

**SECTION B**

Industry and Firm analysis- competitive markets; Rent seeking strategies- monopoly rents, Ricardian rents, entrepreneurial rent; Monopoly rents- Industry analysis- five force analysis, Ricardian rent- analyzing the firm’s capabilities, resource based view; resource types- tangible & intangible ,building firm capabilities, Identifying attributes of strategic resources- VRIN Framework; Creating barriers to Imitate.

**SECTION C**

Entrepreneurial Competitive Positioning- Defining Isolating Mechanisms, First mover advantages- definition, sources, advantages and disadvantages .Developing competitive position- differentiation, cost leadership, focused, niche and integrated market strategies, Understanding competitive positioning: Strategic mapping- definition and concept.

**SECTION D**

Strategy and Industry Environment- Dynamics of Competition- Market dynamics: understanding entrepreneurial/ Schumpeterian rents; Innovation and types of innovation; Understanding the Industry life cycle: S- Curve and introduction to Competitive life cycle (CLC) analysis, Stages of CLC, new technology disruptions – why Incumbent firms fail

**References:**

1. Lisa K. Gundry , Jill R. Kickul , Entrepreneurship Strategy, Changing Patterns in New Venture Creation, Growth, and Reinvention, Sage Publications , 2007.
2. Jared D. Harris, Michael J. Lenox. The Strategist Toolkit, Darden Business Publishing, 2013
3. Jeanne Liedtka, Andrew King, Kevin Bennett, Solving Problems with Design Thinking – Ten Stories of What Works , Columbia Business School Publishing, 2013
4. Michael E. Dobbs, (2014) "Guidelines for applying Porter's five forces framework: a set of industry analysis templates", Competitiveness Review, Vol. 24 Issue: 1, pp.32-45.
5. Porter, M. E. The Competitive Advantage: Creating and Sustaining Superior Performance. NY: Free Press, 1985

Course Title/Code	<b>MANAGING FAMILY OWNED BUSINESS /MCH237</b>
Course Type:	Core(Departmental)
Course Nature:	Hard

L-T-P-O Structure	4-0-0-0
Course Objectives	<ol style="list-style-type: none"> <li>1. Understand risk and return and various computations involving the same; long term and short-term financial management; various markets from where capital can be raised; corporate restructuring and international finance</li> <li>2. Understand the COSO framework for ERM; Identification of risk, assessment and response Understand capital budgeting process and various tools used in determining the appropriate capital structure and risk analysis in capital investment</li> <li>3. Familiarize with IMA’s Statement of Ethical Professional Practice and learn how to evaluate and resolve ethical issues</li> </ol>

### **SECTION A**

Opportunity / Identification and Product Selection: Entrepreneurial Opportunity Search and Identification; Criteria to Select a Product; Conducting Feasibility Studies; Project Finalization; Sources of Information.

### **SECTION B**

Family Business/Hindu Undivided Family (HUF) Enterprises and Enterprise Launching Legal Formalities : Definition of Small Scale; Rationale; Objective; Scope; Role of SSI in Economic Development of India; SSI; Registration; NOC from Pollution Board; Machinery and Equipment Selection; Project Report Preparation; Specimen of Project Report; Project Planning and Scheduling using Networking Techniques of PERT / CPM; Methods of Project Appraisal.

### **SECTION C**

Role of Support Institutions and Management of Family Small Business : Director of Industries; DIC; SIDO; SIDBI; Small Industries Development Corporation (SIDC); SISI; NSIC; NISBUD; State Financial Corporation SIC; Marketing Management; Production Management; Finance Management; Human Resource Management; Export Marketing.

### **SECTION D**

Family Business Financing. Banks and Financial Institutions. Obtaining finance for Family business. Formalities to be completed and loans to be obtained for family business.

### **References:**

1. Gersick, K.E., Davis, J.A., Hampton, M.M. and Lansberg, I., Generation to Generation: Life Cycles of the Family Business. Boston: Harvard Business School Press,1997
2. Miller, D. & Le Breton-Miller, I., Managing for the Long Run. Boston: Harvard Business School Press, 2005.
3. Bork, Jaffe, Lane, Dashew, Heisler, Working with family businesses: A guide for professionals. Jossey Bass Publishers., 1998
4. Hilburt-Davis J. and Dyer Jr. W.G., Consulting to family business: Contracting, assessment, and implementation (organizational development). Pfeiffer Publishing, 2002
5. McCann, G., When your parents sign the paychecks. JIST publishing, 2007.

6. Dave McKinney, Mike Fager , Succession Planning for the Family Owned Business, Sub-scribe Literary Services, 2007.

7.

Course Title/Code	<b>ORIENTATION PROGRAM IN ENTREPRENEURSHIP/MCH247</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	0-0-0-2
Course Objectives	At the end of this course, students will be able to

Course Title/Code	<b>APPLIED ENTREPRENEURSHIP PROJECT/MCH240</b>
Course Type:	Core (Departmental)
Course Nature:	Soft
L-T-P-O Structure	0-0-0-4
Course Objectives	At the end of this course, students will be able to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of an entrepreneurial venture . <ol style="list-style-type: none"> <li>1. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design.</li> <li>2. Ability to present the findings in a written report.</li> <li>3. Presenting the work in International/ National conference or reputed journals</li> </ol>

#### General Guidelines

- a) Applied Entrepreneurship Project is a compulsory course during semester IV
- b) It is an in-depth report of an entrepreneurial venture that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c) It is a faculty- supervised course component .
- d) Each student will be attached to a Faculty Supervisor.
- e) The evaluation of Applied Entrepreneurship Project is done in two stages viz. continuous evaluation and Final Industry

Course Title/Code	<b>MATERIAL &amp; INVENTORY MANAGEMENT /MCH242</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	To provide functional knowledge of Materials Management, Materials Procurement, Inventory Control as well as Warehousing for both service as well as manufacturing sector; b. To provide theoretical and practical exposure for application of such concepts.

### SECTION A

Definition and Importance of Material Management, Principles of Material Management, Material Management Cycle: Process & Documentation

### SECTION B

Procurements: Centralized vs Decentralized, Concepts of Inventory Control

- i. Types of inventory control
- ii. Techniques of Inventory Control

### SECTION C

Inventory Replenishment

### SECTION D

Challenges of Material Management

#### References:

1. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
2. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
3. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE INFORMATION SYSTEMS / MCH243</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Prerequisites	Nil
Course Objectives	The purpose of this course is to introduce the student to the principles of computer technology related to health care with emphasis on computerized medical billing, health

care data collection, storage, retrieval, security arrangement, presentation, and verification. This course will also introduce the components and requirements of the electronic health record.

**SECTION A**

Introduction to HMIS & Its need in a Hospital, Features of HMIS, Categorization of HMIS Modules

**SECTION B**

Operations Management of HMIS Modules, Advantages of HMIS

**SECTION C**

Challenges of HMIS, Procurement of HMIS Software

**SECTION D**

Implementation of HMIS

**References:**

4. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
5. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
6. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>MANAGEMENT OF MEDICATION /MCH244</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Students will gain a broader understanding of health-system pharmacy practice, with a focus on acute and ambulatory care, standards and regulations

**SECTION A**

Pharmacy Services And Usage Of Medication , Policy And Procedures To Guide Storage Of Medication

**SECTION B**

Policy And Procedures To Guide Prescription Of Medication , Policy And Procedures To Guide Safe Dispensing Of Medication

**SECTION C**

Policy And Procedures For Medication Administration , Adverse Drug Events Monitoring

**SECTION D**

Policy And Procedures For Use Of Narcotic Drugs And Psychotropic Substances



**References:**

7. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
8. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
9. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009.

Course Title/Code	<b>HEALTHCARE AND HUMAN RESOURCE MANAGEMENT /MCH237</b>
Course Type:	Core(Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p>Create executive decision-making strategies, as applied to human resources management</p> <p>Establish organizational workforce plans, in alignment with organizational goals and objectives</p> <p>Establish staff training and development programs, in alignment with organizational goals and objectives</p> <p>Implement successful recruitment and retention processes</p> <p>Evaluate workforce productivity</p> <p>Understand and value the strategic role of human resources management in a health care organization</p> <p>Understand and value the role of human resources in effectively managing organizational transformation</p> <p>Understand and value the impact of workforce diversity and globalization on health care organizations</p>

**SECTION A**

Introduction and Functioning of HR, HR Planning

**SECTION B**

Recruitment, Staff Skill Development & Training

**SECTION C**

Performance Appraisal

**SECTION D**

Documentations in HR Department, Challenges in HR

**References:**

1. Guide Book to Accreditation Standards for Hospitals 4<sup>th</sup> ed., NABH, 2016.
2. Sonu Goel, Anil Kumar Gupta, Amarjeet Singh, "Hospital Administration," Elsevier India, 2013
3. BM Sakharkar, "Principles & Planning of Hospital administration," 2<sup>nd</sup> ed, Jaypee, 2009

Course Title/Code	<b>FREIGHT TRANSPORT MANAGEMENT MCH232B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Credit	3
Course Objectives	The course acquaints the student to the concept and importance of material logistics and distribution task like transportation and warehousing.

<b>Course Outcomes (COs)</b>	
<b>CO1</b>	To acquaint students with the concepts of FTM
<b>CO2</b>	To acquaint students to the concept and importance of material logistics
<b>CO3</b>	To acquaint students with concepts of transportation and warehousing.
<b>CO4</b>	To acquaint students with the application of FTM

#### **SECTION A**

Introduction to freight management. Freight on Board. Material Logistics : Concept and Importance of Material Logistics. Logistic Tasks: Follow-up of Order, Transportation, Warehousing, Inventory Control, Information Monitoring. Freight Planning: Major Aspects and Factors

#### **SECTION B**

Transportation: A Brief Study of different modes of transport used for movement of materials, their relative advantages, disadvantages and suitability. Road Transport: Road System, Role of Road Transport in Movement of Materials, Role of National Highway Authority of India, Limitations of Road Transport System, Consignment Rail transport: India Railway Network

and Role in Transportation of Materials and Cargo, Consignment Note.

#### **SECTION C**

Air transport: Role of Air Transport in Domestic and International Transportation of Goods. Role of Ministry of Civil Aviation, Airport Authority of India and Directorate General of Civil Aviation, Air Waybill, Contract of affreightment  
Water transport: Inland Water Transport : Role of Inland Water Transport Inland Waterways: Inland Waterways Authority

of India. Ocean transport: Role of Ocean Transport in International Trade, Structure of Shipping . Services – Liner Shipping and Tramp/Charter Shipping, Conference System and Determination of Rates, Bill of Lading and Charter Party. Rail Transport and role of rail transport in Indian and global context

#### **SECTION D**

Multi-Model Transport System: Concept and advantages of Multi-Model Transport System. Containerization: Need and Advantages of Containerization, Inland Container Depots (ICDs) and Container Freight Stations (CFSs).Basics of Warehousing. Elements and Functions of Warehousing. Role of Warehousing in Economic Development, Types of Warehousing, Advantages of a Public Warehouse, Costs Associated with Warehousing.

#### **References:**

1. Dutta A.K., Materials Management: Procedures, Text and cases, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Gopalakrishnan, P. and Sundareson, M., Materials Management: An Integrated Approach, Prentice Hall of India Pvt. Ltd., New Delhi.
3. Varma, M.M., Essentials of Storekeeping and Purchasing, Sultan Chand and Sons, New Delhi.
4. Shah N.M. An Integrated concept of Materials Management, Indian Institute of Materials Management, Baroda Branch, Baroda.
5. Sharma S.C., Material Management and Materials Handling, Khanna Publishers, New Delhi.
6. Arnold, Champman and Ramakrishnan, Introduction to Materials Management 5th ed., 2007 Pearson Education, Inc.
7. Pooler Victor H. Purchasing and Supply Management, Creating the Vision, New York, Chapman & Hall, 19997.
8. Dutta A.K., Material Management, Inventory Control and Logistics, Jaicoi Publishing House, Mumbai.

Course Title/Code	<b>HEALTHCARE INDUSTRY PROJECT /MCH246</b>
Course Type:	Core (Departmental)
Course Nature:	Soft
L-T-P-O Structure	0-0-0-8
Course Objectives	At the end of this course, students will be able to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of an Healthcare Venture

#### General Guidelines

- a) Healthcare Industry Project is a compulsory course during semester IV

- b) It is an in-depth report of an Hospital Function by working in the department that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- c) It is a faculty and Hospital Mentor supervised course component .
- d) Each student will be attached to a Faculty Supervisor and Hospital Mentor under overall control of Hospital Unit Head.
- e) The evaluation of Healthcare Industry Project is done in two stages viz. continuous evaluation and Final Industry

Course Title/Code	<b>INDUSTRY APPLIED PROJECT/MCH241</b>
Course Type:	Core (Departmental)
Course Nature:	Soft
L-T-P-O Structure	0-0-0-4
Course Objectives	<p>At the end of this course, students will be able to</p> <ol style="list-style-type: none"> <li>1. Ability to synthesize knowledge and skills previously gained and applied to an in-depth study and execution of real company problem.</li> <li>2. Capable to select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify their design.</li> <li>3. Ability to present the findings in a written report.</li> <li>4. Presenting the work in International/ National conference or reputed journals</li> </ol>

### General Guidelines

- Industry project is a compulsory course during the semester
- It is an in-depth report of a company assigned project/ an industry study that incorporates a critical and analytical approach to the subject with a rigorous research focus. Alternatively, it is researching an issue or problem academically to find a solution.
- It is a faculty- supervised course component.
- Each student will be attached to a Faculty Supervisor.
- The evaluation of Final Industry project is done in two stages viz. continuous evaluation and Final Industry

### SEMESTER V

Course Title/Code	<b>CUSTOMER RELATIONSHIP MANAGEMENT/MCH356</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p>Students should be able to  Design, develop &amp; integrate CRM mechanism in everything organization does.</p> <input type="checkbox"/> Develop strategies to use CRM mechanism for a competitive edge. <input type="checkbox"/> Develop a customer centric organization culture.

### **SECTION A**

Analyzing Profitability of Customers: Lifetime Customer Value, Base Profit Analysis, Customer Profitability Analysis, Value Chain Analysis, Customer defection

### **SECTION B**

Closed Loop Marketing (360 Degree Marketing) and, Data Mining, Cross-selling/up selling, Essential Strategies to Increase Cross-sell and Up-sell

### **SECTION C**

Technology for Customer Relations: Contact centre Technology, CRM Technology. E-CRM, Its Importance, Recognizing Barriers to Internet Adoption  
Managing Customer Relationship: Stages, Techniques to Manage Relations, Customer Experience Management, Creating a Customer Profile; Knowing Your Customers; Segmenting & Targeting Customers; Tools used for Segmenting & Targeting Customers.  
Delivering the Customer Offer: Developing and Deploying CRM Strategy, Analysis of CRM Strategies, CRM Program Life Cycle, Building Blocks

### **SECTION-D**

CRM Measurement: CRM Metrics, Objectives for CRM Measurement, Factors Making CRM Measurement Complex, CRM Measurement Frameworks,  
Implementing CRM Measurement Attributes of a CRM Measurement Framework, Customer Lifetime Value

**References:**

**Text Books:**

1. Customer Relationship Management - B Murli Krishna - Excel Books Private Limited

**Reference book:**

1. Customer Relationship Management: Concept, Strategy, and Tools - By V. Kumar, Werner Reinartz - Springer, Second Edition
2. Customer Relationship Management - Francis Buttle - Butterworth-Heinemann is an imprint of Elsevier, Second Edition
3. Managing Customer Experience and Relationships - Don Peppers, Martha Rogers - Wiley & Sons, Third Edition

Course Title/Code	<b>INTERNATIONAL BUSINESS/MCH353</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	a) To give the students an exposure to the dynamic environment of International Business. b) To understand the impact of environment on the International Business Operations of a firm. c) To understand the dynamics and importance of International Trade. d) To understand the nuances of International Marketing and International HRM. e) To give some insights of the global monetary system and explain the role and importance of International Organizations.

### **SECTION A**

Introduction- Theories of International trade; Globalization forces - meaning, dimensions and stages in it, Tariff and non tariff barriers, Trading blocs

### **SECTION B**

Analysis of Global environment – Political, Social, Legal, Economic & Technological, Country risk analysis, Threats and Opportunities to International Business, Rise of new economies- BRICS & ASIAN countries.

### **SECTION C**

Balance of trade, Balance of payment, International Monetary Fund, Asian Development Bank, World Bank, Introduction to export and import and modes of payment in it, International Financial Instruments

### **SECTION D**

Globalization and its impact on an Economy, India's competitive advantage in industries like IT etc, South East Asian currency crisis, Bilateral and Multilateral laws- General agreements on trade and tariffs (GATT), WTO, IPR, TRIPS, TRIMS, SAARC, Foreign investments- plan , structure and effects.

### **References:**

1. International Business, Charles W L Hill & Arun K.Jain (Tata McGraw-Hill, 6th edition)
2. International Business, Cherunilam, Francis, Text and Cases (PHI, Fourth edition (Revised))
3. International Business, Justin Paul (Prentice Hall)
4. International Business, Dr. P. Subba Rao (Himalaya Publications, 2nd Revised Enlarged edition)

Course Title/Code	<b>STRATEGIC MANAGEMENT/MCH354</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p>(A) Students will acquire knowledge about the various Strategic Management indices in a holistic manner.</p> <p>(B) To acquaint with the advances in Business Strategy in deciphering Business Structure &amp; functioning</p> <p>(C) To get equipped with models to analyze business strategy and use them in innovation</p> <p>(D) To get an exposure to the dynamic environment of Corporate Strategic Management &amp; its dimensions. This would incorporate giving them a theoretical &amp; practical exposure to the paradigms incorporated herewith.</p>

### **SECTION A**

Nature of Strategic Management: Definition of strategic Management, Need for strategic management, Levels of strategy, Strategic management process, Defining Vision and Mission of a company.

### **SECTION B**

External Assessment & Internal Assessment: Environmental Scanning with respect to economic, social, cultural, demographic, environmental, political, governmental and legal aspects, technological forces, Industry's Porter's five force model. Internal analysis of a company profile with respect to seven basic functions of marketing & important financial – ratios, Value chain analysis (VCA) concept

### **SECTION C**

Strategies in Action: Various types of strategies viz. integration strategies, Intensive strategy, Diversification, Turnaround strategies, Divestiture, Outsourcing, Generic Strategies viz Cost leadership, differentiation and focus.

### **SECTION D**

Matrix Analysis & Strategy Evaluation: SWOT analysis, BCG matrix, GE matrix strategic evaluation, Evaluation techniques for strategy and operational control.

## References:

### Reference Books:

- 1 Arthur, A, Thomson and Strickland, A, J. (2002), Strategic Management – Concept and cases, Tata McGraw Hill, New Delhi
- 2 Glueck, W.T. and Lawrence, R. Jauch (2003), Business Policy and Strategic Management, Frank Bros & Co
- Kazmi Azhar, Business Policy and Strategic Management, Tata McGraw Hill, New Delhi, 2004

Course Title/Code	<b>FINANCIAL DERIVATIVES/MCH360</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This course presents and analyzes derivatives, such as forwards, futures, and options. These instruments have become extremely popular investment tools over the past several decades, as they allow one to tailor the amount and kind of risk one takes, be it risk associated with changes in interest rates, exchange rates, stock prices, commodity prices, inflation, weather, etc. They are used by institutions as well as investors, sometimes to hedge (reduce) unwanted risks, sometimes to take on additional risk motivated by views regarding future market movements.

### SECTION-A

Overview of Derivatives, Functions, Participants and Products, Types and Significance

### SECTION-B

Futures and Forwards, Options, Payoffs

### SECTION-C

Index Futures, Stock Futures, Strategies, Markowitz's Risk-Return Optimization; Optimal Portfolio; Efficient Market Hypothesis; Overview of Fundamental & Technical Analysis

### SECTION-D

Managed Portfolios and Performance Evaluation: Sharpe's, Treynor's, Jensen's and Fama's Performance Measures; Portfolio Revision: Portfolio Re-balancing and Upgrading

## References



1. Fundamental of Options & Futures” authored by John C Hull, Pearson Education
2. Derivatives Valuation and Risk Management, Dubofsky, David A; Miller, Thomas W (Oxford University Press)
3. Financial Derivatives, Kumar, S S S (Prentice Hall of India)
4. Financial Derivatives: Theory, Concepts and Problems, Gupta, S L (Prentice Hall of India)
5. Fundamentals of Futures and Options Markets, 4e, Hull, John C (Pearson Education)
6. Derivatives & Risk Management, 1e, Varma, J R (Tata McGraw- Hill Publishing Company)
7. Derivatives and Financial Innovations, Bansal, M., Bansal, N. (Tata McGraw- Hill Publishing Company)
8. Financial Derivatives in Theory and Practice, Hunt, P J; Kennedy, J E (John Wiley & Sons)
9. Risk Management & Derivatives, Stulz, Rene M (Cengage Learning Pvt. Limited)

Course Title/Code	<b>BUSINESS TAXATION/MCH357</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	The business taxation course is designed to provide the understanding of the basic concepts and definitions under the Income Tax Act, 1961 and To Acquire knowledge about Computation of Income under different heads of Income of Income Tax Act,1961 and the submission of Income Tax Return, Advance Tax, Tax deducted at Source, Tax Collection Authorities and to Prepare students Competent enough to take up to employment in Tax planned.

### SECTION-A

*IT Act 1961*, Accessibility Criteria Definitions ,Basic concept, person, Assessment year; previous year, assessee, Residential status; Incidence of tax, ,income exempt from tax., Computation of Income Under Various Heads Income under head salary Chargeability; computation of income under this head and employer responsibility in case of computation of tax of their employee under this head.

### SECTION-B

Income from house property Chargeability; computation of income from house property; deductions from income from house property; computation of taxable income from house property in case of house property owned by company

Profits and gains of business or profession: Chargeable incomes; expenses expressly allowed as deduction; general deductions; expenses specifically disallowed; compulsory maintenance of accounts, compulsory audit, assessment in special cases,(retail, transport, exploration of mineral oil) Computation of taxable income as profit and gain from business or profession.

Capital gains: meaning of capital asset; transfer, cases not considered to be transfer, chargeability; computation of capital gain: short term and long term; computation of tax on capital gain. Exemption from capital gains

### SECTION-C

Income from other sources: basis of charge; chargeable incomes; specific deductions; amount not deductible; computation of taxable income from other sources. Computation of net taxable income: computation of gross total income ,carry forward and set-off of losses and deductions under sec 80 and net taxable income and tax thereon in case of Indian as well as foreign companies provision of minimum alternate tax and declaration and payment of dividend

### SECTION-D

Tax provision in case of mergers acquisition and amalgamation of company, Income -tax Payment and Assessment

Tax Planning Tax planning in capital budgeting decision:, leasing ,hire purchase or buy decision raising of capital: equity, debt or preference share, transfer pricing and its impact.

### References:

Taxation Law and Practice Volume 1, V. Balachandran and S. Thothadri, PHI Learning  
Vinod Gupta  
Lakhotias  
Singhanias

Course Title/Code	<b>MERGERS AND ACQUISITIONS/MCH361</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This course is designed to provide an understanding of the essential elements of Mergers and Acquisitions with the basic methods of valuation, post-merger valuation, methods of payment and financing options at global level

### SECTION A

Mergers and Acquisitions: Introduction to mergers, types of mergers, theories of mergers & acquisitions; Cross-border mergers and acquisitions, issues and challenges in cross border M&A. Handling cross-culture and taxations issues in cross-border M&A. Analysis of Post-Merger Performance.

### SECTION B

Demerger, types of demerger, reverse merger, buyback of shares, leverage buy-out strategy, merger strategy - growth, synergy, operating synergy, financial synergy, diversification. Takeover and its types, takeover strategy, takeover bids, legal framework for mergers and acquisitions, leverages and buyouts; Hostile tender offers and various anti-takeover strategies

### SECTION C

Deal Valuation and Evaluation: Factors affecting valuation basics, methods of valuation, cash flow approaches, economic value added (EVA), sensitivity analysis, and valuation under takeover regulation, valuation for slump sale, cost-benefit analysis and swap ratio determination

### SECTION D

Post-Merger Evaluation: Financial Evaluation of Mergers & Acquisitions, Impact on shareholders' Wealth; Methods of payment and financing options in mergers & acquisitions, financing decision, Merger, Acquisition

and Competition law 2002, SEBI (Securities & Exchange Board of India) Takeover Code 2011 and criteria for negotiating friendly takeover.

### References

1. Weston, Fred; Chung, Kwang S. & Siu, Jon A.: Takeovers, Restructuring and Corporate Governance, (2nd ed.). Pearson Education
2. Gupta, Manju (2010): Contemporary Issues in Mergers and Acquisitions. Himalaya Publishing Readings:
  1. Sundarsanam (2006); Creating Value from Mergers and Acquisitions, (1st ed.) Pearson Education
  2. Ramanujan. S. (1999); Mergers: The New Dimensions for Corporate Restructuring, McGraw Hill
  3. Narayankar, Ravi, (2013): Merger and Acquisitions Corporate Restructuring, Strategy and Practices, (2<sup>nd</sup> ed.). International Book House Pvt. Ltd.

<b>Course Title/ Code</b>	<b>Website Designing /CSW351B</b>
<b>Course Type:</b>	<b>Core (Departmental)</b>
<b>Course Nature:</b>	Workshop
<b>L-T-P-O Structure</b>	0-0-0-3
<b>Credit</b>	1.5
<b>Objectives</b>	Student will be able to design a website.

### Section-A

**INTRODUCTORY CONCEPTS:** Internet, Intranet, Extranet, Web Browser and WWW, W3C, HTTP, Cookies, Session, IP Address, Domain Name, Web Server, website and webpage structure. Markup Language, HTML editor: Dreamweaver, Introduction to HTML tags: html, head, body, div, br, hr, p, text formatting, text styles, layouts, marquee, lists: ordered, unordered and definition lists, hyperlinks: http/https/ftp, images, images as hyperlinks, adding graphics, audio and video, table, Frames, iframes, color names, values & shades, HTML entities, symbols, charset, Forms.

### Section-B

**Intro HTML 5.0:** What Is HTML5, History: A Little Retrospective, The WHATWG, Vision and Philosophy behind HTML5, HTML vs HTML5, Getting Started with HTML5: The State Of Browser Support, Structure of a Web Page: HTML5 DOCTYPE, Page Encoding, HTML5 Markup, New And Updated Elements, Structural Elements, New Attributes, Deprecated Elements And Attributes.

### Section-C

**HTML 5.0 Form, Graphics & Media:** HTML5 DOM, Form: new input types & attributes, form validation, HTML canvas and SVG: Drawing shapes, Text & images, working with pixels, Embedding media: Audio and Video based On Plug-in, New Audio/Video Markup, Attributes and Methods, Audio/Video Events & Controls, Plug-ins in HTML inserting YouTube videos.

### Section-D

**CSS & CSS3:** Introduction to CSS, Syntax, Selectors, Pseudo classes, Applying CSS to backgrounds, Text, Fonts, Links, Lists, Tables, Box Model: Border, Margin, Padding, Dimension, Display, Positioning, Align, CSS to Images and image Opacity, CSS Media Types, CSS Attr Selectors.

**CSS3:** Introduction, Rounded Corners, Border Images, Backgrounds, Colors, Gradients, Shadows, Fonts and text effects, 2D transforms, 3D Transforms, Transitions & Animations.

#### LIST OF EXPERIMENTS:

- HTML: Basic Tags
- HTML: Graphics & Tables
- HTML: Frames & Forms
- HTML5.0: Basic Tags
- HTML5.0: DOM & Forms
- HTML: Canvas & SVG
- HTML: Media
- HTML: API's
- CSS
- Minor Project

#### Text Books:

- Pro HTML5 and CSS3 Design Patterns Paperback – 2012 by Dionysios Synodinos, Michael Bowers, Victor Sumner
- Murach's HTML5 and CSS3 Paperback – 2012 by Zak Ruvalcaba
- Dive into HTML5 by Mark Pilgrim.

#### Reference Book:

- Hello! HTML5 & CSS3: A user-friendly reference guide Paperback by Rob Crowther.
- HTML5 Guidelines for Web Developers by Klaus Föörster.

Course Title/Code	<b>SOCIAL ENTREPRENEURSHIP/MCH351</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	This course aims to help the students to understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society. To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector. To understand how to develop sustainable “business” model for building a social enterprise that can make a difference

#### **Section-A**

The Meaning of Social Entrepreneurship. The Socio-Economic Context of Social Entrepreneurship . Defining Social Entrepreneurship. Strategic Innovation at the Base of the Social Entrepreneurship. Social Entrepreneurship: Correcting Market Failures. Profile of the Social Entrepreneur

#### **Section-B**

Understanding the SE Terrain: Sector Studies. Growing Opportunity: Entrepreneurial Solutions to Insoluble Problems. Social Venture Business Plan Concept. Developing the Social Venture Strategy and Plan: Preparation and Launch. Growth Business Plan – Framing your Social Venture. Venture Entry: Positioning the Firm for Social and Strategic Advantage

#### **Section-C**

Learning from Real-Life Social Enterprises (Cases) . Measuring Social Impact . The Process of Social Entrepreneurship: Creating Opportunities Worthy of Serious Pursuit. Funding of Social Ventures/Enterprises

#### **Section-D**

Governance of Social Enterprises.. Disruptive Innovations for Social Change. Social Impact Theory Presentations. Strategies for Scaling Social Impact. Social Return on Investment. Measuring and/or Estimating Social Value Creation

### **References:**

#### **Text Books:**

1.

#### **REFERECE BOOKS:**

1.

Course Title/Code	<b>TECHNOLOGICAL ENTREPRENURSHIP/MCH355</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	Technology entrepreneurship is a vehicle that facilitates prosperity in individuals, firms, regions, and nations. The study of technology entrepreneurship therefore, serves an important function beyond satisfying intellectual curiosity..

**Section-A**

Entrepreneurial Vision, The entrepreneurial journey and lessons to be learned, What is technology Entrepreneurship., Opportunity, teams, market need, Business Value Propositions, Industry Analysis and Customer Discovery

**Section-B**

Evolution of Technology; Effects of New Technology, Technology Innovation, Invention-Innovation-Diffusion, Revolutionary and Evolutionary Innovation, Product and Process Innovation, Strategic Implications of Technology, Technology - Strategy Alliance, Convergent and Divergent Cycle

**Section-C**

Technology Assessment, Technology Choice, Technological Leadership and Followership, Technology Acquisition, Diffusion of Technology, Rate of Diffusion; Innovation Time and Innovation Cost Speed of Diffusion, Technological regimes and windows of opportunity, Technology Transfer

**Section-D**

How Venture Capital Works, How to Pitch a Brilliant Idea, Intellectual Property and Legal Structure, Globalization and Technology: Trade, Markets and Offshoring. Researching global market and supply opportunities online

**References:**

**Text Books:**

1.

**REFERECE BOOKS:**

1.

Course Title/Code	<b>FAMILY BUSINESS GOVERNANCE/MCH352</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>This course provides inputs on the Family Business Models and how to Financing the growth of the Family Business.</p> <p>This course also provide inputs on policies and processes of developing and practicing corporate and family governance particularly mid-size family businesses that are on the threshold of transformation</p>

#### Section-A

**The family business model** We analyze the strengths of family firms and key challenges that constrain growth. One major challenge facing a family firm is the family. We discuss the family business model and analyze the mechanisms via which the founding family can affect the firm value. For example, the family can constrain the firm by choosing corporate financial policies that benefit the family but do not maximize the firm value.

#### Section-B

**Financing growth & keeping family control.** We analyze challenges when the family decides to have access to external finance such as strategic partners, private equity, and public investors via IPO. One of the key issues is how to organize ownership and control structures in such a way that the family can maintain control while benefiting from external financing and the expertise of outside investors.

#### Section-C

**The family & succession.** Planning for the transfer of ownership and management is one of the key issues for perpetuating the family's business and wealth. Succession in family business is complicated because family values and relationships play a major role. Further family businesses often fail as a result of family feuds. Good governance structures at the firm and family level can minimize the negative effects of family control on the business

#### Section-D

**Professionalizing family business.** Another key challenge is how to incentivize subsequent generations and keep the entrepreneurial spirit alive. Successful transition requires a well-crafted ownership, management, and governance structure.

### References:

#### Text Books:

1.

#### REFERECE BOOKS:

1.

Course Title/Code	<b>QUALITY ASSURANCE IN HEALTHCARE MCH364</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	A) to understand the concept of quality. B) have clarity on the difference between Quality Control and Quality Assurance. C) get a basic understanding of Standards and their importance. D) understand the tools for Quality monitoring and TQM. E) understand the role of healthcare managers in QA implementation and managing change.

**SECTION A**

concepts of Quality, Quality Control and Quality Assurance

**SECTION B**

Organisational Levels for setting up a Quality Assurance System

**SECTION C**

Standards and their importance/ tools for Quality monitoring and TQM

**SECTION D**

role of healthcare managers in Quality Assurance implementation and Managing Change

References

Michael Merson, Robert Black, Anne Mills. Global Health: Diseases, Programs, Systems and Policies. Copyright 2012. (Jones & Bartlett)

Course Title/Code	<b>HEALTH CARE INSURANCE &amp; MANAGEMENT CARE/ MCH310B</b>
Course Type:	Core (Departmental)



Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Credit	3
Course Objectives	To understand the healthcare insurance and related legal provisions in India

Course Outcomes (COs)		Mapping
CO1	Develop a practical understanding of Health Insurance and Health insurance Schemes in India.	Employability
CO2	Demonstrate the Need, importance and use of Health Insurance Underwriting.	Skill Enhancement
CO3	Identify the Role of Third Party Administrators in Health Insurance Claims	Employability
CO4	Explain the concept of Claims Management and Health Insurance Frauds and Customer Service in Health Insurance	Skill Enhancement

#### SECTION A

Introduction of Health Insurance Meaning, Concept, history, current scenario and future of Health Insurance India, Health Insurance regulation in the Indian Context- Health Insurance regulations (2013 & 2016), Definition of common terminologies. New developments in Health Insurance in India, digital distribution channel in health insurance. Health Insurance Products India Various policies issued in Health Insurance- Concept and features of Mediciclaim – Individual and Family floater, Overseas Mediciclaim policy, Disease Specific products, Government Sponsored Health Insurance Scheme in India- RSBY & Ayushman Bharat., Critical illness policy. Health Insurance proposal form, policy clauses, Preventive care and wellness program

#### SECTION B

Health Insurance Underwriting Need for underwriting, Risk identification, Risk classification, evaluation and risk management in health insurance, Underwriting medical risk factors, Methods of underwriting- judgement and numerical rating methods, underwriting manuals, Financial underwriting and medical underwriting, tele underwriting, Genetic Underwriting, Role of IT in health insurance underwriting, Portability benefit.

#### SECTION C

Role of Third Party Administrator and Group health Insurance Regulations of IRDA (TPA – Health Services Regulations), 2001. Scope of relationship between insurer and TPA. TPA's relationship with customers and hospitals for effective claim settlement. TPA role in claim settlement and reducing frauds, Current scenario and future of TPA in India. Group Health Insurance Guidelines.

#### SECTION D

Claims Management Intimation, admissibility, payment procedure and documents required for claims settlement in health insurance. Role of different stakeholders in claim settlement process in health insurance. Reasons and solution for high claim ratio, Role of IT in health insurance claims management. Health Insurance Frauds and Customer Service in Health Insurance Fraud and abuse in health insurance, Classification of frauds, Stages of frauds in health insurance, parties involved in frauds, triggers, causes, effects and remedial measures to control fraud. Customer protection, Expectations and drawbacks in customer service, Grievance redressal.

References: 1. Balachandran, S (2010): Managing Change, Sangeeta Associates, Mumbai. (All Modules) 2. Gopalakrishna, C (2011): Social Security, Insurance and the Law - Shroff Publishers and Distributors, Mumbai. (All Modules) 3. Kumar, Dharmendra (2011): Thresholds in Indian Insurance - Macmillans (All Modules) 4. Nossia, Kyriaki (2007): History, Evolution and Legislative Framework of Marine insurance. (Module-1) 5. Planning Commission (2008): A Hundred Small Steps, Sage publications. (Module - 2) 6. Samarth, R. D. (1998): Operational Transformation of General Insurance Industry during the period 1950 to 1990 & Beyond (All Modules)

Course Title/Code	<b>LEGAL ASPECTS OF HEALTHCARE-MCH312B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	<p>CO1: To understand the basics of Health Care laws and role of health policy and Health Care Centres</p> <p>CO2: To acquaint the students with Human Rights. Rights &amp; Duties of Health Care Provider and the Health Care legislations &amp; Regulations</p> <p>CO3: To analyze and understand the general and specific laws of Health care and the contemporary challenges in health sector</p> <p>CO4: To understand Medical Ethics, Contract Act and Consumer Protection Act .</p> <p>CO5: To study and understand the Need &amp; Importance of Medical Insurance, Medical Insurance Regulations and to learn framing Mediclaim Policies of Health Care Organizations.</p>

## SECTION A

Basic of Health and its provider. Origin & Evaluation. All Council Acts. Need for Health Law – Fraudulence, Negligence and Abuse. Role of Health Policy & Health Care Delivery. Hospital

and Health Care Management.

## SECTION B

Human Rights. Rights & Duties of Health Care Provider (Public & Private Activities).  
Functions and Interaction between court Legislation and Regulations

## SECTION C

General Laws on Health Law (Medical Allied Agencies). Specific Laws on Health Law (NDT, PWD/etc). Contemporary challenges in Health Laws. Euthanasia and MTP (Medical Termination of Pregnancy).

## SECTION D

Medical Ethics. Contract Act and Consumer Protection Act in the Health Care Sector. Medical Insurance- Introduction – Various types , Significance and Kind of Medical Insurance/Policies. Medical Insurance Regulations. Mediclaim policies and TPA.

References:

- 1) Jonathan Herring- Medical Law and Ethics
- 2) Mason and Mc Call Smith- Law and Medical Ethics
- 3) S. V. Jogarao- Current Issues in Criminal Justice and Medical laws.

Course Title/Code	<b>LOGISTICS AND INTERNATIONAL SUPPLY CHAIN MANAGEMENT/MCH396</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	To familiarize the students with the essential elements of the Logistics and Supply Chain Management. Strategic issues in the International Supply Chain Management and logistics network. Configuration along with performance measurement and evaluation shall be studied thoroughly.

### **Section A**

Introduction to Logistics and Supply Chain Management - Concepts, Objectives and functions of Supply Chain Management, Issues in Supply Chain Management; Managing networks and relationships; Sourcing Internationally, International Distribution Management: Types of Intermediaries, Channel Selection and Management.

### **Section B**

Strategic issues in Supply Chain – Strategic Partnership, Logistics Management: Concept, Objective and Scope, Transportation, Warehousing, Inventory Management, Packing and Unitization, Control and Communication, Role of Information Technology in Logistics, Logistics Service Firms, Third Party Logistics, 4PL(Fourth Party Logistics), Reverse Logistics.

### **Section C**

Logistics Network Design for Global Operations Global Logistics Network Configuration, Orienting International Facilities: Considerations and Framework, Trade-offs Associated with each Approach, Mapping the different Approaches, Capacity Expansion Issues; Information Management for Global Logistics: Characteristics of Logistics Information and Telecommunication Systems, Capabilities and Limitations.

### **Section D**

Performance Measurement and Evaluation in Global Logistics: Operations and Logistics Control: Key Activities Performance Information, Measuring Performance in Functional Integration, Measuring Performance in Sectoral Integration, Supply chain operations reference model (SCOR) Model. Global Supply Chains and their societal, business, and cultural contexts and impacts. Perspectives for business, social science, engineering, and legal environment, Drivers for economic globalization (labour costs, resources, regulation etc.), Influence on world and national economies

### **References:**

1. Rushton, A., Croucher, P. and Peter Baker. Handbook of Logistics and Distribution Management. Kogan Page Pub
2. Chopra Sunil and Peter Meindl. Supply Chain Management. Pearson Education
3. Bowersox, D. J., David, J and Cooper. Supply Chain Logistics Management. McGraw Hill
4. Heizer, Jay; Render, Barry. Operations management. Sustainability and supply chain management. Pearson Publication, India
5. Sahay, B S. Supply chain management for global competitiveness. Delhi: Macmillan Publishers India Limited. (Latest Edition may be used)

Course Title/Code	<b>PURCHASING AND INVENTORY MANAGEMENT/MCH397</b>
Course Type:	Elective (Departmental)

Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	To get the students acquainted with concepts and application of the purchasing and inventory management. To acquaint students with the need and management of inventory in the supply chain management.

#### **SECTION A**

Introduction to Purchasing Management: Objectives and Functions of Purchasing Department, Purchase Policy and Procedure, Negotiations, Purchase of High Capital Equipment and their Feasibilities. Supply Chain Management, Implementation of Supply Chain Principles within a Company.

#### **SECTION B**

Suppliers Selection, Vendor Rating and Vendor Rating Techniques, Vendors Development and Vendors' Relationship management. Inventory Management: Different Costs of Inventory, Optimal Order Quantity, EOQ, Inventory Models with Purchase Discounts, Buffer Stocks, Fixed Order Period Model, Safety Stocks, Optimum Level of Safety Stock.

#### **SECTION C**

Inventory Control, Elements of Effective Inventory Control, Advantages, Procedure for Setting up an Efficient Inventory Control System, V.E.D. Analysis, S.D.E. Classification, F.S.N. Analysis, X.Y.Z. Analysis, Logistics Management and Its Link with Inventory Control and other Areas.

Value Analysis: Purchasing Research, Price Forecasting, Forward Buying, Make or Buy Decision.

#### **SECTION D**

Stores Management: Purpose of Store Management, Location and Layout, Cost Aspects and Productivity, Problems and Developments, New Developments in Storing.

Evaluation of Materials Management: Organization, Difficulties, Process and Criteria, Reporting and Purchasing. Computers in Material Management Electronic Computer, Integrated Computer System for Materials Management, Material Planning.

References:

1. Ansari A and Murderess B., JIT Purchasing, Free Press.
2. Baily P. et al, Purchasing Principles and Management. Pitman.
3. Burt, David N., Proactive Procurement, Englewood Cliffs, Prentice Hall Inc.
4. Dobler, D W. et al, Purchasing and Materials Management,. McGraw Hill.
5. Dutta, A K., Integrated Materials Management, PHI Learning.
6. Farrington B and Waters, Derek W., Managing Purchasing, Chapman & Hall.
7. Gopalakrishnan P and Sunderashan M., Handbook of Materials Management, PHI

Course Title/Code	<b>SERVICE OPERATIONS MANAGEMENT/MCH398</b>
Course Type:	Elective(Departmental)

Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Course Objectives	The objective of this course is to acquaint the participants with decision making in planning, design, delivery, quality, and maintenance and scheduling of service operations on a global basis. The participants are also expected to appreciate the role of service quality and supply chain in emerging service economy of India in relation to international business. Environment and global benchmarks.

#### SECTION A

Matrix of Service Characteristics; Taxonomy of services, Challenges in Operations Management of Services, Aggregate Capacity Planning for Services; Facility Location; subjective and objective factors.

#### SECTION B

Service design and delivery systems; layouts in services, Job and Work Design in Services- Safety and Physical Environment; Effect of Managing queues, Automation; Operations standards and Work measurement.

#### SECTION C

Determinants of Quality in Services,; Concept of a Total Quality Service, Dynamics of Service Delivery System Measurement, control and improvement of Quality of Services

#### SECTION D

Scheduling for Service operations, personnel and vehicles, Supply Chain and Distribution of Services, Maintainability and Reliability in Services; Total Productive Maintenance (TPM) in Services.

#### References:

1. Bowen, D. E., Chase, R. B., & Cummings, T. G. (Eds.). (1990). Services management effectiveness (2nd ed.). San Francisco: Jossey Bass.
2. Fitzsimmons, J. A., & Fitzsimmons, M. J. (2004). Service management (4th ed.). New Delhi: McGraw Hill.
3. Haksever, C., Render, B., Russell, R. S., & Murdick, R. G. (2003). Service management and operations, (2nd ed.). New Jersey: Prentice Hall.
4. Heskett, J. L., Sasser, W. E., & Hart, C.W.L. (1990). Service breakthroughs: changing the rules of the game. New York: Free Press.
5. Martin, C. (1998). Logistics and SCM: Strategies for reducing cost and improving service. New Delhi: Pearson Education.

### SEMESTER VI

Course Title/Code	<b>E-COMMERCE/MCH370</b>
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Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This course presents to enable the student to become competent to understand the mechanism for excelling in e commerce based employments and self-employment opportunities

### **SECTION A**

Network Infrastructure [6L] Client/Server Computing, N-tier Solution, Internet hierarchy, Basic Blocks of E-Commerce, Network layers and TCP/IP protocols, HTTPS, Types of Services and Servers, Virtual Private Network (VPN), Remote Connectivity. Introduction to E-commerce [8L] Concept of EDI & FDI,

### **SECTION B**

Introduction to E-commerce, E-Commerce & E-Business, Features of Ecommerce, E-Commerce payment mechanism, E-Commerce revenue streams, Advertising and Promotion, Building an E-commerce website, Customer Service and service quality evaluation (SERVQUAL)

### **SECTION C**

E-Business Models [8L] Business to Consumer (B2C), Business to business (B2B), Consumer to consumer (C2C), Peer to peer (P2P), M commerce Business Models, E-Governance.

### **SECTION D**

Security and Legal Issues [8L] Cyber Fraud and solutions, Online Contracts, Digital Signatures, Digital Certificates, Concept of Encryption and Cryptography, Public and Secret key encryption, IT Act to legalize E-commerce, Taxation in relation to E-Commerce, Consumer Protection in Cyberspace.

Practical: [20L] Web site development & programming

#### **References:**

1. E-Commerce, 4th Edition, Business, Technology, Society, By Kenneth C. Laudon, Carol G. Traver, SPD
2. E-Commerce, K.K. Bajaj, Debjani Nag, TMH India
3. e-Business & e-Commerce for Managers, By Harvey M. Deitel, Paul J. Deitel, Kate Steinbuhler, SPD
4. E-Commerce: An Indian Perspective, S. J. Joseph, P. T., PHI
5. The Information Technology Act, Bare Act with Short Notes, Universal Law Publishing Co. Pvt. Ltd.

Course Title/Code	<b>DIGITAL MARKETING/MCH371</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p>By the end of the course, a student should be able to:</p> <ul style="list-style-type: none"> <li>• Understand the scope of digital marketing and how it integrates with overall business and marketing strategy globally</li> <li>• Assess various digital channels and understand which are most suitable to an idea or solution</li> <li>• Understand the fundamentals of a digital marketing campaign, and be able to apply it to achieve your business objectives</li> </ul>

### **SECTION – A**

Introduction , Digital Marketing meaning, scope and Importance, Web marketing strategy , Web marketing environment, Web Content, Web marketing tools

### **SECTION – B**

Online Buyer Behavior, Web site Design, Online user experience, online site design, Integrated Internet Marketing Communications, Interactive Marketing Communication, Search Engine Optimization, Creating and Managing Campaigns

### **SECTION – C**

Digital Promotion Techniques: E Mail marketing, Permission Marketing, Viral Marketing, Social Media Marketing, Content Marketing, Face Book Advertising, Visual Advertising, Display Advertising, Mobile Advertising, Image Advertising, Video Advertising; YouTube Advertising, Concept of SNS Industry (Social Networking Site Industry)

### **SECTION – D**

Google Analytics, Tracking Performance, Tracking Mobile marketing Performance, Web Analytics, Traffic Reports, Behavior reports, KPIs in analytics, Tracking SMM performance

#### **References:**

1. Ryan Damian, Understanding Digital Marketing, Kogan Page.
2. Parkin Godfrey, Digital Marketing: Strategies for Online Success, New Holland Publishers.
3. Hanson, W. and Kalyanam, E-Commerce and Web Marketing, Cengage



Course Title/Code	<b>BUSINESS ANALYTICS/MCH372</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p>By the end of the course, a student should be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the fundamentals of business analytics and articulate a business problem and convert it into a viable Analytics question</li> <li>2. Apply Data visualization for exploratory analysis and communicate effectively to diverse audience.</li> <li>3. Concept of Big Data and, how it can be aligned with business objectives.</li> <li>4. Understand the fundamentals of Data Science, Machine Learning and Artificial Intelligence in the growing digitalization at the global level</li> <li>5. Analyze Data and find patterns in them for better decision making</li> <li>6. Apply various analytics techniques in problem solving</li> <li>7. Apply knowledge and develop solutions across a range of functional areas like Marketing Finance, HR and Operations.</li> </ol>

### **PART – A**

**Overview of Business Analytics,** Introduction to Analytics; Introduction to Business Analytics, Its meaning in today’s changing global scenario, usage in Business

**BIG DATA, BIG ANALYSIS:** Big data: What is Big Data, Why is Big Data Important, Expanding Universe of Unstructured Data, Industry examples of Big Data

### **SECTION B**

Marketing and Retail Analytics, Customer Insights, People Insights. Web & Social Media Analytics, Finance Analytics, Supply Chain Analytics

### **SECTION C**

Quantitative Reasoning, Data Analysis, Data Interpretation, Correlation and Regression /Anova /Factor Analysis /Analysis of Variance, Presentation of Data

### **SECTION D**

Time series Analysis and forecasting, Data Mining, Machine learning, Predictive modeling  
**Tools:** Excel based, Market Basket Analysis

Course Title/Code	<b>FINANCIAL SERVICES/MCH378</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<ol style="list-style-type: none"> <li>1. Examine Financial Services management as an important and contemporary area of financial management.</li> <li>2. Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.</li> <li>3. Evaluate and create strategies to promote financial products and services.</li> <li>4. Making a deep understanding on credit rating and its regulatory.</li> </ol>

#### **SECTION – A**

Functions of Financial System, Financial Assets, Financial Intermediaries, Financial Markets Money Market, Hire -Purchase and Leasing, Venture Capital & its Features, Difference between Discounting

#### **SECTION – B**

New Issue Market ( I.P.O ), Functions of new issue market, Method of floating issues, Secondary market, B.S.E, N.S.E. Listing, Dematerialization of Shares, Listing of Securities, Share pricing

#### **SECTION - C**

Securities & Exchange Board of India (SEBI), Depositing system, Objectives of Depositors, Listing of Securities

#### **SECTION - D**

Factoring, Forfeiting, Credit rating in India, Functions of credit rating Agencies, Mutual Funds, Management and Products, Micro Finance,

**References:**

1. Khan, M.Y., Financial Services, Tata McGraw Hill, New Delhi.
2. Pathak, Indian Financial System, Pearson Education.
3. Khan, M.Y., Indian Financial System, Tata McGraw Hills, New Delhi
4. Machiraju, H.R., Indian Financial System, Vikas Publishing House.
5. Machiraju, H.R., Working of Stock Exchange in India, New Age Publication.
6. Shrivastava, R.M., and Nigam, Divya, Management of Indian Financial Institutions, Himalaya Publishing House.

Course Title/Code	<b>CSR AND BUSINESS ETHICS/MCH376</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	<p><b>After completion of this course the students are expected to be able to demonstrate following knowledge, skills and attitudes</b></p> <p>The student will be able to:</p> <p><b>CO1</b> to give the students an insight into the dimensions of Corporate Social Responsibility, Values &amp; ethics</p> <p><b>CO2</b> to understand the difference between philanthropy &amp; corporate social responsibility in Indian context</p> <p><b>CO3</b> to understand the dynamics and importance of Corporate Social Responsibility in maintaining a sustainable economy</p> <p><b>CO4</b> to have a thorough understanding of the various models of CSR &amp; the nuances of their implementation</p> <p><b>CO5</b> to give some insights into the ethical &amp; unethical practices of Industry, so as to hone the students towards better corporate employees of future</p>

## SECTION – A

Corporate Social Responsibility (CSR) Concept of Corporate Social Responsibility, Perspectives of CSR, Carrol’s Model of CSR, Stakeholders model of Social Responsibility, case for and against CSR, Corporate Social Responsibility V/s corporate philanthropy, CSR in India

## SECTION B

Protection of stake holders Consumer protection , protection of employees , Origin of corruption in human minds set, Guarding against Discrimination and harassment in work places , Insider trading , whistle blowing , Ethical theories , Unethical Practices in India.

## SECTION C

Values & Business Values, Concept of values , features of values , types of values, formation of values , business values, levels of business values , Importance (Significance) of values in management of business.

## SECTION D

Ethics and Business Ethics, Meaning of ethics, nature of importance of ethics, Ethical decision making, Concept and nature of business ethics, need and relevance , determinants of business ethics, principles of business ethics, myths about business ethics

### References:

1. Francis & Mishra, Business Ethics Publisher TMH

Course Title/Code	<b>STRATEGIES AND PRACTICES OF FAMILY OWNED ENTERPRISES/MCH374</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	By the end of the course, a student should be able to develop capability in : A. Understanding and assessing the unique performance requirements and capabilities of the family form of business organization.. B. <i>Develop a Practice Perspective:</i> Students should move beyond theory to develop a working knowledge of how to address the idiosyncratic organizational, management, financial and relational dynamics present in family-controlled companies.

## PART – A

**The Importance of Planning for Business Families** :the challenges facing family businesses,balancing family and business demands

the need for family business planning , the benefits of family business planning ,the parallel planning process,the obstacles to family business planning ,the challenge of creating a family business legacy

**the parallel planning process** : the influence of life cycles on family businesses.strategic planning and the family business,parallel planning for the family and business systems,the parallel planning process for the family,the parallel planning process FOR the business,the shared future vision of the family and business

## SECTION B

**Securing family commitment:** Understanding family commitment,exploring family commitment,discussing core family values, identifying a family business philosophy,family vision ,statement of family commitment

### **encouraging family participation**

Creating an environment that supports participation, understanding family conflict

The importance of addressing conflict in family relationships,family fairness

Family meetings as a tool for enabling family participation

### **Preparing the next generation of family managers and leaders**

The influence of life cycle on family business careers,understanding the business' future management needs,family business as career, launching a family business career, planning a meaningful career, identifying the next generation of managers and leaders, planning for next-generation relationships

### **Developing effective ownership**

Family business ownership configurations, factors shaping ownership configurations,ownership education programs, family ownership agreements

Estate plans, family business governance, stewardship as a family ownership value

## SECTION C

### **Assessing the firm's strategic potential**

defining the firm's strategic potential,the swot analysis,the internal analysis,

assessing the firm's financial strength, assessing the firm's marketing success,

assessing the firm's organizational resources, the external analysis, analyzing the general environmen,

analyzing the market and industry,determining the firm's strategic potential

### **Exploring possible business strategies**

discussing the firm's strategic priority, selecting the strategic direction,

seven possible strategic directions and the basic business strategies, evaluating the basic business strategies,

unique advantages of family businesses, potential disadvantages of family firms, recommending possible strategies

## SECTION D

### **The Final Strategy and Reinvestment Decision**

IDENTIFYING THE BUSINESS' STRATEGY, ASSESSING THE FAMILY INVESTMENT DECISION, ANALYZING THE BUSINESS' MARKET VALUE, FAMILY INVESTMENT CONSIDERATIONS,

## OTHER FACTORS AFFECTING THE REINVESTMENT DECISION, REINVESTMENT ISSUES

### **The Role of the Board in Family Business Planning**

AFFIRMING FAMILY AND STRATEGIC COMMITMENT, SUPPORTING THE FAMILY ENTERPRISE CONTINUITY PLAN, CONTRIBUTING TO THE BUSINESS STRATEGY PLAN

#### **References:**

1. Strategic Planning for the Family Business - Randel S. Carlock and John L. Ward
2. E.J. Poza, Smart Growth: Critical Choices for Business Continuity and Prosperity (San Francisco: Jossey-Bass, 1989);
3. J.L. Ward, Keeping the Family Business Healthy: How to Plan for Continuity, Growth, Profitability, and Family Leadership (San Francisco: Jossey-Bass, 1988).

Course Title/Code	<b>COPYRIGHT, PATENTS AND LAWS OF IP/MCH375</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	This programme imparts the fundamentals of Intellectual Property. What, Why, When, Where and the How's of IP are explained. There will be case studies, quizzes and a collaborative work output which will be used to provide good understanding of IPR and related issues

#### **PART – A**

General Aspects of Intellectual property Rights: Nature meaning and scope. Evolution and development of IPR's at International and National level, Emergence of WIPO and WTO-TRIPs, Emerging issues in IPR

#### **SECTION B**

Introduction to Copyright and Their Applications

This covers the subject matter of copyright, how and when they are used, its impact, controversies in copyright – Digital Rights Management (DRM) and introduction to 'Creative Commons' (CC). Landmark cases relating to copyright will be discussed Meaning, Nature and Scope of Copyright, Infringement of Copyright and Enforcement of Copyrights

#### **SECTION C**

Introduction to Patents & Their Applications : This covers what is a patent, how it is identified, how to apply, what benefits the owner gets, what is patentable and where. These basics are re-iterated through landmark cases in the field of biotechnology, electronics, mechanical and chemical. Introduction to Patent Searching, Drafting & Procedures

This session will cover 'why IP' question, types of IP, what analytic opportunities does the rich IP database provide for – technology trend, technology strategy, business strategy can be derived from the various IPs generated and protected.

#### **SECTION D**

Introduction to Trademarks and Their Applications

Introduction to Design Rights and Their Applications –

This session covers designs – ornamental and others and how they can be protected. Cases are used to understand when patent applies and when design rights apply.

Geographical Indication- Introduction to GI, Infringements and legal remedies

#### **References:**

Law related to Intellectual Property Rights –V.K.Ahuja

Law related to Intellectual Property Rights – Dr M.K. Bhandar

Course Title/Code	<b>ENTREPRENEURIAL FINANCE/MCH373</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	4-0-0-0
Course Objectives	Cover the major financial, managerial and planning fundamentals of entrepreneurial finance. Provide in-depth discussion of venture capital, lease finance and SCBA.

#### **PART – A**

Financial Management of a New Venture, Nature and significance of Business Finance ; Financial management ; Entrepreneur and financial management functions ; Capital structure ; Venture capital financing ; Debt financing ; Working capital ; Types of resources to be mobilised.

#### **SECTION B**

Sources of Finance, Types of Business finance ; Sources of finance based on time period ; Equity Shares ; Preference shares ; Debentures / Bonds ; Retained profits ; Public deposits ; Term Loans ; Specialized financial institutions.

#### **SECTION C**

Venture Capital and Lease Finance, Venture capital as a source of finance ; Aims of venture capital ; Features of venture capital ; Criteria adopted by venture capitalists to provide venture capital finance ; Merits if venture capital ; Leasing as a source of finance.

#### **SECTION D**

Social Cost Benefit Analysis ( SCBA)

Concept and Rationale of Social Cost Benefit Analysis

Concept of Shadow Pricing, Some cases of SCBA carried out on real Projects

SCBA by Financial Institutions

Environmental Appraisal of Projects

Course Title/Code	<b>HEALTH SYSTEMS IN INDIA</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	To provide an overview of major issues related to the design, function, management, regulation, and evaluation of health insurance programs and managed care organizations, including HMOs.

#### Section A

Basic Health System in India;ESI;CGHS;Different Department structure; NRHM; Ayushman Bharat Scheme

#### Section B

Narayan Hrudyalaya – A Model; Indigenous system of medicine –Ayush; Indian society of Nano medicine

#### Section C

Various State run Health schemes;National Health Programmes;Healthcare challenges in India

#### Section D

Private versus public health care;Healthcare financing;Financial Risk protection

Course Title/Code	<b>PUBLIC HEALTH</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-2-0
Course Objectives	To provide an overview of major issues related to the design, function, management, regulation, and evaluation of health insurance programs and managed care organizations, including HMOs.



Section A  
Public Health in Context; Public Health Challenges

Section B  
Working in organization – skills and approaches; Developing as a reflective practitioner; Ethical issues in Public Health; Educating for Health

Section C  
Working at Local Level; Settings for promoting Health; Building Partnership and alliances

Section D  
Building Healthy future – barriers and enablers; Evaluating Public health interventions

Course Title/Code	<b>GLOBAL HEALTH SCENARIO</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-0-2
Course Objectives	

**SECTION A**

Introduction to Global Public Health: Concepts, Overview Data Used To Monitor Global Health (Morbidity/Mortality) ; Measures of Health and Disease in Populations

**SECTION B**

Culture, Behavior and Health ; Infectious Diseases; Social Determinants of Health

**SECTION C**

Unit III: Design of Health Systems ; Management and Planning for Global Health; Globalization and Health

**SECTION D**

Global Mental Health ; Unintentional Injuries and Violence; Health and the Economy Substance Abuse; Complex Emergencies; Nutrition; Reproductive Health; Co operation in Global health; Evaluation of Large Scale Health Program Malaria, Dengue

## REFERENCES

Michael Merson, Robert Black, Anne Mills. Global Health: Diseases, Programs, Systems and Policies. Copyright 2012. (Jones & Bartlett)

Course Title/Code	<b>EPIDEMIOLOGY</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	2-0-0-2
Course Objectives	<p>Student will be able to :</p> <p>Distinguish the roles and relationships between epidemiology and biostatistics in the prevention of disease and the improvement of health.</p> <p>Compute basic descriptive statistics and explore data analytic methods.</p> <p>Demonstrate a basic understanding of epidemiologic methods and study design.</p> <p>Combine appropriate epidemiological concepts and statistical methods.</p>

### SECTION A

Types of Epidemiology a. Prospective and Retrospective b. Descriptive (person, place, time) c. Analytic (cause and risk and protective factors);Uses of Epidemiology a. Determinants of Health (Healthy People 2010) b. Historical study of health status in populations c. Community assessment to identify assets and needs d. Environmental health hazards and exposures e. Factors influencing health beliefs and practices f. Individual risks and primary, secondary, and tertiary preventive strategies g. Disease and health presentations and precursors (e.g. tobacco and COPD) h. Study of causation and causal inference

### SECTION B

Epidemiological Models and Strategies: a. Epidemiological triad, web of causation, and health promotion models b. Epidemiological study designs c. Case series, single or multiple d. Case control studies e. Cohort studies f. Random and systematic error g. Subject selection

### SECTION C

Natural History of Disease: a. Case definition b. Chain of causation c. Surveillance and investigation d. Prevention and Control (NNT)

Genomics: Gene precursors to health and illness b. Association with conditions

### SECTION D

Epidemics/Pandemics a. Emerging infectious diseases b. Globalization of disease

### REFERENCES

Gordis, L. (2004). *Epidemiology*. Third edition. Philadelphia: Elsevier Saunders. (The second edition is also acceptable.)

Pagano, M. and Gauvreau, K. (2000). *Principles of Biostatistics*. Belmont, CA: Wadsworth.

Course Title/Code	<b>INTRODUCTION TO SHIPPING/ MCH331B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Credit	3
Course Objectives	Understand the concept and application of shipping as transportation method

Course Outcomes (COs)		Mapping
<b>CO1</b>	To acquaint students with shipping industry	<b>Employability</b>
<b>CO2</b>	To acquaint students with types of ships and trading	<b>Skill Enhancement</b>
<b>CO3</b>	To acquaint students with types of rules related to shipping, laws ,and shipping indices	<b>Employability</b>
<b>CO4</b>	To acquaint students with Environmental issues connected with Ports	<b>Skill Enhancement</b>

### SECTION A

Introduction to shipping. Shipping company structure. Organization of a shipping company – Roles of Commercial, Technical & Crewing departments – In house vs outsourcing of Ship Management functions – Ship Registries, National vs Open Registries – Ship Classification societies. The Indian Bills of Lading Act 1856 – The Indian Carriage of Goods by Sea Act 1925 – The Indian Lighthouses Act 1927 – The Inland Steam Vessels Act – The Indian Port Health Rules. Maritime and Possessory liens – claim’s; order of priorities; subjects maritime liens ; arrest and jurisdiction.

### SECTION B

Introduction- Types Of Ships For The Trade; Major Cargoes; Producing Areas And Trades, Their Movement; Methods Of Cargo Handling For Dry Cargo And Tankers. Chartering Market- Different Players, Sale Agreements, FOB,CIF; Factors Influencing Supply And Demand; Role Of Brokers; Baltic Exchange, Various Freight Indices And BIFFEX. Sales and purchase of secondhand ships – Financing of secondhand ships – Analysis of standard Ship Sale and Purchase contracts – Role of ship sale brokers – Demolition market dynamics

### **SECTION C**

History of IMO, Membership in IMO, Legal instruments – SOLAS, COLREG,PSC, Governing bodies in IMO, Technical Committee, Marine safety Committee, standards and recommendations for safety Investigation in Marine casualty.Maritime issues: Piracy and Maritime security, continental shelf, Boundaries, Fisheries, Coastal states vs Maritime states, Marine protected areas, Regional approach, Marine Pollution.

### **SECTION D**

Environmental issues connected with Ports & Terminals – Health & safety issues – Port Security issues – International Ships & Port facility security (ISPS) code.Role of Agents.

Ship Agents and E-commerce – Information flow through Ship Agents – Electronic Data Interchange – Use of Internet, Access to Principals Systems for conducting Day to Day Work – Use of electronic systems namely Bolero, Liner Portals. International Freight Forwarding – Logistics Service Providers – Project Cargo Forwarding – Multimodal operations – Warehousing Operations

### **References:**

1. Carting practice (Analysis of C/Ps) – J. Bes, 1st Ed.1960 (Barker)
2. Ocean Freight & Chartering – C.F.H. Cufly, 1st Ed. 1970(Crossby)
3. Chartering Documents – H.Williams, 3rd Ed. 1996(LLP).
4. Shipping &Chartering Practice – Gorton , 1hre, etc. 4th Ed.1995 (LLPBes'Chartering & Shipping Terms – N.J Lopez, 11th Ed. 1992 (Barker).
5. Ship Management (Business of Shipping) – Malcolm Willingale (4th Edn, LLP Professional Publications 2005)
6. Professional Ship Management – Panayides P (Ashgate Publications 2001)
7. Guidelines on ISM Code – International Shipping Federation (ISF 3rd Edition, New Guidelines 2010)
8. Commercial Management in Shipping – R.Tallack (Nautical Institute)
9. Port State Control – Dr.Z.Ozcayir (2nd Edn,Informa Professional Jun 2004)
10. Start Your Own Freight Brokerage Business - Lynn & Jacquelyn (3rd Edn, Entrepreneur Press)

Course Title/Code	<b>MULTIMODAL TRANSPORTATION/MCH332B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Credit	3
Course Objectives	Understand the concept and application of multimodal transportation

<b>Course Outcomes (COs)</b>		<b>Mapping</b>
<b>CO1</b>	To acquaint students with the types of multimodal transportation	<b>Employability</b>
<b>CO2</b>	To acquaint students with the strategies of implementing multimodal transportation	<b>Employability</b>
<b>CO3</b>	To acquaint students with the planning the multimodal transportation models	<b>Employability</b>
<b>CO4</b>	To acquaint students with the intelligent transportation systems	<b>Employability</b>

### **SECTION A**

Introduction to Multimodal Transport . Carriage By Air . Carriage By Sea . Carriage By Road . Carriage By Rail . Types of Vessels . Operators (Vessel and other) . Freight Forwarders and NVOCC . Outsourcing of Logistics Services . Overview of MMTG Act (1993) 11. Shipping Intermediaries and Formalities. Container – types. Different types of cargo . Packaging and Material Handling. Introduction to Travel Demand Management, TDM Strategies. Multimodal transport operator.

### **SECTION B**

Case Studies on TDM strategies, Introduction to Public Transport System(PTS).

Introduction to Public Transport System(PTS), Public Transport Operations.International transport conventions: UN Transport Conventions • Driving license • Registration • Insurance • Food safety • Exempt of Taxes – import duties . Multilateral transport agreements. Convention on Road Traffic . TIR procedures. CMR Convention. Importance of international conventions. International conventions and globalization

### **SECTION C**

PTS Planning consideration, PTS Case Studies.Introduction to NMT (non motorized transport) systems, Assessment of NMTs .Week 8: Planning considerations for Pedestrians, Planning Considerations for Bicyclists.Planning Considerations for Bicyclists, NMT Strategies

## SECTION D

Introduction to Intelligent Transportation Systems, Introduction to ITS, Telecommunications in ITS . Components of ITS Architecture, ITS Architecture, ITS functional areas, ITS Operations, ITS Applications. Case studies. Smart cities and their transport systems. Transport and mobility technologies

### References :

1. A Textbook on Container & Multimodal Transport Management: by Hariharan

Course Title/Code	<b>TRANSPORTATION AND DISTRIBUTION MANAGEMENT/ MCH333B</b>
Course Type:	Elective (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0
Credits	3
Course Objectives	Understand the concept and application of transportation and distribution management. To understand role of distributors – designing various distribution channels .networking the role of transportation. Will effectively be able to manage transportations.

Course Outcomes (COs)		Mapping
<b>CO1</b>	To acquaint students with role of distribution in supply chain	<b>Skill Enhancement</b>
<b>CO2</b>	To acquaint students with Distribution network planning	<b>Employability</b>
<b>CO3</b>	To acquaint students with Transportation management strategy	<b>Skill Enhancement</b>
<b>CO4</b>	To acquaint students with Intelligent transport management systems	<b>Employability</b>

## SECTION A

Introduction - role of distribution in supply chain – transportation management – warehousing concepts – designing distribution channels – understanding distribution costs Advantages of distribution models – disadvantages of distribution models – prerequisites Of distribution – comparing distribution networks. Transportation management. Meaning and Definition -Role of transportation and distribution in Supply chain and logistics management – Importance of an effective transportation system - Characteristics of transportation modes and selection – General criteria for carrier selection – Basics modes of transportation – Transport documentation - Transport economics and pricing –Costing of transportation services.

## SECTION B

Distribution network planning – various factors in distribution - delivery lead time and local facilities – optimization .approach and techniques – material management process – role of transportation – transportation principles and participants – contribution of various agencies in transportation. International Air transportation – Types of aircrafts – Air cargo Regulations – Truck and Rail Transportation – Inter model – pipe lines – Packaging objectives – TCL,LCC – Refrigerator – goods – customs duty – Non Traffic barriers – customs cleaning process – International logistics Infrastructure-Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution.

## SECTION C

Transportation modes – performance characteristics and selection – various modes of transportation (multimodal) – merits of each all modes of transportation – transportation performance costs and value measures – understanding – comparing – cost components of multimodal transportation. - Transportation routing decisions – transportation administration – transportation operations management – consolidation of freight – cost negotiations – Transportation management strategy – TMS transportation management system – Transportation services

## SECTION D

Transportation cost consideration – transportation rate profiles - various trends in transportation – application of IT in transportation – E commerce Intelligent transport management systems. Transit operation software – geographic information systems – advanced fleet management systems – intermodal freight technology – transportation security initiatives And role of technology – various inspection systems.

### References:

1. Management of Modern City Transportation System, M Mustafa K KDewan, Deep & Deep
2. Sunil chopra and P Meindl , supply chain management strategy .
3. Transportation Management – Imperatives and Best Practices, S. Jaya Krishna, ICFAI University Press, 2007.
2. Marine Transportation Management, Henry S. Marcus, Auburn House Pub. Co.,1986.Management & Operation Of Container Terminals & Multi-Modal Transport Logistics by Capt. Ramesh G. Khare
3. Logistics and Multi-Modal Transport by by Tony Mason
4. Logistics and Multi-Modal Transport by by Institute of Chartered Shipbrokers
5. Multimodal Transport Systems by by Slim Hammadi and Mekki Ksouri

Course Title	<b>BEHAVIOURAL FINANCE/ MCH320B</b>
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Course Type	Elective
Course Nature	Hard
L-T-P-O Structure	3-0-0-0
Credit	3
Course Objectives	To gain an understanding of financial market anomalies, biases and heuristic

#### **SECTION A**

Introduction to Behavioural Finance, Effect of psychological level, Practical application of behavioral finance, Risk Tolerance Questionnaires and their limitations, Efficient Markets Hypothesis, Fundamental and Technical Analysis, Fundamental Anomalies, Technical Anomalies, Calendar Anomalies,

#### **SECTION B**

Asset Allocation and Risk Aversion, Value Investing and Growth Investing, Behavioural obstacles in pursuing value investing, Heuristics, Principle of asset allocation; Investor's Behaviour and Asset Allocation Process, Prospect Theory, Framing, and Mental Accounting; Noise Trading, & Limits to Arbitrage; Behavioral Explanations for Anomalies.

#### **SECTION C**

Investors' Biases: An overview; Cognitive Biases; Emotional Biases; Implication of overconfidence bias, Representativeness Bias, Anchoring & Adjustment Bias, Cognitive Dissonance Bias, Endowment Bias, Self Control Bias, Loss Aversion Bias.

#### **SECTION D**

Rational Managers and Irrational Investors; Behavioral Investing and Neurofinance, Myers Briggs Type Indicator, Barnewall Two way model, Investors Personality Type Dimensions.



## **Texts &References**

1. Behavioural Finance: Insights into irrational minds and markets  
- by Moniter, James (John Wiley & Sons)
2. Inefficient Markets: An Introduction to Behavioural Finance  
- by Andrei Shleifer, Andrei (Oxford University Press)
3. Behavioural Finance & Wealth Management: How to build optimal portfolio  
- by Pompian, Michael M (John Wiley & Sons)
4. Behavioural Finance  
- by Shefrin, Hersh (Edward Elgar Publication)

## **Journals / Magazines**

1. The Journal of Behavioural Finance  
(Published by The Institute of Behavioural Finance and Lawrence Erlbaum Associates, Inc.)
2. International Journal of Behavioural Accounting & Finance  
(Published by Inderscience Publishers)
3. The Journal of Finance
4. The Journal of Financial Economics
5. American Economic Review

Course Title/Code	<b>FINANCIAL MODELING/ MCH336B</b>
Course Type:	Core (Departmental)
Course Nature:	Hard
L-T-P-O Structure	3-0-0-0

Credits	3
Course Objectives	<p>The primary focus of the course is to:</p> <p>Relate the theory of finance to practical</p> <p>Prepare usable spreadsheet models that will assist a financial manager with a firm's investment and financing decisions.</p> <p>Introduced both simulation and optimization models.</p>

### Section – A

**Introduction to Financial Modeling:** Meaning and Types of Financial Models, Tools and Techniques of Financial Modeling, Uses of Financial Modeling, Process of Financial Model Development, Financial Modeling Skills.

### Section – B

**Creating Financial Model:** Identify the problem, Gathering Data, Layout of Model, Defining inputs, calculations, and output blocks, determine audience, Basics of Excel, conditional formatting, Excel Formulas and macros.

### Section – C

**Valuation, Scenario Analysis & Sensitivity:** Valuation Methods: DCF Analysis, Comparable Analysis (“Comps”), Precedent Transactions, Pivot Table, Pivot Chart, what if analysis, Applying Sensitivity Analysis, Applying Scenario Manager.

### Section – D

**Financial Modeling Techniques:** Forecasting of financial statement, Time Value of Money, Capital Budgeting Model, Forecasting Methods- Moving Average, exponential smoothing, Trend Analysis.

### Reference Book:

- Financial Modeling in Excel for Dummies by Danielle Stein Fairhurst, A Wiley Brand
- Tjia John, (2<sup>nd</sup> edition 2009), Building Financial Models, McGraw-Hill Professional.
- Soubeiga Eric (1<sup>st</sup> edition 2013), Mastring Financial Modeling: A Professional's Guide to Building Financial Models in Excel, McGraw-Hill Professional.
- Bodhanwala, J., Rujbeh, (2<sup>nd</sup> edition 2010), Understanding and Analyzing Balance Sheet using Excel Worksheets, Prentice Hall International.

<b>Course Title/ Code</b>	<b>Google Suite (CSW331B)</b>
<b>Course Type</b>	Core
<b>L-T-P-O Structure</b>	0-0-0-3
<b>Credit</b>	1.5
<b>Objectives</b>	<p>The student will be able to</p> <ul style="list-style-type: none"> <li>● Create and log into google account.</li> <li>● Upload files and folders.</li> <li>● Create and manage files and folders.</li> <li>● Create Docs, Sheets, Slides (Presentation), and Forms (Survey) from Drive.</li> <li>● Create and rename a document, spreadsheet, presentation, and survey.</li> <li>● Format and edit a document, spreadsheet, presentation, and survey.</li> <li>● Use symbols, images, and drawings in a document, spreadsheet, presentation, and survey.</li> <li>● Share and review changes in a document, spreadsheet, presentation, and survey.</li> <li>● Manage your Google Calendar, Add Events, Share Calendars, and such.</li> <li>● Use Gmail to Attach Files from Drive, Save Attachments to Drive, much more</li> </ul>

### Section-A

**GOOGLE SUITE BASICS: GMAIL:** Sign up for a Google account, Change Google account settings, Read and send e-mail messages, Send an email message with an attachment, Manage Gmail contacts, **GOOGLE DRIVE:** Introduction to Google drive, Uploading files, Managing files to google drive; **GOOGLE CALENDAR:** Create online calendar, Create an event, Create repeating events, Set up event reminders, Invite others to events, Share calendar with others, Change calendar views.

### Section-B

**GOOGLE CHROME:** Navigate the Web with Google Chrome, Add and manage bookmarks and history, Use Google Chrome with Google Apps, **GOOGLE SEARCH:** Conduct a basic Google search, Analyze search results page, Filter search results using Google search tools.Refine search using Boolean operators.Search for reliable information on the Web.Evaluate search results by domain.**GOOGLE DOCS:** Create a word processing document (business letter, report, and table).Apply formatting features (fonts, paragraph styles, alignment, bullets/numbering, and line spacing).Insert aEnd move text and objects, e.g., images, links, footnotes, page numbers.Print a document.**GOOGLE SPREADSHEET:** Create a spreadsheet.Enter text, dates, and numbers into rows and columns.Merge cells vertically and horizontally.Enter and edit formulas in a cell and/or use the formula bar.Format cells.Sort and manage data.Use basic functions (AVERAGE, SUM, COUNT, MIN, and MAX).Print a spreadsheet.

### Section-C

**GOOGLE SLIDES:** Create a presentation.Insert and delete slides.Insert text, images, drawings, videos, tables, and shapes.Format presentation settings.Download a presentation.Collaborate on documents.Share or e-mail documents as attachments.**GOOGLE FORMS:** Create a form, share to get responses, download responses and evaluate them. **GOOGLE KEEP:** Create new notes, collaborate with other google suite elements.

### **Section-D**

**GOOGLE SITES:** Create and manage a Google site. Insert images, links, gadgets, and Google-specific items. Embed items on Google site (e.g., maps, forms). Collaborate with others to manage sites. **GOOGLE MAPS:** Map a location, write reviews of a location on google maps. **HANGOUT:** start a group chat, **MEET:** make a conference video call, collaborate with google calendar, **GOOGLE PHOTOS:** Upload, download, delete.