



NEHRU MEMORIAL COLLEGE

(AUTONOMOUS)

(ACCREDITED WITH "A" GRADE BY NAAC)

PUTHANAMPATTI - 621 007

DEPARTMENT OF BUSINESS ADMINISTRATION

M.B.A

(Dual Specialization)

CURRICULUM AND SYLLABUS

(Based On Choice Based Credit System)

Outcome Based Education Pattern

EFFECTIVE FROM THE ACADEMIC YEAR

2018-19

NEHRU MEMORIAL COLLEGE (AUTONOMOUS), PUTHANAMPATTI
MASTER OF BUSINESS ADMINISTRATION (MBA) Course Structure under CBCS

Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total	
I	Core - I	Management concepts	5	5	25	75	100	
	Core - II	Managerial Communication	5	5	25	75	100	
	Core - III	Mathematics & Statistics	5	5	25	75	100	
	Core - IV	Managerial Economics	5	5	25	75	100	
	Core - V	Organisational Behaviour	5	5	25	75	100	
	Core - VI	Management Accounting	5	5	25	75	100	
		Total		30	30	150	450	600
II	Core - VII	Operation Research	5	5	25	75	100	
	Core - VIII	Production Management	5	5	25	75	100	
	Core - IX	Marketing Management	5	5	25	75	100	
	Core - X	Financial Management	5	5	25	75	100	
	Core - XI	Human Resource Management	5	5	25	75	100	
	Core - XII	Legal Aspects of Business	5	5	25	75	100	
		Total		30	30	150	450	600
III	Core - XIII	Strategic Management	5	5	25	75	100	
	Core - XIV	Business Research Methods	5	5	25	75	100	
	Elective - I	E-course I	5	4	25	75	100	
		E-course II	5	4	25	75	100	
	Elective – II	E-course I	5	4	25	75	100	
		E-course II	5	4	25	75	100	
		Summer Internship			4	25	75	100
	Total		30	30	175	525	700	
IV	Core - XV	International Business Environment	5	5	25	75	100	
	Core - XVI	Entrepreneurial Development	5	5	25	75	100	
	Elective - I	E- course III	5	4	25	75	100	
		E-course IV	5	4	25	75	100	
	Elective – II	E-course III	5	4	25	75	100	
		E-course IV	5	4	25	75	100	
		Total		30	26	150	350	600
		Project Work	Actual Project during the vacation of III semester and Viva Exam before the IV semester Exam	-	6	25	75	100
	Total			6	25	75	100	
	Grand Total		120	122	650	1950	2600	

Electives : Choose any two Group A/B/C/D/E/F/G							
* Two Papers from Each Group for Semester III and Semester IV							
Semester	Course	Subject Title	Hours	Credit	Int. Marks	Ext. Marks	Total
A: Marketing							
III	E-Course-I	Consumer Behaviour	5	4	25	75	100
	E-Course-II	Digital marketing	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Advertising & Brand Management	5	4	25	75	100
	E-Course-IV	Retail Management	5	4	25	75	100
Total			10	8	50	150	200
B : Finance							
III	E-Course-I	Security Analysis & Portfolio Management	5	4	25	75	100
	E-Course-II	Retail Bank Management	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Financial Services	5	4	25	75	100
	E-Course-IV	Financial Institutions and Markets	5	4	25	75	100
Total			10	8	50	150	200
C : Human Resource							
III	E-Course-I	Strategic Human Resource Management	5	4	25	75	100
	E-Course-II	Industrial Relations	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Human Resource Development	5	4	25	75	100
	E-Course-IV	Labour Laws	5	4	25	75	100
Total			10	8	50	150	200
D. Information Technology							
III	E-Course-I	Information security in business	5	4	25	75	100
	E-Course-II	E-business	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Enterprise resource planning	5	4	25	75	100
	E-Course-IV	Cyber law	5	4	25	75	100
Total			10	8	50	150	200
E : Operations							
III	E-Course-I	Quality Management	5	4	25	75	100
	E-Course-II	Supply Chain Management	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Material Management	5	4	25	75	100
	E-Course-IV	Production Planning & Control	5	4	25	75	100
Total			10	8	50	150	200

F : Hospital Management							
III	E-Course-I	Hospital And Patient Relation Management	5	4	25	75	100
	E-Course-II	Health Insurance	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Hospital Support Services	5	4	25	75	100
	E-Course-IV	Operations Management In Healthcare	5	4	25	75	100
Total			10	8	50	150	200
G : Agri Business Management							
III	E-Course-I	Rural Marketng	5	4	25	75	100
	E-Course-II	Fertilizer Technology And Management	5	4	25	75	100
Total			10	8	50	150	200
IV	E-Course-III	Food Processing Management	5	4	25	75	100
	E-Course-IV	Agri Supply Chain Management	5	4	25	75	100
Total			10	8	50	150	200

OBE Elements for M.B.A Programme

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

PEO1: *To equip students with essential knowledge and managerial skills to occupy positions of management in business, industry and the government.*

PEO2: *To inculcate suitable ethical values and attitudes among students to function effectively in the work environment.*

PEO3: *To provide a right blend of managerial and business exposure to function effectively in various fields of management.*

PEO4: *To prepare students to become entrepreneurs*

PROGRAMME OUTCOME

PO1: *Demonstrate the knowledge in the subject of Management and apply the principles of the same to the needs of the Employer / Institution / Enterprise / Society.*

PO2: *Gain analytical skills in the field of Business.*

PO3: *Identify and address ethical issues and apply them in organizational settings.*

PO4: *Use the techniques, skills and modern tools necessary for management practices.*

PO5: *Guide the teams efficiently which decide the success of every business.*

PROGRAMME SPECIFIC OUTCOME

PSO1: *Apply theoretical knowledge on various core disciplines of Management Studies.*

PSO2: *Solve the complex problems in the field of Business with an understanding of the Societal, legal and cultural impacts.*

PSO3: *Possess the skills required to work and lead effectively in a team based environment.*

PSO4: *Apply the entrepreneurial and managerial skills for effective decision making.*

PSO5: *Understand the leadership skills, team work through internship training.*

SEMESTER I

Course Code & Name	CC I - MANAGEMENT CONCEPTS		
Class	I MBA	Semester	I
Course Objectives	<ol style="list-style-type: none"> 1. To understand the evolution of management thought and its relevance in decision making. 2. To highlight the detailed concepts of basic functions which form the basis of Management 3. To arouse participants' interest in the field of Management and its related areas 4. To understand the importance of Staffing in an organization. 5. To make the students understand the concept of controlling and its types. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	MANAGEMENT : Definition – Nature – Scope and functions – Evolution of management thought – Relevance of management to different type of organisation like, Insurance, Hospitals, Universities, Hotels, Social Service Organisation - Case Studies		15
II	PLANNING : Nature, importance and strategic considerations in planning – Planning Premises – Components of planning as objectives, policies, strategies, procedures, methods, rules, projects and budgets – Making plans effective – Decision making - Case Studies		15
III	ORGANISING : Nature, purpose and kinds of organisation – Structure – Principles and theories of organization – Departmentation – Span of control – Line and staff functions – Authority and responsibility – Centralisation and decentralisation – Committees – Informal organization- Case Studies		15
IV	STAFFING AND DIRECTING : General principles, importance and techniques. Delegation of Authority – Process or Elements of delegation – Advantages – Types – Principles how to make delegation effective- Case Studies		15
V	CONTROLLING : Objectives and process of control – Devices of control - Integrated		15

	control – Business process reengineering – Total quality management – Bench marking- Case Studies
Course Text	<ol style="list-style-type: none"> 1. P.C. Tripathi and PN Reddy, <i>Principles of Management</i>, Tata Mcgraw Hill 2. Ricky W. Griffin, <i>Management Principles and Applications</i>, Cengage Learning
Recommended Reading	<ol style="list-style-type: none"> 1. Anil Bhat & Aryakumar , <i>Management – Principles Processes and Practices</i>, Oxford University Press 2. J.S. Chandan, <i>Management concepts and strategies</i>, Vikas publishing Houst Pvt ltd. 3. samuel c. Certo & S. Treviscerio, <i>Modern management concepts and skills</i> , PHI learning private ltd 4. Charles WL Hill and Steven Mc Shane, <i>Principles of Management</i>, Tata mcgraw Hill
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To understand theoretical aspects and its application to modern management practice by learning from management cases. 2. To demonstrate critical thinking when presented with managerial issues and problems 3. To know the importance of Professional Management for effective utilization of resources in organizations. 4. To know the staffing procedures followed in an organization. 5. To identify the importance of controlling.

Mapping of Cos with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	3	2	3	3	2	3
CO2	3	2	2	3	1	3	2	2	3	3
CO3	2	3	3	2	3	3	2	2	3	1
CO4	3	3	2	2	3	2	3	3	2	3
CO5	3	2	2	3	1	3	2	2	3	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC II - MANAGERIAL COMMUNICATION		
Class	I MBA	Semester	I
Course Objectives	<ol style="list-style-type: none"> 1. To develop all forms of communication skills of the students to enable them to conduct well in any business process without any communication barrier. 2. To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. 3. To help students in understanding the principles & techniques of business communication. 4. To develop their non verbal communication skills. 5. To prepare them for reporting and to conduct meeting in an organization. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Communication – Meaning and Significance for Management – Types of Communication – Media – Barriers to Communication – Principles of Effective Communication- Case Studies		15
II	Correspondence – Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, enquiries, customers’ complaints, collection letters – Sales promotion letters, Application letters- Case Studies		15
III	Non-verbal communication – Personal Appearance Posture – Body Language – Use of Charts, Diagrams & Tables – Visual & Audio Visual Aids for communication – Dyadic communication : Face to Face Communication – Telephonic Conversation. Listening: Meaning, Importance, Types of listening, Tips for effective listening, Barriers for listening - Case Studies		15
IV	Report Writing – Structure of Reports – Long & Short Reports – Formal & Informal Reports – Writing Research Reports, Technical Reports – Norms for including Exhibits & Appendices- Case Studies		15
V	Conducting Meetings : Procedure – Preparing agenda, Minutes and Resolutions. Conducting Seminars & Conferences : Procedure of Regulating Speech Evaluating Oral Presentation – Group Discussion : Drafting Speech – Negotiation Skills - Case Studies		15

Course Text	<ol style="list-style-type: none"> 1. Nirmal singh, <i>Business communication</i>, principles and methods and Techniques, Deep and Deep publications Pvt Ltd 2. Sathya swaroop & Debaish Bhagabandas, <i>Business communication</i>, PHI learning private ltd. 3. Meenakshi Raman, Prakash singh, <i>Business communication</i>, Oxford university press
Recommended Reading	<ol style="list-style-type: none"> 1. Kitty O Locker & Stephen KYO KACZMAREK, <i>Business communication, Building critical skills</i>, Tata mcgraw Hill. 2. Raymond V Lesikar, <i>Business communication – making connections in a Digital world</i>, Tata Mcgraw Hill 3. Asha kaul, <i>Business communication</i>, PHI learning private ltd. 4. Aruna Koneru, <i>Professional communication</i>, Tata mcgraw Hill.
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To employ principles of effective group communication to cultivate trust, understanding, participation, and decision making in work groups and teams 2. To build an understanding of different organizational cultures, business practices, and social norms to communicate more effectively. 3. To design and deliver a presentation using an appropriate visual support strategy. 4. To differentiate the types of verbal and non verbal communication. 5. To know about reporting procedures and meeting regulations in an organization

Mapping of Cos with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	1	2	3	3	2	3
CO2	3	3	2	2	3	3	2	2	3	1
CO3	2	3	3	2	3	3	2	3	3	2
CO4	3	2	3	3	1	2	3	3	2	3
CO5	3	3	2	2	3	3	2	2	3	1

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC III - MATHEMATICS & STATISTICS		
Class	I MBA	Semester	I
Course Objectives	<ol style="list-style-type: none"> 1. To elevate students' awareness of data in everyday life and prepare them for a career in today's age of information. 2. To impart to students, an assured level of competence, or understanding, of the basic ideas, terms, and language of statistics. 3. To develop statistical literacy skills in students in order to comprehend and practice statistical ideas at many different levels. 4. To impart the knowledge in sampling techniques. 5. To make them proficient in statistical tools. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Mathematical basis of managerial decisions : Functions – Appliaion of functions – maxima & Minima – Matrix Algebra – Arithmatical Operations – Properties, Solutions of equations by inverse method, Gauss – Jordan method and Cramer's rule		15
II	Linear Programming – Formulation – Graphical methods – Introduction to Probability – Addition & Multiplication theorems – Bayes theorems and its applications. Theory of expectation – EMV.		15
III	Descriptive Statistics – measures of central tendency – measures of dispersion; Skewness & Kurtosis – Frequency distribution – Histograms – Polygons. Definition of random variable – Binomial distribution, Poisson distribution, Normal distribution – Applications to Business situations.		15
IV	Preliminary concept of sampling - Types of samples - Deliberate, Judgement sampling – Quota sampling - Cluster sampling - Probability sampling - Random sampling- Stratified sampling- Systematic sampling- Multistage sampling. Testing of Hypothesis and Theory of inference – Type I and II errors. Concept of sampling distribution – test of significance for means, proportions and S.Ds. Large samples : Analysis of Variance one way classification.		15

V	Theory of Correlation and Regression : Meaning of Correlation and regression – Principles of Least squares – Simple Linear Regression – Simple correlation – Co-efficient – Rank Correlation.	15
Course Text	<ol style="list-style-type: none"> 1. K. Alagar, <i>Business statistics</i>, Tata Mcgraw Hill. 2. M. Ragavachari, <i>Mathematics for Management</i>, Tata Mcgraw Hill. 3. TN Srivastava and Shailaja Rego, <i>Statistics for Management</i>, Tata mcgraw Hill. 4. BM. Aggarwal, <i>Business mathematics and statistics</i>, Ane books Pvt Ltd., 5. Levine, Stephen, Krehbiel and Berenson, <i>Statistics for Managers</i>, PHI learning private ltd. 	
Recommended Reading	<ol style="list-style-type: none"> 1. Aczel and Soundar Pandian, <i>Complete Business statistics</i>, Tata Mcgraw Hill. 2. David P. Doane and Lori E. Seward, <i>Applied Statistics in Business and Economics</i>, Tata Mcgraw Hill. 3. Bharat Jhunjhunwala, <i>Business statistics</i>, S.Chand.co. 4. Martin Anthony and Normanbiggs, <i>Mathematics for Economics and finance</i>, Cambridge University press. 	
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To calculate and apply measures of dispersion. 2. To apply discrete and continuous probability distributions to various business problems. 3. To perform Test of Hypothesis as well as calculate confidence interval for a population parameter for various cases. 4. To know about the sampling types and techniques. 5. To understand the importance of statistical tools in management. 	

Mapping of Cos with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2	2	3	3	2	3
CO2	3	3	2	2	3	2	3	2	2	2
CO3	2	3	3	2	3	3	2	3	3	2
CO1	3	3	3	2	2	2	3	3	2	3
CO2	3	3	2	2	3	2	3	2	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC IV - MANAGERIAL ECONOMICS		
Class	I MBA	Semester	I
Course Objectives	1. To introduce the concepts of consumer preference 2. To explain principles of micro economics relevant to managing an organization; 3. To describe principles of macro economics to have the understanding of economic environment of business. 4. To acquire knowledge about Indian economy.		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	CONSUMER PREFERENCE: Consumer preference and utility function, utility maximization, indirect utility, Compensated (Hicksian) and Ordinary (Marshallian) demand functions. Consumer Demand – Normal versus inferior goods, consumers’ surplus Behaviour under Uncertainty - Case Studies		15
II	THE BEHAVIORAL THEORY OF FIRM Production function, isoquants, returns to scale, economies of scale, profit maximization, profit functions. Cost Minimization – Conditional factor demands, average and marginal costs, short-run versus long-run costs - Case Studies		15
III	MARKET EQUILIBRIUM The short run equilibrium and long run equilibrium, Monopoly – Basic model, welfare and output, price discrimination (first degree, second degree, third degree), Monopoly regulation. Oligopoly – Basic elements of game theory, quantity, or price leadership model, collusion - Case Studies		15
IV	MACRO AND MICRO ECONOMIC THEORIES Macro Economics, Micro foundations, aggregate problem. Micro foundations of Keynesian models - Micro Economics foundations of Consumption Function, Investment function and liquidity preferences - Case Studies		15
V	INDIAN ECONOMY Growth of GDP and Per Capita Income – Monetary Policy – Inflation – Role of Central Bank – Credit Policy – Industrial Policy – Industrial Controls and Licensing – Industrial Credit – Industrial Sickness – Foreign Investment – Industrial Reforms.		15

Course Text	<ol style="list-style-type: none"> 1. Dwivedi, D.N, Managerial Economics, Vikas publishing house PVT Ltd. 2. Beg, MA.and Manoj kumar Dash, Managerial Economics, Ane books PVT Ltd., 3. Mark Hirschey, Managerial Economics, An Integrative Approach, India Edition – Cengage Learning. 4. Geetika, Piyali Ghosh and Purba Roy Choudhury Managerial Economics, Tata Mcgraw hill co.
Recommended Reading	<ol style="list-style-type: none"> 1. Narayana Nadar, E and S. Vijayan, Managerial Economics, PHI learning Private Ltd. 2. Christopher, R. Thomas and S. Charles Maurice Managerial Economics, Indian Edition, Tata Mcgraw hill. 3. Luke M. Froeb and Brain T. Mccann, Managerial Economics, A problem solving approach, India Edition, Cengage learning. 4. Yogesh Maheswari, Managerial Economics, PHI learning PVT Ltd.,
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To Understand and apply the various economic principles for the purpose of decision making in real life business settings 2. To apply the concept of elasticity of demand for making various demand related decisions. 3. To identify the market structure in which a particular commodity operates. 4. To understand the consumption function and its practical implications. 5. To learn about the various contributors of Indian economy.

Mapping of Cos with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	1	2	3	3	2	3
CO2	2	2	2	3	3	3	3	3	2	2
CO3	3	2	3	3	2	2	3	3	2	2
CO1	3	2	3	3	1	2	3	3	2	3
CO2	2	2	2	3	3	3	3	3	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC V - ORGANISATIONAL BEHAVIOUR		
Class	I MBA	Semester	I
Course Objectives	1. To make students understand the basic concepts of OB. 2. To introduce the students with the concept and Nature and Theoretical frameworks; Disciplines contributing to the field of OB; 3. To help the students to understand the Personality, Learning, Values and Attitudes, Perception, Learning. 4. To explain the students the importance of Interpersonal behaviour, communication and Feedback; 5. To gain ability to understand the importance of conflict management.		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Organizational Behavior – Definition, Need for studying Organizational Behavior, Disciplines involved in the study of Organizational Behavior, -Contributing disciplines and area like psychology, social psychology, economics, anthropology etc. Application of Organizational Behavior in Business - Case Studies		15
II	Individual behaviour – personality, perception, learning, attitudes interpersonal behaviour – Group and inter-group behaviour.		15
III	Group Dynamics – Formal and Informal Group, Group Norms, Group Cohesiveness, Group Behaviour and Group Decision – making.		15
IV	Motivation and morale, leadership-nature, styles and approaches, development of leadership including laboratory training . Power and Authority – Definition of Power – Types of Power- Case Studies		15
V	Management of change-conflict Management- Organisation Health, Development and Effectiveness. Management of culture, Cross Cultural Management- Case Studies		15
Course Text	1. Nelson & Quick, <i>Organizational Behaviour</i> , Cengage learning. 2. S. Fayyaz Ahamed, <i>Organisational Behaviour</i> , Atlantic publisher. 3. Arun Kumar & N. Meenakshi, <i>Organisation Behaviour- A modern approach</i> , Vikas publishing House PVT Ltd.		

Recommended Reading	<ol style="list-style-type: none"> 1. Slocum and Hell Riegel, <i>Fundamentals Organisational Behaviour</i>, Cengage learning. 2. Jai B.P. Sinha, <i>Culture and organisational Behaviour</i>, sage publications 3. Steven L Mcshane, Mary Ann Von Glinow and Radha R. Sharma, <i>Organizational Behaviour</i>, Tata Mcgraw hill co. 4. Management of Organizational Behaviour Indian Edition, By Paul Hersey Kenneth. H. Blanchard and Dewey – PHI learning PVT Ltd.,
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To acquire knowledge about general aspects of OB. 2. To Understand the concept, Nature and Theoretical frameworks; Disciplines contributing to the field of OB; 3. To know Personality, Values and Attitudes, Perception, Learning. 4. To recognize Interpersonal behavior, communication and Feedback. 5. To Understand the importance of managing conflict.

Mapping of Cos with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	3	3	3	2	3	3
CO2	2	2	2	3	3	3	3	2	2	3
CO3	2	3	3	2	2	2	3	3	2	2
CO4	3	3	3	2	3	3	3	2	3	3
CO5	3	3	3	2	3	3	3	2	3	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC VI - ACCOUNTING FOR MANAGERS		
Class	I MBA	Semester	I
Course Objectives	<ol style="list-style-type: none"> 1. To make students understand the basic concepts of accounting. 2. To introduce students with the difference between various branches of accounting. 3. To enable the students to read, understand and interpret the financial statements. 4. To familiar students with the use of management accounting in decision making. 5. To Preparing Comparative statements of different companies using the financial statements. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Purpose and Scope; changing role of Accountant in profession, industry and as a consultant; Basic accounting concepts and postulates and their implications. Accounts Records and Systems; The journal and other subsidiary books. The Ledger and account, debit and credit, adjusting and closing entries, ruling and balancing accounts. The trial balance. Construction of Profit and Loss Account and Balance Sheet of joint stock companies as per companies act requirement.		15
II	Cost concepts, determination of costs, elements of Cost-cost classification- Preparation of cost sheet, tender.		15
III	Overheads, Allocation, Apportionment, Absorption, Control over Factory, administration, selling and distribution Overheads, valuation of Inventories - Case Studies		15
IV	Marginal costing – Distinction between absorption costing and marginal costing- Cost volume profit (CVP) Analysis- Break Even Analysis- Margin of safety.		15
V	Budget and budgetary control - Objectives- Advantages and limitations- Production budget - Sales budget- Cash budget and Flexible budget.		15
Course Text	<ol style="list-style-type: none"> 1. M Khan & P K Jain, Management Accounting, Tata Mcgraw hill. 2. Paresh shaw, Management Accounting, Oxford University Press. 3. Murthy and S. Gurusamy, Management Accounting, Tata Mcgraw Hill. 		

Recommended Reading	<ol style="list-style-type: none"> 1. NM Singhvi and Ruzbeh J. Bodhanwala, Management Accounting, PHI learning. 2. Jawaharlal, Advanced Management Accounting, S. Chand & Co 3. Ronald W.Hicton, G. Ramesh and M. Jayadev ,Managerial Accounting , Tata Mcgraw Hill.
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To describe the conceptual framework of accounting 2. To understand the role of Financial, Cost and Management Accounting 3. To understand the use of Management Accounting in decision making. 4. To prepare cash and flexible budgets and also preparing budgeted financial statements. 5. To apply their skills in preparing final accounts.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2	3	2	2	3	3
CO2	3	3	2	3	2	3	2	2	2	3
CO3	2	3	3	2	2	2	3	3	3	2
CO4	3	3	3	2	2	3	2	2	3	3
CO5	2	3	2	3	2	3	2	2	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

SEMESTER II

Course Code & Name	CC VII - OPERATIONS RESEARCH		
Class	I MBA	Semester	II
Course Objectives	<ol style="list-style-type: none"> 1. To acquaint the student with the applications of Operations Research to business and industry 2. To help them to grasp the significance of analytical techniques in decision making. 3. To acquire knowledge in transportation problems. 4. To gain understanding about the importance of Decision under risk. 5. To understand and apply the queuing theory in real world situations. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION TO OPERATIONS RESEARCH Scope, phases- merits and limitations – concept of optimization, Theory of simplex methods to solve canonical and general LPP, Primal – dual problem and its properties, dual simplex method, Sensitivity analysis. Concept of Goal Programming.		15
II	TRANSPORTATION PROBLEM Transportation problem by Vogel’s approximation method ; assignment problem , linear Programming complete enumeration method		15
III	NETWORK ANALYSIS Drawing of Arrow diagram – critical path method – calculation of critical path duration, total, free and independent floats, PERT problems; Inventory Theory, Deterministic models – purchase problem without and with shortages, with price breaks, production problem without shortages.		15
IV	DECISION UNDER RISK expected money value criterion – decision trees – decision under uncertainty – minimax criterion; Theory of Games – pure and mixed Strategies, Principles of dominance, graphical methods, simplex methods.		15
V	QUEUING THEORY Queuing theory – M/M/1/FIFO/oc model; Markovian chain, Simulation :- Monte Carlo Method.		15

Course Text	<ol style="list-style-type: none"> 1. Fredrick S. Hiller and Gerald J. Lie Berman, <i>Operations Research concepts and cases</i>, TATA Mcgraw Hill company 2. R. Panneer selvam, <i>Operations Research</i>, PHI learning
Recommended Reading	<ol style="list-style-type: none"> 1. Wayne.L., <i>Operation Research</i>, Cengage learning 2. S. Kalavathy, <i>Operation Research with C programs</i>, Vikas publishing. 3. Rathindra P. Sen, <i>Operation Research</i>, , PHI learning India.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To identify and develop operational research models from the verbal description of the real system. 2. To understand the mathematical tools that are needed to solve optimization problems. 3. To create an optimum transportation solution to distribute various products. 4. To identify various decisions that can be taken at risk. 5. To understand the importance of queuing theory in business decisions

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2	3	2	2	3	3
CO2	3	3	2	3	2	3	2	2	2	3
CO3	2	3	3	2	2	2	3	3	3	2
CO4	3	3	3	2	2	3	2	2	3	3
CO5	2	3	2	3	2	3	2	2	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC VIII - PRODUCTION & OPERATIONS MANAGEMENT		
Class	I MBA	Semester	II
Course Objectives	<ol style="list-style-type: none"> 1. To make students understand the Basics of Operations Management. 2. To make students understand the techniques of productivity improvement 3. To make students aware of the product development process. 4. To develop an understanding amongst the students about the process design. 5. To develop an understanding amongst the students of the various types of plant layouts 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION TO OPERATIONS MANAGEMENT: Systems Approach, Differentiating between goods and services, Production management vs. Operations management, Input-Output transformation model, Evolution and scope of Operations Management, Servicing as a part of Operations Management, Manufacturing trends in India, OM's future challenges - Case Studies		15
II	PRODUCTIVITY: Concept and Definitions, Factors contribution to productivity improvement, Techniques for productivity improvement. Concept of Product Life Cycle (PLC) & Technology Life Cycle (TLC)		15
III	PRODUCT DESIGN & DEVELOPMENT: Product Development Process: Funnel Approach, Product Platform, Modular Approach, Target Costing, Value Engineering, Reverse Engineering, Concurrent Engineering, Mass Production v/s Mass Customization, Flexible Manufacturing System (FMS), Planning Premise-Assemble to order(ATO), Make to Order(MTO), Make to Stock (MTS) - Case Studies		15
IV	PROCESS DESIGN: Design of processes, Determinants of process characteristics in Operations- Flow, Volume & Variety, Types of Processes & Operations Systems, Process-product matrix, Process Design issues in Services Systems, Product services matrix - Case Studies		15
V	PLANT LOCATION & LAYOUT: Plant Location: Globalization of operations, Factors affecting location decisions, Qualitative and Quantitative Location planning methods, Plant Layout : Implications of Layout Planning, Types of Layouts Process layout, Product layout, Group Technology Layout, Fixed position Layout, Performance Measures for layout design		15

Course Text	<ol style="list-style-type: none"> 1. Mahadevan.B, <i>Operations Management: Theory & Practice</i>, Pearson Education. 2. Chary, <i>Production & Operations Management</i>, Tata McGraw Hill
Recommended Reading	<ol style="list-style-type: none"> 1. William J Stevenson, <i>Operations Management</i>, Tata McGraw Hill, 9th Edition. 2. Kanishka Bedi, <i>Production and Operations Management</i>, Oxford University Press. 3. Aswathappa K and Shridhara Bhat K, <i>Production and Operations Management</i>, Himalaya Publishing House. 4. Mahadevan B, <i>Operations Management Theory and practice</i>, Pearson Education. 5. Pannerselvam R, <i>Production and Operations Management</i>, Prentice Hall India.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. The students will be able to apply the basics of operations management in real life business situations 2. The students will be able to appreciate the various techniques that can be used for productivity improvement 3. The student will be able to apply the concept of PLC & TLC for decision making 4. The students will be able to identify the various types of process and operations system. 5. The student would be able to analyze the pros and cons of various plant layouts

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	3	3	2	2	3
CO2	3	3	3	3	2	3	2	3	2	3
CO3	2	3	2	2	2	2	3	2	3	2
CO4	3	2	3	2	3	3	3	3	3	2
CO5	2	3	2	3	2	2	3	2	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC IX - MARKETING MANAGEMENT		
Class	I MBA	Semester	II
Course Objectives	<ol style="list-style-type: none"> 1. To provide an introduction to all aspects of marketing, including market planning, marketing research, product planning and development, promotion planning, distribution and pricing. 2. To understand the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle processes of research, planning, organization, implementation and control. 3. To assess market opportunities by analyzing customers, competitors and the strengths and weaknesses of a company. 4. To develop effective marketing strategies to achieve organizational goals. 5. To apply their skills in marketing communications. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	CORE MARKETING CONCEPTS & ENVIRONMENT: Introduction, Importance and Scope of Marketing, Elements of Marketing - Need, Want Demand, Marketing Philosophies, Framework of 4 Ps Consumer Markets and Industrial Markets. Basics of Marketing Environment, Factors Affecting Marketing Environment, Marketing Environment and Marketing Challenges in India.		15
II	MARKET SEGMENTATION, TARGETING AND POSITIONING (STP): Market Segmentation - Demographic, Geographic, Psychographic and Behavioral Segmentation. Targeting- Positioning - Concept of Positioning, Perceptual Mapping, Consumer Buying Behaviour		15
III	PRODUCT MIX STRATEGIES & PRICING MIX STRATEGIES: Product levels, value Hierarchy, Product Vs. Brands, Product line, Product Length, Product Width, Product Depth, Product Mix, Packaging & Labeling, Product Life Cycle - Strategies at different stages of PLC, New Product Development, Pricing Concepts - Consumer psychology and pricing, Promotional Pricing, Differentiated Pricing - Case Studies		15
IV	PLACE MIX STRATEGIES: Importance of Marketing Channels, Channel Development, Distribution channels intermediaries and its Role, Channel Management Decisions, Channel Conflict, Basic Concepts of Wholesaling and Retailing, Market Logistic Decisions - Case Studies		15

V	PROMOTION MIX STRATEGIES AND EMERGING TRENDS : Integrated marketing communications' mix (IMC), Role of Marketing Communication, Developing effective communication, Characteristics of Marketing Communication Mix, Advertising, Sales Promotion, Public Relations, Direct Marketing, Word of Mouth, Personal selling, e-Marketing, Telemarketing - Case Studies	15
Course Text	1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI. 2. KS Chandrasekar, "Marketing management-Text and Cases", Tata Mc Graw Hill.	
Recommended Reading	<ol style="list-style-type: none"> 1. Ramaswamy V.S. and Namakumari S, <i>Marketing Management: Planning, Implementation and Control</i>, Macmillan. 2. Kurtz and Boone, <i>Principles of Marketing</i>, Thomson India edition. 3. Paul Baines, Chris Fill and Kelly Page, <i>Marketing</i>, Oxford University Press. 4. Lamb, hair, Sharma, Mc Daniel, <i>Marketing– An Innovative approach to learning and teaching, A south Asian perspective</i>, Cengage Learning 5. R.Czinkota & Masaaki Kotabe, Marketing Management, Vikas Thomson Learning, 	
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To identify core concepts and importance of marketing and the role of marketing in business and society. 2. To conduct market segmentation, targeting and product positioning in target market. 3. To communicate the unique marketing mixes and selling propositions for specific product offerings. 4. To select the optimal distribution channel in markets. 5. To understand the importance of marketing communications. 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	3	3	2	2	3
CO2	3	3	3	3	2	3	2	3	2	3
CO3	2	3	2	2	2	2	3	2	3	2
CO4	3	2	3	2	3	3	3	3	3	2
CO5	3	3	3	3	2	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC X - FINANCIAL MANAGEMENT		
Class	I MBA	Semester	II
Course Objectives	<ol style="list-style-type: none"> 1. To accustom the students with the basic finance terminologies 2. To create awareness amongst students about various sources of capital and investment strategy. 3. To get students acquainted of operating cycle and capital of business 4. To explain students with the fundamentals of Dividend policy 5. To create an understanding of inventory and receivable management 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION: Nature of Financial management, scope of finance, finance function finance manager's role and financial goal: profit maximization Vs wealth maximization. Factors influencing financial decisions, concept of Agency. Agency problems – conflict of goals. Risk- Return framework for firm decision making.		15
II	CONCEPT OF VALUE AND RETURN: Time Preference for money, computation of future value and present value of cash flow, Value of an annuity, multi period compounding.		15
III	CAPITAL BUDGETING: Techniques of capital budgeting-payback, ARR. Discounted CF Techniques - NPV, IRR, PI calculation of cash flows, Numerical examples. Conventional techniques of risk analysis- Certainty equivalent method, Risk adjusted discount rate and sensitivity & Scenario analysis.		15
IV	LONG-TERM FINANCING- Ordinary Shares, Right Issue of equity shares, Preference Shares, Debentures, Term Loan, and Warrants COST OF CAPITAL - concept, determinants, significance & computation of cost of debt, cost of preference shares, cost of equity capital, cost of retained earning & weighted average cost of capital. CAPM Model.		15

V	CAPITAL STRUCTURE: Conceptual aspects, Net income & Traditional views. Net operating income approach. MM hypothesis. Capital structure planning & policy. Capital Structure Analysis(EBIT-EPS Analysis): Leverage-Operating leverage, financial leverage, combined leverage, use of leverage	15
Course Text	1. Pandey, I.M., <i>Financial Management</i> , Vikas Publishing House 2. Khan, M. Y. and Jain, P. K., <i>Management Financial</i> , TMH publications	
Recommended Reading	1. Geoffrey Knott, <i>Financial Management</i> , Macmillan Publishers 2. Damodran, Aswath, <i>Corporate Finance</i> , John Wiley & Sons, Inc. 3. Brigham & Houston, <i>Fundamentals of Financial Management</i> , Thomson Press. 4. James C. Van Horn, <i>Financial Management Policy</i> , PHI 5. Prasanna Chandra, <i>Financial Management- Theory & Practice</i> , Tata- McGraHill.	
Course Outcomes	On completion of this course, students will be able <ol style="list-style-type: none"> 1. To Judge optimum capital structure with various models and techniques. 2. To analyze the feasibility of the project and will be able to do financial negotiations 3. To analyze the running capital structure of an enterprise. 4. To understand the dividend policy decisions of various firms 5. To realize the various inventory , cash and receivable management techniques 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	3	3	2	3	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	2	3	2	2	3	2	3	2
CO4	3	2	3	2	3	3	3	3	3	3
CO5	2	3	3	3	2	3	3	2	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC XI - HUMAN RESOURCE MANAGEMENT		
Class	I MBA	Semester	II
Course Objectives	<ol style="list-style-type: none"> 1. To make students acquainted with basics of Human resource management. 2. To make students understand Human Resource Planning, Recruitment and Selection process 3. To acquaint the students with the concept of training and induction and HRM strategies 4. To provide students with an understanding of performance appraisal 5. To help students understand the concept of Performance Appraisal and Compensation Management 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	HUMAN RESOURCES MANAGEMENT: Introduction and Importance-Evolution – difference between Personnel Management and HRM- Strategic HRM- role of a HR Manager. Human Resources Planning-Objectives-Importance-HRP Process- Manpower Estimation-Job analysis-Job Description-Job Specification. Recruitment - Sources of Recruitment-Selection Process - Case Studies		15
II	PRODUCTIVITY MANAGEMENT: Industrial relations - Grievance Procedure-collective Bargaining-Settlement of Disputes. Retirement/Separation-Superannuation-Voluntary Retirement Schemes- Resignation-Discharge-Dismissal-Suspension-Layoff - Case Studies		15
III	HRD MODULES: Recruitment and selection – orientation and placement performance appraisal – training and development – promotion and motivation – career development. Performance appraisals and performance development – objectives of performance appraisal – The past and the future; Basic consideration in performance appraisal; Development oriented appraisal system. - Case Studies		15
IV	TRAINING: Conceptual framework for training; learning principles; Identification of training needs; Determination of training objectives; Training programme design; Training methods and their selection criteria; Evolution and Follow up training. - Case Studies		15
V	STRESS: Definition – personality traits – emotional management – categories Of		15

	stressors – identification of stress at various level – pre-requisites for zero stress – psychological stress – stress and human resource development - Case Studies	
Course Text	1. Dessler, <i>Human Resource Management</i> , Pearson Education Limited. 2. Decenzo and Robbins, <i>Human Resource Management</i> , Wiley.	
Recommended Reading	1. A.M Sheikh, <i>Human Resource development and Management</i> , S Chand publication 2. Snell and Bohlander, <i>Human Resource Management</i> , South-Western Cengage Learning. Indian Edition. 3. Uday Kumar Halder and JuthikaSankar, <i>Human Resource Management</i> . Oxford Higher Education 4. SeemaSanghi, <i>Human Resource Management</i> , VikasPubllications 5. SharouPande and SwapnalekaBasak, <i>Human Resource Management</i> , Pearson Education	
Course Outcomes	On completion of this course, students will be able <ol style="list-style-type: none"> 1. To analyze the role, importance and functions of HRM. 2. To evaluate various methods of Recruitment and Selection process. 3. To construct training modules 4. To evaluate various types of promotions and bases of promotion. 5. To analyze various types of Performance appraisal systems and wage fixation. 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC XII - LEGAL ASPECTS OF BUSINESS		
Class	I MBA	Semester	II
Course Objectives	<ol style="list-style-type: none"> 1. To provide an overview of important laws that have a bearing on the conduct of business in India 2. To familiarize the students with the basics of the new companies act, 2013. 3. The make aware of modern information and technology and its legal aspects 4. To enhance the ability of the students to manage the business effectively. 5. To make them understand about the various negotiable instruments. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INDIAN CONTRACT ACT, 1872 Introduction to contract Law – formation of Agreement – signed contracts and incorporation of Terms – Acceptance. Revocation and Time and Place. of contract– Business Contracts – consideration – termination of contracts – damages – setting the contract aside. E- contract, E – trade, E- Business, Legal Protection for E- Business in Global Era.		15
II	THE SALE OF GOODS ACT, 1930 Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by non- owners, Performance of contract of sale, Unpaid seller –meaning and rights of an unpaid seller against the goods and the buyer. Auction Sale - Case Studies		15
III	COMPANIES ACT Company- Definition, meaning, features& types of companies. Incorporation of Company-memorandum of association, article of association and prospectus. Share Capital- types of share capital – increase/decrease of share capital – buyback of shares - Case Studies		15
IV	NEGOTIABLE INSTRUMENT ACT, 1881 Negotiable Instrument – meaning- characteristics- types- parties – holder & holder in due course. Negotiation and types of endorsement		15

	Dishonor of negotiable instrument – noting & protesting Liability of parties of Negotiable instrument - Case Studies	
V	THE INFORMATION TECHNOLOGY ACT 2000 Definitions under the Act Digital signature Electronic governance Attribution, acknowledgment and dispatch of electronic records Regulation of certifying authorities Digital signatures certificates Duties of subscribers Penalties and adjudication Appellate Tribunal Offenses	15
Course Text	1. N. D. Kapoor, <i>Elements of mercantile Law</i> , Sultan Chand and Company, India. 2. P. K. Goel, <i>Business Law for Managers</i> , Biztantatara Publishers, India. 3. Akhileshwar Pathack, <i>Legal Aspects of Business</i> , Tata McGraw Hill.	
Recommended Reading	1. Singh, Avtar, <i>The Principles of Mercantile Law</i> , Eastern Book Company, Lucknow. 2. Kuchhal M C, <i>Business Laws</i> , Vikas Publishing House, New Delhi 3. Tulsian P.C., <i>Business Law</i> , Tata McGraw Hill, New Delhi. 4. Maheshwari & Maheshwari, <i>Business Law</i> , National Publishing House, New Delhi.	
Course Outcomes	On completion of this course, students will be able 1. To understand the importance of law in running the business effectively. 2. To know laws relating to contract, sale, companies, Negotiable Instruments, etc. 3. To apply the basic legal knowledge to the business transactions. 4. To communicate effectively in using standard business and legal terminology. 5. To learn about the basic procedures for registration of a company.	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	2	3	2	2	3	2	3	2
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

SUMMER INTERNSHIP

Max Marks: 100

Credits: 4

Course Objectives

- Summer Internship is seen as a key learning experience, allowing students to apply theoretical knowledge in a professional setting and solve real problems of the industry.

Criteria for Summer Internship

- A student shall pursue full-time Summer Internship for a minimum of Six to Eight weeks during summer break.
- The Summer Internship should commence immediately after the semester examinations.
- The internship should be pursued in any manufacturing or service organization, also the student has to prepare a project report based on the real problem of the industry.
- Students record daily or weekly impressions of the setting, activities, and areas of growth they are experiencing.

SEMESTER III

Course Code & Name	CC XIII - BUSINESS RESEARCH METHODS		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To make Students understand a general definition of research design. 2. To help Students recognize the importance of business research 3. To make Students know the overall process of designing a research study from its inception to its report. 4. To make Students familiar with ethical issues in business research. 5. To make students comprehend the primary characteristics of quantitative research and qualitative research. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION Business Research – Definition and Significance – the research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross –Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – characteristics – the role of theory in research.		15
II	RESEARCH DESIGN AND MEASUREMENT Research design – Definition – types of research design – exploratory and causal research design – Descriptive and experimental design – different types of experimental design –Validity of findings – internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument - Case Studies		15
III	DATA COLLECTION Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument – Validation of questionnaire – Sampling plan – Sample size – determinants optimal sample size – sampling techniques – Probability Vs Non–probability sampling methods.		15
IV	DATA PREPARATION AND ANALYSIS Data Preparation – editing – Coding –Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Bivariate and Multivariate statistical techniques – Factor analysis – Discriminant analysis – cluster analysis – multiple regression and correlation –multidimensional scaling – Application of statistical software for data analysis- Case Studies		15
V	REPORT WRITING AND ETHICS IN BUSINESS RESEARCH Research report – Different types – Contents of report – need of		15

	executive summary – chapterization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research.
Course Text	<ol style="list-style-type: none"> 1. Alan Bryman and Emma Bell, <i>Business Research methods</i>, Oxford University Press, New Delhi. 2. Donald R. Cooper and Pamela S. Schindler, <i>Business Research methods</i>, Tata McGraw Hill. 3. C.R.Kothari, <i>Research Methodology</i>, New Age International Publication.
Recommended Reading	<ol style="list-style-type: none"> 1. Uma Sekaran and Roger Bougie, <i>Research methods for Business</i>, Wiley India, New Delhi. 2. William G Zikmund, Barry J Babin, Jon C.Carr, Atanu Adhikari, Mitch Griffin, <i>Business Research methods, A South Asian Perspective</i>, Cengage Learning, New Delhi.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To understand the research process and how it applies to the field of business management. 2. To demonstrate they can use problem-solving and analytical skills to understand business problems and suggest research designs that could contribute to a feasible solution. 3. To understand a range of qualitative and quantitative data collection and analysis techniques. 4. To recognize different types of data for analysis, and select appropriate statistical tools for the research variables. 5. Understand the ethical issues associated with the conduct of research, they will be able to formulate and present effective research reports

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC XIV - STRATEGIC MANGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To expose participants to various perspectives and concepts in the field of Strategic Management 2. To help participants develop skills for applying these concepts to the solution of business problems 3. To help students master the analytical tools of strategic management. 4. To identify the latest strategies followed to attain success in business. 5. To understand the importance of analysis of various environments. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Overview Of Strategic Management Introduction to strategic management –Evolution of Strategic Management - Globalization and its challenges to strategic management - Process of strategic Planning- Strategic Intent		15
II	Environment Analysis External Environment Analysis: Environment Scanning – Techniques of External Environment Analysis –Industry Analysis: Porters Five Forces Model - Internal Environment Analysis : Resource Based View – Value Chain Analysis - Strategic Audit - Synthesis of Environment Factors		15
III	Strategy Formulation Business level Strategies – Corporate Strategies : Portfolio analysis – Corporate parenting– Functional Strategies - Network Level Strategies – Strategic Choice -Grand Strategy - Case Studies		15
IV	Strategy Implementation, Evaluation and Control Process of Implementation – Process of evaluation and control-Types of controls-Techniques of control Corporate Governance and Corporate Ethics - Case Studies		15
V	Blue ocean strategy & business models: Difference between blue & red ocean strategies, principles of blue ocean strategy - Business Models: Meaning & components of business models,		15

	new business models for Internet Economy– E-Commerce Business Models and Strategies. - Case Studies
Course Text	1. Azhar Kazmi, <i>Strategic Management and Business Policy</i> , Tata McGraw-Hill.
Recommended Reading	<ol style="list-style-type: none"> 1. Ireland, Hoskisson & Hitt, <i>Strategic Management</i>, Indian Edition, Cengage Learning. 2. Thompson, Strickland, Gamble & Jain, <i>Crafting and Executing Strategy- The Quest for Competitive Advantage</i>, Tata McGraw-Hill. 3. Thomas L. Wheelen & J. David Hunger, <i>Concepts in Strategic Management & Business Policy</i>, Pearson.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To understand the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios. 2. To analyze the main structural features of an industry and develop strategies that Position the firm most favorably in relation to competition and influence Industry structure to enhance industry attractiveness. 3. To demonstrate the ability to think critically in relation to a particular problem, Situation or strategic decision through real-world scenarios. 4. To know about the various strategies used by successful businesses. 5. To learn the various environments and its effect on business.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	3	3	2	3	2	2	3	2	3	2
CO4	3	2	3	3	2	2	3	2	2	3
CO5	3	3	3	3	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

SEMESTER IV

Course Code & Name	CC XV - INTERNATIONAL BUSINESS MANGEMENT		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To discuss the challenges of international management. 2. To describe global business concepts, models, and frameworks and their cross-functional integration 3. To research varied foreign markets and develop strategy that takes into account relevant political, cultural, and economic factors 4. To explain how firms sustain and renew resources, capabilities and core competencies to support international growth strategies 5. To identify the various structures followed by successful businesses. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Introduction to Global Business Globalization: Drivers of Globalization - Emergence of Global Institutions - The changing demographics of the Global Economy - Managing in the Global Market place -- Stages of Internationalization		15
II	International Trade and Business Environment International Trade theories – International Business Environment: Changing dynamics of Political, Economic, Social and Technological environment - Role of International Organizations: WTO, IMF, World Bank, GATT – Regional Integration: Major regional Trading Blocs		15
III	Functional Areas Relating to International Business International Human Resource Management, International Financial Management, International marketing, International operations - Case Studies		15
IV	The Strategy and Structure of International Business Strategy of International Business: Entry Strategies - Alliances and Acquisitions - Managing Competitive Dynamics - Global organization structures - Case Studies		15

V	India in the Global Setting EXIM Policy - Export Procedure - Documentation - INCOTERMS - Role of Export promotion council- Government Initiatives: Special Economic Zones - Export Promotion Subsidies- Ethical Issues of Global business - Case Studies	15
Course Text	1. Charles W.I. Hill and Arun Kumar Jain, <i>International Business</i> , Tata McGraw Hill, New Delhi.	
Recommended Reading	1. Cherunilam, Francis. <i>International business: text and cases</i> . PHI Learning Pvt. Ltd. 2. K Ashwathappa, <i>International Business</i> , Tata McGraw-Hill, New Delhi. 3. Paul, Justin. <i>International business</i> . PHI Learning Pvt. Ltd..New Delhi.	
Course Outcomes	On completion of the course, students will be able <ol style="list-style-type: none"> 1. To formulate a perspective about the internationalization of markets and economies. 2. To evaluate the leadership and business challenges of managing people and organizations across borders. 3. To communicate effectively in a global business environment. 4. To conduct a comprehensive analysis of specific geographic locations in terms of setting up operations in the locale. 5. To Understand the various types of organizational structures followed by various MNCs 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	3	2	2	3	2	3	2
CO2	3	3	2	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	CC XVI - ENTREPRENEURSHIP DEVELOPMENT		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To understand the Entrepreneurship and its role in the society 2. To understand the process of Entrepreneurship & preparing business plans 3. To gain knowledge about the Entrepreneurship Development Institutions of Government 4. To appreciate the issues of Family Business and Social Entrepreneurship 5. To gain an insight into social entrepreneurship. 		
Credits	5		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION Meaning of entrepreneurship, evolution of entrepreneurship; Theories of Entrepreneurship; Entrepreneurship and the environment, entrepreneurial mindset, motivation for entrepreneurship; Corporate Entrepreneurship.		15
II	SOURCES & DEVELOPMENT OF BUSINESS MODEL Sources for innovative ideas, opportunity identification, setting-up new ventures, acquiring existing business, franchising, legal aspects, developing a business model. - Case Studies		15
III	BUISNESS PLAN Elements of business plan, developing Marketing Plan, sources of finance, growth plans. - Case Studies		15
IV	FAMILY BUSINESS Family businesses importance, types and responsibilities. Success, pitfalls and strategies, succession planning. - Case Studies		15
V	SOCIAL ENTREPRENEURSHIP Social Entrepreneurship –introduction - definition, importance, significance of social entrepreneurs - Scaling and live examples of social entrepreneurs. - Case Studies		15
Course Text	<ol style="list-style-type: none"> 1. Donald F. Kuratko, <i>Entrepreneurship: Theory, Process, Practice</i>, Cengage Learning, New Delhi. 		

<p>Recommended Reading</p>	<ol style="list-style-type: none"> 1. Bill Bolton, John Thompson, "Entrepreneurs: Talent, Temperament and Opportunity", Routledge. 2. Poornima M. Charantimath, <i>Entrepreneurship Development – Small Business Enterprises</i>, Pearson, New Delhi. 3. Arya Kumar, <i>Entrepreneurship: Creating and Leading an Entrepreneurial Organization</i>, Pearson, New Delhi.
<p>Course Outcomes</p>	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To understand the need and significance of Entrepreneurship in the Economy 2. To build up Entrepreneurial Competencies 3. To develop Business Plan with the required contents. 4. To understand contribution of family business to the Economy. 5. To learn about social entrepreneurship and its impact today.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	2	3	3	2	3	2	2	2	3	2
CO3	3	3	2	2	3	3	2	3	3	3
CO4	3	3	2	3	2	2	3	2	3	2
CO5	3	2	3	3	2	2	3	2	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

ELECTIVES:- MARKETING

Course Code & Name	EC I - CONSUMER BEHAVIOUR		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy. 2. To understand the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process. 3. To recognize the importance of subculture and global consumer culture as marketing opportunities. 4. To make students understand the theoretical perspectives associated with consumer decision making. 5. To apply the knowledge about consumers for business gains. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION Introduction to Consumer Behaviour: Determinants of consumer behaviour, impact of consumer behaviour on segmentation, targeting and positioning.		12
II	PSYCHOLOGICAL FOUNDATIONS OF CONSUMER BEHAVIOUR: Consumer motivation - consumer perception, personality and consumer behavior - information processing - memory organisation and function, - attitude formation and attitude change. - Case Studies		12
III	LEARNING AND CONSUMER BEHAVIOUR: Behavioural learning theories – Classical Conditioning, Instrumental Conditioning; Cognitive Learning – Learning Theory and Involvement Theory. - Case Studies		12
IV	SOCIAL AND CULTURAL ENVIRONMENT: Influence of family, social class and family life cycle, influence of culture and cross culture. - Case Studies		12

V	CONSUMER DECISION PROCESSES: High and low Involvement - pre-purchase processes, purchase, post-purchase processes - consumption and evaluation - brand loyalty and repeat purchase behavior. - Case Studies	12
Course Text	4. Schiffman L.G and Kanuk L.L, "Consumer Behaviour", Pearson Education, New Delhi.	
Recommended Reading	1. Kumar, "Conceptual Issues in Consumer Behavior: The Indian Context", Pearson Education, New Delhi. 2. Hawkins, Best and Coney, "Consumer Behavior", TMH, New Delhi. 3. Jay D Lindquist and M Joseph Sirgy, "Shopper, Buyer and Consumer Behaviour", Second Edition, Biztantra, New Delhi.	
Course Outcomes	On completion of this course, students will be able <ol style="list-style-type: none"> 1. To identify the dynamics of human behaviour and the basic factors that influence the consumers decision process. 2. To explore and compare the core theories of consumer behaviour in both consumer and organisational markets 3. To apply and demonstrate theories to real world marketing situations by profiling and identifying marketing segments 4. To appraise models of Consumer Behaviour and determine their relevance to particular marketing situations 5. To apply their knowledge about consumers in business decisions. 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	3	2	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	3	2	2	3	2	3	2
CO5	3	3	3	2	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - DIGITAL MARKETING		
Class	II MBA	Semester	III
Course Objectives	1. To learn how to develop an effective e-commerce website. 2. To identify various strategies to improve search-engine rankings. 3. To Develop and implement various types of advertising campaigns. 4. To Design and implement internet and email marketing campaign. 5. To Exploit the reach of social media and social networks for marketing campaign.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	E-MARKETING: The virtual world-Changing Marketing Landscape - the internet and business - online Marketing Domains -E- Marketing and CRM - Online advertising - Internet and Integrated Marketing communication - sales and Trade Promotion - Digital Marketing Optimization - The need for digital engagement - Generation Y - Expectations and Influence - Implications of Digital Change - Online Marketing Mix.		12
II	CUSTOMER RELATIONSHIP MANAGEMENT CRM – Needs – Goals - Benefits – Process - CRM and the customer Life cycle - electronic customer relationship management - Key CRM Applications - Next generation CRM - A mobile App and a community - The New Age E-enterprise - Collaborative web and the E-enterprise. - Case Studies		12
III	BUSINESS DRIVERS IN THE VIRTUAL WORLD Social Media-Social media model by Mc Kinsey - Marketing with Networks - Social world - Social Media Analytics - Social Media Tools - The social web - Viral Marketing - Social Curation and Brands - Inbound Marketing and Co-Creation - Social Media - The Road ahead - Case Studies		12
IV	ONLINE BRANDING, TRAFFIC BUILDING AND INTERNET MARKETING METRICS Cyber Branding - The digital brand ecosystem - Brand, experience - Customer engagement - Brand customer Centricity - Traffic Building: Internet traffic plan - Search Marketing methods for Traffic building - Traffic volume and quality - Search engine Marketing - Site optimization - Key word advertising - Key word value - Key word portfolio evaluation - Internet Marketing Metrics - websites and Internet Marketing - web business Models - E-commerce - Case Studies		12

V	ONLINE TOOLS FOR MARKETING Engagement marketing through Content Management - Online campaign management using Facebook, Twitter, Corporate Blogs - Sentiment Mining - Measuring Campaign effectiveness -Consumer segmentation, Targeting and Positioning using Online tools - Market influence Analytics in a Digital ecosystem - The contemporary digital Revolution-Online communities and co-creation -The future of Marketing - Gamification and Apps - Case Studies	12
Course Text	1. Vandana Ahuja, <i>Digital Marketing</i> , Oxford University Press. 2. Eric Greenberg and Alexander Kates, <i>Strategic Digital Marketing</i> , Mc Graw Hill Education	
Recommended Reading	1. Michael R.Solomon and Tracy Tuten, <i>Social Media Marketing</i> , Pearson. 2. Catherine Juon, Dunrie Greiling & Catherine Buerkle, <i>Internet Marketing start to Finish</i> , Pearson. 3. David Amerland, <i>Google Semantic Search</i> , Pearson. 4. Efraim Turban and David King, <i>Electronic Commerce</i> , Pearson.	
Course Outcomes	On completion of this course, students will be able 1. To implement various mobile marketing apps like click to call, mobile advertising, SMS marketing. 2. To know the opportunities on marketing online. 3. To understand the working of various social medias. 4. To learn about the various online marketing tools. 5. To understand the business drivers in today’s business world.	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	2	2	3	3	2	3	3	3
CO3	3	3	2	3	2	2	3	2	3	2
CO4	3	2	3	3	2	2	3	2	2	3
CO5	3	3	2	2	3	3	2	3	3	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - ADVERTISING & BRAND MANAGEMENT		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To provide students with an understanding of key areas of advertising and promotion 2. To provide students with an understanding of key areas of branding 3. To provide clarity on the theoretical concepts as well as practical aspects of contemporary promotion & Branding. 4. To provide the appropriate theories, models and tools to make better Branding and Advertising Decision. 5. To plan and implement Brand marketing programs. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION Introduction to Advertising: Objectives - Advertising Agencies - advertising budgets - emerging trends in Advertising.		12
II	ADVERTISING CREATIVITY Importance of creativity - the creativity process - Creativity Implementation and Evaluation - Advertising appeals- Execution styles - Creative tactics: print and electronic media. - Case Studies		12
III	MEDIA PLANNING AND STRATEGY: Media plan - establishing Media objectives - Developing and Implementing Media strategies: The Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, Reach and Frequency - Evaluation of Media: Broadcast, Print and Support Media.		12
IV	ADVERTISING EFFECTIVENESS: Testing Process: Concept testing, Pre-finished copy testing, Post testing of finished Ads, Social, ethical, and economic aspects of Advertising - Digital Advertising and its effectiveness - Case Studies		12
V	BRAND MANAGEMENT: Managing a Brand - PLC of a Brand - Brand equity - Branding strategy -		12

	Brand positioning. - Case Studies
Course Text	1. Belch M A and Belch G E, <i>Advertising and Promotion - An Integrated Marketing Communication Perspective</i> , Tata McGraw-Hill, New Delhi.
Recommended Reading	<ol style="list-style-type: none"> 1. Kenneth Clow and Donald Baack, <i>Integrated Advertisements, Promotion and Marketing Communication</i>, Prentice Hall of India, New Delhi. 2. Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, <i>Marketing Management</i>, Pearson, New Delhi. 3. Larry D. Kelly, Donald W. Jugen heimer, <i>Advertising Media Planning - A Brand Management Approach</i>, PHI, New Delhi.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To develop ability to select and apply appropriate communications tools within a strategic and tactical framework. 2. To extend ability to market, manage, develop and integrate a brand in the marketplace. 3. To Design specific promotional and other related strategies that would focus around extending, revitalizing and reinforcing existing brands. 4. To provide a forum to the students to apply the principles and improve the managerial decision making regarding advertising and branding. 5. To understand the importance of branding.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	3	3	2	2	3
CO2	3	3	3	3	2	3	3	3	2	2
CO3	2	3	2	3	2	2	3	2	3	2
CO4	3	2	3	2	1	2	3	3	3	2
CO5	3	3	3	3	2	3	3	3	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - RETAIL MANAGEMENT		
Class	II MBA	Semester	IV
Course Objectives	1. To understand the typology of retail industry 2. To learn and apply retail knowledge to manage and formulate creative, feasible retail strategies 3. To analyse the methodology of retail operations, specifically emphasizing on key activities and relationships 4. To evaluate the various retail communication mix. 5. To make the students understand the importance of pricing in retail.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION Introduction to Retailing: Drivers of retail change in India, evolution of Retail in India, the strategic retail planning process - Retail as a career.		12
II	RETAIL STORE LOCATIONS & FORMATS: Types of locations, evaluating a site for locating a retail store, types of retailers - store based, non store based, services retailing; types of ownership, multichannel retailing. - Case Studies		12
III	MERCHANDISE MANAGEMENT: Factors affecting merchandising, merchandise planning, buying merchandise, Retail Store Operations, SCM in retail. - Case Studies		12
IV	RETAIL PRICING: Elements of retail price, retail pricing policies & strategies - a comparison of mark ups & mark downs. - Case Studies		12
V	RETAIL COMMUNICATION: Retail Marketing Mix - STP approach, Retail Communication Mix, gap management in retailing, Day branding, Retail metrics - Performance evaluation. - Case Studies		12
Course Text	1. Swapna Pradhan, <i>Retail Management</i> , Tata McGraw Hill Company New Delhi.		

Recommended Reading	<ol style="list-style-type: none"> 1. Piyush Kumar Sinha, <i>Retail Management</i>, Wiley & Company, New Delhi. 2. Levy & Weitz, <i>Retail Management</i>, Tata McGraw Hill Company, New Delhi. 3. Gibson G. Vedammani, <i>Retail Management</i>, Jaico Publishing, New Delhi.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To develop and understanding of the contribution of retailers to the product value chain; 2. To develop and understanding of consumer motivations, shopping behaviors, and decision processes for evaluating retail offering and purchasing merchandise and services; 3. To develop and understanding of the traditional bases for segmentation and how segmentation can inform retail strategy; 4. To develop and understanding of how retailer's differentiate their offering as an element in their corporate strategy; 5. To learn about the various pricing strategy and its importance.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	3	3	2	2	3
CO2	3	3	3	3	2	3	2	3	2	3
CO3	2	3	2	2	2	2	3	2	3	2
CO4	3	2	3	2	3	3	3	3	3	2
CO5	3	2	3	3	2	3	3	2	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

ELECTIVES:- FINANCE

Course Code & Name	EC I - SECURITY ANALYSIS & PORTFOLIO MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To understand the basic concepts of Security Analysis, by calculating returns and risk 2. To understand the basic concepts of Fundamental Analysis and Technical Analysis 3. To understand the basic concepts of Portfolio Analysis and the concepts of Mutual Fund portfolio management 4. To know about the portfolio models for various investments. 5. To apply evaluation models to analyze portfolios. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Introduction to Security Analysis and Portfolio Management: Features of Investment - Investment Vs Speculation Vs Gambling - Risk definition and measurement; Stock Return and Valuation. Bonds - Valuation, Risks associated with bond investments, Calculation of YTM.		12
II	Fundamental Analysis: Economic, Industry and Company analysis.		12
III	Technical Analysis: Dow Theory, Support and Resistance Levels, Graphs and Master Charts; Technical Analysis vs. Fundamental Analysis; Indicators and Oscillators; Efficient Market Theory.		12
IV	Portfolio Construction and selection: Markowitz model and efficient frontier, Sharpe Index model, Construction of Optimal portfolio, Capital asset pricing theory and arbitrage pricing theory.		12
V	Performance Evaluation of Portfolios : Need for Evaluation - Evaluation using Sharpe, Treynor and Jensen Index. - Case Studies		12
Course Text	1. V.K. Bhalla, " <i>Investment Management</i> ", S.Chand & Company Pvt. Ltd., New Delhi.		
Recommended Reading	<ol style="list-style-type: none"> 1. Ranganatham, M., and Madhumathi, R., "<i>Investment Analysis & Portfolio Management</i>", Pearson, New Delhi. 2. Fisher & Jordon, "<i>Security Analysis and Portfolio Management</i>", Tata Mc-Graw 		

	Hill, New Delhi. 3. Edwin J Elton, Martin J Gruber, Stephen J Brown & William N Goetzmann, " <i>Modern Portfolio Theory and Investment Analysis</i> ", Wiley, New Delhi.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To understand the characteristics of different financial assets such as money market instruments, bonds, and stocks, and how to buy and sell these assets in financial markets. 2. To have knowledge and skills to select and employ base level tools for financial analysis using time value of money, cost of capital and interest rates. 3. To analyze companies for investment purposes. 4. To apply different valuation models to evaluate fixed income securities and stocks 5. To use different derivative securities to manage the investment risks.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	2	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	3	2	2	3	2	3	2
CO5	3	3	2	3	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - RETAIL BANK MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To understand the basic functions and services associated with banking 2. To recognize various aspects and needs of customers and banking 3. To be able to analyse and understand the need for the various regulations associated with banking 4. To understand about NPA. 5. To learn about the responsibilities of banks. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Introduction to Retail Banking: Definition and scope - customers, products, services; New Products & Services - Financial Planning and Advisory Services, Banc assurance, Mutual Funds, Portfolio Management Services.		12
II	Branchless Banking: Management of alternate delivery channels – Automated Teller Machine (ATM), Phone Banking, Mobile Banking, Card technologies, Internet Banking.		12
III	Ancillary Services: Interbank Transfer - Electronic Clearing Services (ECS), Electronic Funds Transfer - NEFT, RTGS, SWIFT, Electronic cheques; Safe Deposit Lockers; FOREX service; DEMAT and Custodial service. - Case Studies		12
IV	Retail Lending: Cash Credit, retail loans - vehicle, personal, home, education; Creation of Security - hypothecation, mortgage, pledge, lien; Banker's Rights; management of non-performing assets (NPA)-capital adequacy - SLR -CRR. - Case Studies		12
V	Responsibility of Banks: Know Your Customer (KYC), Prevention of Money Laundering, Banking Ombudsman, Banking Codes & Standards Board of India (BCSBI), introduction to Basel Norms.		12
Course Text	1. Padmalatha Suresh & Justin Paul, <i>Management of Banking and Financial Services</i> , Pearson, New Delhi.		

Recommended Reading	1. Ravi Subramanian, " <i>The Incredible Banker</i> ", Rupa, New Delhi. 2. Rajesh, R., & Sivagnanasithi T., " <i>Banking Theory Law & Practice</i> ", Tata McGraw Hill, New Delhi. 3. Dr S Gurusamy, " <i>Banking Theory Law & Practice</i> ", Tata McGraw Hill, New Delhi.
Course Outcomes	On completion of the course, students will be able 1. To deal with banking transactions, personal or professional with a better understanding 2. To tackle investment decisions with respect to Portfolio Management 3. To develop a clarity of RBI regulations will make them handle various financial services with diligence, ensuring they are on the right side of law. 4. To understand about the various responsibilities of banks. 5. To know about the various NPA and its impact on banks.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	3	3	3	2	3
CO2	3	3	2	3	3	3	2	3	2	3
CO3	3	3	3	2	3	3	2	3	3	2
CO1	3	2	3	3	2	3	3	3	2	3
CO2	3	2	3	2	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - FINANCIAL SERVICES		
Class	II MBA	Semester	IV
Course Objectives	1. To understand the various services offered by financial institutions 2. To understand the management of IPOs and FPOs 3. To acquaint with basic concepts of financial services and its providers 4. To acquire the skills of evaluation of factoring and leasing transactions 5. To learn about the credit rating agencies.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Financial Services: Concept, Nature and Scope of Financial Services Regulatory Frame Work of Financial Services - Growth of Financial Services in India		12
II	Merchant Banking: Definition & Meaning- Origin and growth of Merchant Banking in India - Types - Functions of Merchant Bankers - Role of Merchant Bankers in Issue Management Activities - Problems and scope of Merchant Banking in India.		12
III	Venture Capital and Private Equity: Growth of Venture Capital, problems & prospects of Venture Capital, types and norms of Private Equity in India, recent trends in Private Equity. - Case Studies		12
IV	Credit Rating - Meaning, Functions - Initial Public Offer (IPO) Rating – Credit rating system in India - process of credit rating - features and advantages. - Case Studies		12
V	Factoring Meaning - Types of Factoring Arrangements - Evaluation of factoring Vs In-House management - Factoring in the Indian Context - Leasing – Types of Leases - Evaluation of Leasing Option Vs. Borrowing - Hire purchase Vs leasing. - Case Studies		12
Course Text	1. Khan, M. Y., " <i>Financial Services</i> ", Tata McGraw Hill, New Delhi.		
Recommended Reading	1. Batra, G. S., " <i>Financial Services & Markets</i> ", Deep & Deep Publications Pvt. Ltd., New Delhi. 2. Khan, M. Y., " <i>Indian Financial System</i> ", Tata McGraw Hill, New Delhi.		

	3. Siddaiah T., " <i>Financial Services</i> ", Pearson Publications.
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To understand different services of Financial Institutions 2. To evaluate IPOs and FPOs 3. To describe various types of insurance contracts and their uses in financial services. 4. To understand about the various credit rating agencies in India. 5. To evaluate the various factoring and leasing options available.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	2	2	3	3	2	2	2
CO2	3	2	3	3	3	3	2	3	2	3
CO3	3	3	3	2	3	3	3	2	3	2
CO4	3	3	2	2	2	3	3	2	2	2
CO5	3	2	3	3	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - FINANCIAL INSTITUTIONS AND MARKETS		
Class	II MBA	Semester	IV
Course Objectives	1. To make the student aware of the various financial institutions and markets 2. To facilitate the student to acquire operational knowledge about their performance in the economy , their role and importance to business 3. To acquire knowledge about money market. 4. To understand about the Functions and role of investment banking in India. 5. To acquire skills in mutual funds industry.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Financial system - Introduction; Structure of Financial System – Financial Master Institutions - Financial Markets and Instruments - Capital Markets and Money Markets - New Issue Markets - secondary Market - Stock exchanges in India; Listing of securities - registration of Brokers		12
II	Commercial Banks - Theoretical basis of banking operations; Role of Commercial Banks; Growth and structure of Banking; Bank performance Profitability - Management of NPAs and other performance indicators. Innovations in Banking Sector - Participation Certificates.		12
III	Money markets - Call Money Market in India - Participation and Size of Call money market - call rates. Treasury bills market - nature and features of different treasury bills - commercial bills market - Introduction to Bills of exchange - Size of bills market in India - Bill market rates. - Case Studies		12
IV	Investment Banking - Need and Growth of Investment banking in India Different types of investing banks in India - Functions and role of investment banking in India. - Case Studies		12
V	Mutual Funds - Meaning, Origin, Types, Importance of mutual funds in India, key operations of mutual funds Industry - Future prospects of Mutual Funds Industry in India - Micro finance - Need and growth in		12

	India - Role of micro finance institutions in India.
Course Text	1. L M Bhole, <i>Financial Institutions and Markets</i> , Tata McGraw Hill, New Delhi.
Recommended Reading	1. Gordon and Natarajan, <i>Financial Institutions and Markets</i> , Himalaya Publishing House, New Delhi. 2. Jeff Madura, <i>Financial Institutions and Markets</i> , Cengage Learning New Delhi. 3. Anthony Saunders and M M Cornett, <i>Financial Markets and Institutions</i> , Tata McGraw Hill, New Delhi..
Course Outcomes	On completion of the course, students will be able 1. To get fundamentals of Indian financial systems 2. To understand about the various financial players and instruments. 3. To acquire knowledge about money market and its operations 4. To get understanding about function of central bank and investment banks 5. To understand importance of mutual funds industry.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	2	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

ELECTIVES:-

HR

Course Code & Name	EC I - INDUSTRIAL RELATIONS		
Class	II MBA	Semester	III
Course Objectives	1. To understand the basic concepts like Industrial Relations, Trade Union, Industrial Disputes. 2. To understand the key actors and their role in IR 3. To understand the causes for grievance and managing grievance 4. To understand the impact of technology and globalization on IR, recent trends in IR. 5. To know about the collective bargaining and its uses.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Industrial Relations Concept and Scope: Importance, key actors in IR, approaches to IR, factors affecting IR, prerequisites for successful IR.		12
II	Trade Union Concept: Functions of Trade Unions in India, problems of Trade Unions and their role in IR, employers organizations - functions and their role in IR, the role of State in IR and different types of interventions, code of discipline and its objectives, unfair labour practices.		12
III	Grievance concept: Causes, managing grievances and grievance redress procedure, Industrial conflicts/disputes, classification of industrial disputes, causes and consequences, methods of resolution of conflicts/disputes -conciliation, arbitration and adjudication, dispute settlement machinery, managing discipline, process of domestic enquiry. - Case Studies		12
IV	Collective bargaining(CB): Concept, pre-requisites of CB, CB at different levels, workers participation in Management and its objectives, levels and forms of participation, joint management committees and their functions, Tripartisiam - ILC and SLC. - Case Studies		12
V	IR strategy: Globalization and IR, technology and IR and emerging trends in IR- Case Studies		12

Course Text	1. VenkataRatnam, C. S., " <i>Industrial Relations</i> ", Oxford University Press.
Recommended Reading	1. Singh, B. D., " <i>Industrial Relations - Emerging Paradigms</i> ", Excel Books, New Delhi. 2. Memoria&Memoria, " <i>Dynamics of Industrial Relations</i> ", Himalaya Publishing House, New Delhi.
Course Outcomes	On completion of the course, students will be able <ol style="list-style-type: none"> 1. To evaluate the need, importance & Scope of Industrial Relations. 2. To evaluate various Labor Laws. 3. To evaluate the working of Ministry for labor, Commissioner labor, Deputy Commissioner & Labor Offices. 4. To evaluate Industrial Dispute and Causes of Industrial Dispute. 5. To solve various cases relating to issues in Industrial Relations.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	3	2	3	3	2	2	3
CO2	3	3	2	3	2	3	2	3	3	3
CO3	2	3	3	2	3	2	3	2	3	2
CO4	3	3	2	2	2	3	2	3	3	3
CO5	3	3	2	3	2	2	3	3	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - STRATEGIC HUMAN RESOURCE MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To know, how does the management of organization's human resources contributes to the sustained effectiveness of the organization 2. To discuss the impact of various approached to managing human resources, and explore how it can act as source of sustained competitive advantage. 3. To acquire knowledge about various strategic HR processes. 4. To understand about the various training strategies followed for successfully running business. 5. To apply their knowledge in knowing various evaluation methods. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Introduction: Definition of SHRM, Need and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.		12
II	Integration of HR Strategy : Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner		12
III	HR Environment and Strategic HR Processes : Impact of Technology, Changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning , Strategic issues in staffing; Performance Management: Meaning and need - performance appraisal systems and their limitations. - Case Studies		12
IV	Training and Development Strategies : Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay broad banding , variable pay, profit sharing, employee stock option plans, executive compensation. - Case Studies		12

V	Human resource Evaluation: Systems of high - performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit. - Case Studies	12
Course Text	1. Jeffrey A. Mellow., <i>Strategic Human Resource Management</i> , Thomson South Western, Singapore.	
Recommended Reading	1. Charles R. Greer., <i>Strategic Human Resource Management - A General Managerial Approach</i> . Pearson Education Pvt. Ltd. 2. Rajib Lochan Dhar., <i>Strategic Human Resource Management</i> , Excel Books, New Delhi 3. Tanuja Aggarwala., <i>Strategic Human Resource Management</i> , Oxford University Press, New Delhi.	
Course Outcomes	On completion of the course, students will be able <ol style="list-style-type: none"> 1. To identify the key HRM functions and operations; 2. To define, explain, illustrate and reason with the key human resource management concepts; 3. To identify the linkages between HRM functions and operations and organisational strategies, structures and culture; 4. To reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM; 5. To exhibit behaviour and performance that demonstrates enhanced competence in decision-making, group leadership, oral and written communication, critical thinking, problem-solving, planning and team work. 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - HUMAN RESOURCE DEVELOPMENT		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To introduce the basic concepts and practices of human resource development 2. To create awareness and understanding of the roles, responsibilities, strategies and functioning of human resource department for the development of an organization 3. To Recognize different competencies which will influence the career and organisational development 4. To understand various HRD practices followed in various sectors. 5. To know about the importance of HRD profession. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Human Resource Development: Origin and need for Human Resource Development - macro and micro perspectives of Human Resource Development, approaches to Human Resource Development, HRD matrix.		12
II	Planning for HRD: HRD climate, assessing HRD needs, preparing HRD plan, assessing culture of the organisation, structuring the HRD function		12
III	Interventions of Human Resource Development: Performance management, performance appraisal, potential appraisal, coaching, counselling and mentoring, career planning and development.		12
IV	HRD in Practice: Human Resource Development experiences in Indian public and private sector industries, Human Resource Development in government and service sectors, Human Resource Development in voluntary organizations. - Case Studies		12
V	Human Resource Development Profession: HRD as a profession, duties and responsibilities of HRD Manager, organization of Human Resource Development function, Human Resource Development Audit.		12
Course Text	1. Rao, T. V., " <i>Readings in Human Resource Development</i> ", Oxford IBH Publishing Ltd., New Delhi.		

Recommended Reading	1. Rao, T.V., " <i>Human Resource Development Audit</i> ", Sage Publications, New Delhi. 2. Rao, T.V., " <i>Future of Human Resource Development</i> ", Macmillan, New Delhi.
Course Outcomes	On completion of the course, students will be able <ol style="list-style-type: none"> 1. To weigh up and evaluate various HRD Modules 2. To analyse the role of Human Resource development in current scenario. 3. To analyse how Human capital Development is achieved through career planning and development 4. To raise how to manage stress at work. 5. To estimate contemporary issues/challenges of HRD

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	3	3	2	2	2	3	3	2	3
CO2	3	3	2	3	2	3	2	3	3	3
CO3	2	3	3	2	3	2	3	2	3	3
CO4	3	2	2	3	3	3	2	3	3	3
CO5	2	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - LABOR LAWS		
Class	II MBA	Semester	IV
Course Objectives	1. To know about the employers obligations under the statutes 2. To understand the employee/workers rights under the Acts 3. To realize the Consequences of non compliance of the statutes 4. The identify the powers of the government/authorities under the Act 5. To Know about the various apprentice acts available.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Factories Act, 1948 Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures.		12
II	Child Labour Prohibition and Regulation Act, 1986 Objects, Definitions of [Child Labor, Employer], Prohibition of Children in Certain Occupations, Hours and periods of work, Conditions of Work, Safety, Welfare and Health Measures for Children, Penalties if Children are Employed. - Case Studies		12
III	Contract Labour (Regulation and Abolition Act), 1986 Definitions [Contract Labor, Contractor, and Principal Employer], and Procedure for Registration of Establishment, Licensing, Obligations of employers to provide certain amenities, payment of wages, Penalties if this act is violated. - Case Studies		12
IV	The Minimum Wages Act, 1948: Objectives, Definitions [Adolescent, Child, Competent authority, Cost of living index, Employer, Wages, Employee], Fixation and revision of wages, Procedure and fixing of minimum rate of wages, Advisory Board and Central Board, Safeguards in payment of minimum wages, Acts implementation, Exemption in certain cases, Powers of governments.		12
V	The Apprentices Act, 1969: Definitions [Scope of the act, Apprentice, Designated trade, Graduate or		12

	technician apprentice], Qualifications for being engaged as an apprentice, Contract of apprentice, minor as an apprentice, Number of apprentice, Period of training, Termination, Obligations of employer regarding hours of work. - Case Studies
Course Text	1. Kapoor N.D, <i>Elements of mercantile law</i> , New Delhi: Sultan Chand Publications. 2. Singh, B.D, <i>Labor Laws</i> , New Delhi: Excel Books
Recommended Reading	1. Aswathappa, K ., <i>Human Resources & Personnel Management</i> , Tata Mc Graw Hill Publishing Limited. New Delhi. 2. Sharma A.M., <i>Understanding wage systems in India</i> , Himalaya Publishing House, Mumbai. 3. Report of National commission on labour-II, Government of India. New Delhi.
Course Outcomes	On completion of the course, students will be able <ol style="list-style-type: none"> 1. To evaluate the need, importance & Scope of Industrial Relations. 2. To evaluate various Labor Laws. 3. To evaluate the working of Ministry for labor, Commissioner of labor, Deputy Commissioner & Labor Offices 4. To evaluate Industrial Dispute and Causes of Industrial Dispute. 5. To solve various cases relating to issues in Industrial Relations

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	3	3
CO2	3	3	3	3	3	3	3	3	2	3
CO3	2	3	3	2	3	3	2	3	3	2
CO4	3	3	2	3	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

**ELECTIVES:-
INFORMATION
TECHNOLOGY**

Course Code & Name	EC I - INFORMATION SECURITY IN BUSINESS		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To explore the challenges in information Security 2. To provide extensive knowledge on standards for Information Security and their implications 3. To provide technical skills and knowledge about various methods for securing information 4. To acquire knowledge about network security and firewall. 5. To know about the legal and ethical issues in security planning. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Introduction – risks in computing – goals of security – threats to secure computing-controls		12
II	Encryption and Cryptography – methods – standards – Cryptanalysis- Uses- Case Studies		12
III	Program security – malicious code – types – types of attacks – other threats and controls – database and data mining security – reliability and integrity- Case Studies		12
IV	Network security – network concepts – threats- security controls for network-firewall- Case Studies		12
V	Security Planning – Standards – Legal and Ethical Issues		12
Course Text	1. Charles, Pfleeger.,& S. L. Pfleeger, Security in Computing, PHI		
Recommended Reading	<ol style="list-style-type: none"> 1. Tipton, H. F., & Krause, M, <i>Information Security Management Handbook</i>.CRC Press. 2. Whitman, M. E., & Mattord, H. J, <i>Principles of Information Security</i>, Cengage Learning. 3. Alberts, C. J., & Dorofee, A, <i>Managing Information Security Risks: the OCTAVE Approach</i>, Addison-Wesley Longman Publishing Co., Inc. 		

	4. Krutz, R. L., & Vines, R. D, <i>Cloud Security: A Comprehensive Guide to Secure Cloud Computing</i> , Wiley Publishing.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To understand authentication technologies appropriate for an organization; 2. To reformulate and use practical, conceptual and technological understanding 3. To create security roles, procedures and management structures appropriate for an organization; 4. To know about the various network securities available. 5. To have insight into the ethical and legal issues in security planning.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	3	2	2	3	2	2	3
CO2	3	3	2	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	2	3	2	2	2	3	2	2	3
CO5	3	3	2	3	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - E-BUSINESS		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To make the student understand the significance of E-Business 2. To Educate how e-business can be used by any business for getting competitive edge 3. To know about the M-commerce. 4. To understand about online advertising methods. 5. To acquire skills about encryption and decryption. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Introduction to E-Commerce: meaning of e-commerce - types of e-commerce, benefits & limitations of e-commerce.		12
II	Introduction to M-Commerce: Benefits & limitations of m-commerce, consumer perspective, business model of Electronic Marketing - B2B, B2C.		12
III	On line Advertising Methods: Electronic payment system, security schemes in electronic payment systems, security measures in the electronic payment system- firewall. - Case Studies		12
IV	Encryption: Decryption and Digital Signature - Electronic Credit Card System on the Internet -Smart Card- Case Studies		12
V	Introduction to E-Business Technologies: Evaluating the current e-business technologies, aiding the development of e-business tactics. - Case Studies		12
Course Text	1. Efraim Turban, David King, Jae Lee, Tin-Peng Liang, " <i>Electronic Commerce 2010</i> ", Pearson Education, New Delhi.		
Recommended Reading	<ol style="list-style-type: none"> 1. Ravi Kalakota and Andrew B. Whinston, "<i>Electronic Commerce; A Manager's Guide</i>", Pearson Education, New Delhi. 2. Steve Hedley, "<i>Statute on IT & E-Commerce</i>", Oxford University Press. 3. David Whitley, <i>E-Commerce</i>, Tata Mc-Graw Hill, New Delhi. 		

Course Outcomes	On completion of the course, students will be able									
	1. To understand different Models, types of E-Commerce & types of Networks.									
	2. To Comprehend the procedure for Internet Shopping & Online Advertising Methods.									
	3. To be aware of how to take security measures in e-shopping.									
	4. To evaluate the opportunities and risk factors involved in conducting E-Business.									
	5. To know about the mobile commerce and its impact on business.									

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	3	2	2	3	2	2	3
CO2	3	2	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	2	3	3	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - ENTERPRISE RESOURCE PLANNING		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To understand the steps and activities in the ERP life cycle and describe the typical functionality in an ERP system 2. To provide fundamental knowledge regarding the concepts and structure of ERP systems 3. To understand the skill requirement for implementation of ERP in a business enterprise 4. To acquire knowledge in various Business Modules in an ERP Package 5. To know about the importance of ERP in business success. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	ERP Concepts: Enterprise System - evolution of ERP, tangible and intangible benefits; emerging trends in adoption of ERP, key issues and risks in ERP		12
II	Business Modules in an ERP Package: Finance, manufacturing, human resources, plant maintenance, materials management, quality management, sales and distribution, ERP market, SAP AG, People soft, Baan, JD Edwards, Oracle, QAD, SSA.		12
III	Need Analysis: Competitive environment analysis, Gap analysis, cost elements, feasibility analysis, ERP industries verticals, ERP architecture, ERP software, ERP package evaluation criteria, package life cycle, functional requirement specification, request for proposal, vendor selection, ERP consultants. - Case Studies		12
IV	ERP Implementation Lifecycle: Implementation methodology, implementation strategies -transition, big bang, phased, parallel, process line, hybrid implementation approaches- Case Studies		12

V	Organizational Transformational Model of ERP Success: Cross functional, organizational and industrial impacts, capability maturity framework, future directions and trends in ERP. - Case Studies	12
Course Text	1. Alexis Leon, " <i>Enterprise Resource Planning Demystified</i> ", Tata McGraw-Hill Publishing Company Ltd., New Delhi.	
Recommended Reading	1. MahadeoJaiswal and Ganesh Vanapalli, " <i>Enterprise Resource Planning</i> ", Macmillan India Ltd., Chennai 2. Vinod Kumar Grag and Venkitakrishnan N. K., " <i>Enterprise Resource Planning - Concepts and Practice</i> ", Prentice Hall of India, New Delhi. 3. Joseph A Brady, Ellen F Monk & Bret Wagner, " <i>Concepts in Enterprise Resource Planning</i> ", Thompson Course Technology, USA.	
Course Outcomes	On completion of the course, students will be able 1. To Examine systematically the planning mechanisms in an enterprise, and identify all components in an ERP system and the relationships among the components. 2. To understand production planning in an ERP system, and systematically develop plans for an enterprise. 3. To determine the correct purchasing quantity and right time to buy an item, and apply these methods to material management. 4. To understand about the business success ERP gives to an organization. 5. To learn about the various business modules in ERP.	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2	3	3	3	2	3
CO2	3	2	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	3	3	2	3	2
CO2	3	2	3	3	2	3	2	3	2	3
CO3	2	3	3	2	3	3	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - CYBER LAW		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To illustrate how the laws have been interpreted and applied. 2. To help students develop analytical skills with excerpts from actual legal cases. 3. To prepare students to be effective in complying complex technology Laws. 4. To have insight about the various hacking issues. 5. To have an understanding about the information technology act. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Overview of internet and worldwide web: history and concept of the internet and www; the interaction of technology, business and law in a networked environment.		12
II	Computer crimes and fraud: Meaning, scale and nature of computer crimes; measures to prevent computer crimes; meaning and type of computer fraud. - Case Studies		12
III	Hacking, pornography and harassment: the problem in perspective relating to hacking; the rule in R vs Gold; the jurisdiction issue in hacking; introduction to pornography; sexual grooming of children by e-mail or in chat rooms; threatening e-mails. - Case Studies		12
IV	Right to Privacy; importance of right to privacy; sources of right to privacy; common law torts for right to privacy. - Case Studies		12
V	The Information Technology Act of India: main provisions of the Act; digital signature dispute settlement mechanism.		12
Course Text	1. David Brainbridge, " <i>Introduction to Computer Law</i> ", Pearson Education, New Delhi.		

Recommended Reading	1. Ferrera, Reder, Et al. " <i>Cyber Law - Text and Cases</i> ", Cengage Learning, New Delhi 2. NandanKamat, " <i>Law on Information Technology</i> ", Univesal Law Publishing Co., New Delhi.
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To understand the definition of computer forensics fundamentals. 2. To describe the types of computer forensics technology. 3. To analyze various computer forensics systems. 4. To illustrate the methods for data recovery, evidence collection and data seizure. 5. To summarize duplication and preservation of digital evidence.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

ELECTIVES:- OPERATIONS

Course Code & Name	EC I - QUALITY MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To understand the importance of quality management 2. To get an insight into the key principles and key elements of quality management and develop quality as a passion and a habit. 3. To know about the procedures and importance of ISO. 4. To understand the concept of six sigma. 5. To learn about the tools and techniques for waste elimination. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	QUALITY: Quality – Definitions, types, levels, dimensions, cost of quality; Quality management– meaning and importance; Quality Gurus – Shewart, Deming, Juran, Feigenbaum, Crosby, Ishikawa, Taguchi, Shingo and masaaki		12
II	OLD AND NEW QUALITY IMPROVEMENT TOOLS Old and new quality Improvement Tools - Continuous Improvement tools – Kaizen and Gemba kaizen - 5S, company-wide quality control - quality function deployment - quality control charts (numerical) – quality circle - Poka-yoke - Benchmarking – Meaning, types and process. - Case Studies		12
III	TOTAL PRODUCTIVE MAINTENANCE Total Productive Maintenance –FMEA, Equipment effectiveness model, pillars of TPM; Quality management system – Principles, ISO 9000 series, QMS requirements – Certification and audit		12
IV	SIX SIGMA Foundations of Six Sigma - Six Sigma metrics and measurement – DMAIC-DMADV methodology – Process measurement – Process metrics – Process capability–Tools for process analysis – Process improvement – Process control – Process development, optimization and verification – Implementation of Six Sigma. - Case Studies		12
V	TOOLS AND TECHNIQUES FOR WASTE ELIMINATION		12

	Lean manufacturing – Origin, 3M, seven deadly wastes, tools and techniques for waste elimination, JIT, Kanban system, value stream mapping, waste elimination through SMED, visual management in waste elimination. - Case Studies
Course Text	1. Poornima M. Charantimath, <i>Total Quality Management</i> , Pearson Education.
Recommended Reading	1. Dale H. Besterfield, Carol Besterfield-Michna, Glen Besterfield, Mary Besterfield-Sacre, <i>Total quality management</i> , Pearson publication. 2. James R. Evans, <i>Six Sigma and Process Improvement</i> , Cengage Learning India private limited.
Course Outcomes	On completion of this course, students will be able 1. To develop an understanding on quality management philosophies and frameworks. 2. To develop in-depth knowledge on various tools and techniques of quality management. 3. To learn the applications of quality tools and techniques in both manufacturing and service industry. 4. To know about the waste eliminations techniques used in industry. 5. To understand the concept of six sigma and its importance.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2	3	3	3	3	2
CO2	3	3	2	3	2	3	2	3	3	3
CO3	2	3	3	2	2	3	3	2	3	2
CO4	3	2	3	2	2	3	3	3	3	2
CO5	3	3	2	3	2	3	2	3	3	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - SUPPLY CHAIN MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	1. To analyze the global business environment 2. To use critical thinking skills in business situations 3. To apply an ethical understanding and perspective to business solution 4. To know about the agile supply chain concepts. 5. To understand the use of information technology in SCM.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Key concepts in SCM- Enablers of supply chain performance- customer service and cost trade-offs- Supply chain performance measures-Linking supply chain and business performance, enhancing SC performance- Sourcing strategy		12
II	Value information and order management, distribution requirement planning, just-in-time system, warehousing and materials handling management, operational mechanism of warehousing, automated warehousing system- Case Studies		12
III	Transportation, containerization, fleet management, procurement management, procurement process trends and improve productivity, strategic sourcing and vendor management, Outsourcing strategy for logistics services. - Case Studies		12
IV	Supply Chain Integration - Chain Restructuring – Agile supply Chains – pricing and Revenue Management- Case Studies		12
V	Information technology in SCM, Web based supply chain, supply chain performance measurement, contemporary issues in supply chain management. - Case Studies		12
Course Text	1. Janat Shah, <i>Supply chain management – Text and cases</i> , Pearson publication. 2. Sunil Chopra and Peter Meindl, <i>Supply Chain Management-Strategy</i>		

	<i>Planning and Operation</i> , PHI Learning / Pearson Education.
Recommended Reading	<ol style="list-style-type: none"> 1. Ballou Ronald H, <i>Business Logistics and Supply Chain Management</i>, Pearson Education. 2. David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, <i>Designing and Managing the Supply Chain: Concepts, Strategies, and Cases</i>, Tata McGraw-Hill. 3. Altekar Rahul V, <i>Supply Chain Management-Concept and Cases</i>, PHI. 4. Shapiro Jeremy F, <i>Modeling the Supply Chain</i>, Thomson Learning. 5. Joel D. Wisner, G. Keong Leong, Keah-Choon Tan, <i>Principles of Supply Chain Management- A Balanced Approach</i>, South-Western, Cengage Learning.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To develop a sound understanding of the important role of supply chain management in today's business environment. 2. To Understand the current supply chain theories, 3. To apply the SCM practices and concepts utilizing case problems and problem-based learning situations. 4. To learn to use and apply computer-based supply chain optimization tools. 5. To understand the issues in supply chain management.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2	3	2	3	2	2
CO2	3	2	2	3	2	3	2	3	3	3
CO3	2	3	3	2	2	2	3	2	3	2
CO4	3	3	3	2	2	3	2	3	2	2
CO5	3	2	3	3	2	3	2	3	3	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - MATERIAL MANAGEMENT		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> To acquaint the students with Decision – making for effective and efficient purchase, storage and flow of materials in manufacturing and service organizations. To train the students for working as materials managers by providing them knowledge about effective and efficient purchase. To make them know about the different inventory policies and models. To have skills in effective and efficient stores management. To learn the new developments in material handling management. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	PURCHASING: Material management-meaning, advantages. Codification. Purchase management-Objectives, ,Functions, responsibilities and duties of purchase department .8R’s of Purchasing. Kardex system. Methods of purchasing. Buying procedure		12
II	VENDOR DEVELOPMENT Scope of vendor development, stages in source selection, vendor rating-criteria, methods of rating .		12
III	RELATED MATERIALS FUNCTION Spare parts management- definition, classification of spares, problems and issues in spares management. Store keeping – types of stores, benefits, store location, store layout, principles in stores management. - Case Studies		12
IV	MATERIAL HANDLING Definition, objectives of material handling, Importance, symptoms of poor material handling, principles of material handling. Material handling equipments, symbols, costs. - Case Studies		12
V	OUT SOURCING & STORES MATERIAL MANAGEMENT Out sourcing, Make or buy decisions. Value engineering. Stores material accounting-Bin card, stores related ledgers. Recent development in material handling. - Case Studies		12
Course Text	<ol style="list-style-type: none"> A.K. Datta, <i>Materials Management procedures Text and cases</i>, PHI Learning India. 		

Recommended Reading	<ol style="list-style-type: none"> 1. H. Kaushal, <i>Materials Management case study and solutions</i>, Macmillan India Ltd. 2. NK Nair , <i>Purchasing and materials management</i>, Vikas Publishing House PVT Ltd., 3. Material Management An Integrated approach by Dr. Pawan Arora Global India Publications PVT Ltd., New Delhi. 4. Purchasing – By Monczka, Trent and Hand field – By cengage learning, India Edition.
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To Demonstrate an understanding of basic concepts and ideas related to Management. 2. To exhibit their abilities in Key areas such as Purchase Management and Inventory Control. 3. To understand the principles of effective materials management. 4. To learn about the skills required for stores management. 5. To understand the concept of outsourcing and its importance.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	3	2	2	3	3	3	2	2
CO2	3	2	2	3	2	3	2	3	3	3
CO3	2	3	3	2	2	2	3	2	3	2
CO4	3	3	2	3	2	3	2	3	3	3
CO3	3	3	2	2	2	2	3	2	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - PRODUCTION PLANNING AND CONTROL		
Class	II MBA	Semester	IV
Course Objectives	1. To familiarize with PPC Concepts 2. To understand prioritization of work schedule, strategic nature of plant location, product planning and quality assurance aspects in relation to production planning and control. 3. To understand the PPC function in both manufacturing and service organizations. 4. To learn about the evolution of MRP. 5. To understand the importance of production control in an organization.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Production planning and control – Decisions and functions, PPC framework, Planning phase, Prior planning, Active planning, Action phase and control phase; PPC in different production systems, material flow patterns		12
II	Forecasting – Meaning, factors, types, quantitative and qualitative analysis techniques - aggregate planning – Decisions, strategies and methods – numerical. - Case Studies		12
III	Capacity planning – Concept, types, plant capacity, capacity planning strategies - Routing – procedure, materials flow patterns - Scheduling – production scheduling, machine scheduling and Gantt chart - Loading – process, strategies and relationship between capacity and loading-numercials- Case Studies		12
IV	Materials requirement planning (MRP I) – Concept, elements, lot sizing in MRP - Manufacturing resource planning (MRP II) – Meaning, framework, implementation design, shop floor planning, master production scheduling. - Case Studies		12
V	Production control – Shop floor control, production progress reporting and performance analysis, system feedback, strategies for corrective actions, role of control rooms in production plants. - Case Studies		12

Course Text	1. S.K. Mukhopadhyay, <i>Production Planning and Control</i> , Prentice Hall of India private limited.
Recommended Reading	<ol style="list-style-type: none"> 1. R. Panneerselvam; <i>Production & operations management</i>; Prentice Hall India private limited. 2. John A. Buzacott & Hans Corsten, <i>Production planning and control</i>, Oldenbourg Verlag publishing. 3. Mahapatra; <i>Operations Management</i>; Prentice Hall India private limited.
Course Outcomes	<p>On completion of the course, students will be able</p> <ol style="list-style-type: none"> 1. To recognize the objectives, functions, applications of PPC and forecasting techniques. 2. To explain different Inventory control techniques. 3. To solve routing and scheduling problems. 4. To Summarize various aggregate production planning techniques. 5. To Describe way of integrating different departments to execute PPC functions

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	2	3	2	2	3	2	3	2	2
CO2	3	2	2	3	2	3	2	3	3	3
CO3	2	3	3	2	3	2	3	2	3	2
CO4	3	3	2	3	2	3	2	3	3	2
CO5	3	2	3	3	3	3	3	3	2	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

**ELECTIVES:-
HOSPITAL
MANAGEMENT**

Course Code & Name	EC I - HOSPITAL AND PATIENT RELATION MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To provide the introduction to the Patient Centric Management. 2. To provide the concepts of Quality and its relation to Patient Care 3. To provide the understanding of Patient classification system 4. To provide importance of Medical Ethics & Auditory procedures in hospitals. 5. To provide the information about Patient Medical Records, its management and Disaster preparedness procedures in hospitals. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	PATIENT CENTRIC MANAGEMENT Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals; Patient safety and patient risk management.		12
II	QUALITY IN PATIENT CARE MANAGEMENT Defining quality, Systems approach towards quality, towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice..		12
III	PATIENT CLASSIFICATION SYSTEMS AND THE ROLE OF CASE MIX Why do we need to classify patients, Types of patient classification systems, ICD 9 (CM, PM), Case mix classification systems, DRG, HBG, ARDRG, Case mix innovations and Patient empowering classification systems- Case Studies		12
IV	MEDICAL ETHICS & AUDITORY PROCEDURES Ethical principles, Civic rights, Consumer protection act, CPA, Guideline of the CPA, Patient complaints powers & procedures of the district forum, State and National commission, Role of supreme court, Central & state laws, Introduction/need & procedures for medical audit, Audit administration Regulating committees. Confidentiality and professional secrecy, ethics of trust and ethics of rights. - Case Studies		12
V	PATIENT MEDICAL RECORDS AND DISASTER PREPAREDNESS Policies & procedures for maintaining medical records. E-records,		12

	legal aspects of medical records, its safety, preservation and storage; Policies & procedures for general safety ; fire safety procedure for evacuation; disaster plan and crisis management. - Case Studies
Course Text	<ol style="list-style-type: none"> 1. Goel S L & Kumar R, <i>Hospital Core Services: Hospital Administration of the 21st Century</i>, Deep Deep Publications Pvt Ltd: New Delhi 2. Gupta S & Kant S, <i>Hospital & Health Care Administration: Appraisal and Referral Treatise</i>, Jaypee, New Delhi
Recommended Reading	<ol style="list-style-type: none"> 1. Kumar A, <i>Encyclopaedia of Hospital Administration & Development: Volume I</i>. Anmol Publications Ltd: New Delhi. 2. Ransom S B. Joshi M S & Nash D B, <i>The Health Care Quality Book: Vision, Strategy & Tools</i>, Standard Publishers Distributors: Delhi 3. Reddy N K S, <i>Medical Jurisprudence & Toxicology</i>, ALT Publications: Hyderabad 4. Rao M S, <i>Health & Hospital Administration in India</i>, Deep & Deep Publications: New Delhi.
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 6. To understand the concept of Patient Centric Management. 7. To understand the concept of quality, its tools, relation and application to patient care. 8. To provide the understanding of Patient classification system. 9. To provide importance of medical ethics and auditory procedures in hospital. 10. To provide information about patient medical records and disaster preparedness in hospitals.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - HEALTH INSURANCE		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To provide the introduction to Health Insurance. 2. To provide the concepts of Regulations and Intermediaries in health insurance 3. To provide the information about Health insurance frauds 4. To provide the concept of business in Health insurance products 5. To provide the information about Health Insurance and its operational aspects. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	INTRODUCTION Basic principles of general insurance; History and development of health insurance; The Role of Health Insurance in the Health Care System; The Demand for Health Insurance; Health Insurance and the Production of Health; The Conventional Theory of the Demand for Health Insurance; Nyman's Theory of the Demand for Health Insurance Current scenario- International; Current scenario- Indian; The Performance of the Private Health Insurance Industry;		12
II	REGULATIONS AND INTERMEDIARIES IN HEALTH INSURANCE Insurance Act, 1939; Insurance Regulatory and Development Authority (IRDA); Consumer Protection Act, 1986; Insurance Ombudsman; Evolution of TPA industry in India; Working and role of TPA; Managed health care; Regulations relating to the intermediaries; - Case Studies		12
III	HEALTH INSURANCE FRAUDS Introduction; Measures to control insurance fraud and abuse; Case studies; IT and control of health insurance frauds and abuse;		12
IV	HEALTH INSURANCE PRODUCTS The Business of Health Insurance; The Health Insurance Product; Pricing of Health Insurance Products; Underwriting of Health Insurance Products; Controlling the Costs of Health Care; The Health		12

	Insurance Contract; Selling and Marketing Health Insurance Products ; Administering Health Insurance; International; Indian health insurance products; Interpretation of terms and conditions; Specific ailment based products- HIV and Diabetes; Community based health insurance; Social Health Insurance-ESIS and CGHS; - Case Studies	
V	OPERATIONAL ASPECTS Claims and utilization management; International Classification of Diseases (ICD); Provider management; Medical underwriting- Case Studies	12
Course Text	<ol style="list-style-type: none"> 1. Kenneth Black,Jr. Ilarold D.Skipper,Jr, <i>Life and Health Insurance</i>, thirteenth edition, Pearson Education Pte. Ltd., Delhi. 2. U.Jawaharlal (editor), <i>Insurance Industry, the current scenario</i>, the ICAFI University Press, Hyderabad. 	
Recommended Reading	<ol style="list-style-type: none"> 1. National Insurance - Monographs on Insurance Management 2. IRDA Guidelines on Health Insurance - Govt. of India 	
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To Understand the history, development, demand of Health Insurance 2. To recognize the importance and implements health insurance regulations and intermediaries 3. To realize and controls the health insurance frauds in the hospitals 4. To recognize the business of health insurance products 5. To know the medical insurance & its operational aspects 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - HOSPITAL SUPPORT SERVICES		
Class	II MBA	Semester	IV
Course Objectives	1. To provide the introduction to Hospitals and its development 2. To provide the departmentation framework of Hospitals 3. To provide the concept of management & organization of Clinical Services in the Hospital 4. To provide the steps in organization and management of utility services 5. To provide the understanding of Hospital and Health services evaluation		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Planning and Layout Designs Guiding Principles in Planning Hospital Facilities and Services; Steps in Hospital Planning; Objectives, Functions, Location, Design and Layout planning for Admission and Discharge, Customer care services, Outpatient services, Inpatient services, Emergency and casualty services, Operation theaters and other support services		12
II	Front Office, Diagnostic and Other Supportive Services Front office services, Information and Communication, Treatment services, Emergency services, Surgery services, Radiology Services - Laboratory Services; CSSD - Objectives and Functions-Advantages of Centralized System- Distribution System- Duties of CSSD In-charge- Linen and Laundry- Automation- Housekeeping and hygiene services- Security Services and Service Contracts. - Case Studies		12
III	Medical Documents and Records Medical Records-Objectives and Functions-Characteristics- Medical Records Committee-Types of Forms; Retention Policy; Records and Statistics- Technology Advancements: EMR, Microfilming and Smart Cards; Hospital Statistics: Bed Days, Average Length of Stay (LOS), Bed Occupancy Rate, Daily Ward Census, Bed Turnover Rate, Gross / Net / Postoperative Death Rate. - Case Studies		12
IV	Sales Outlets Pharmacy- Therapeutic Committee-Hospital Formulary Dietary Services-Equipment and Physical Facilities- Purchases, Stores and Issues- Pricing and Control Measures- Food outlet services, Basic utilities outlets (Cloths, Containers, FMCG items, etc) - Case Studies		12
V	Structuring Health Services Types of Care, Pyramidal Structure of Health Services, Types of Hospitals and Role of Hospital in Healthcare, Complexity of Hospital		12

	Organization-Disaster Management system- Case Studies
Course Text	1. C.M. Francis and et al., <i>Hospital Administration</i> , Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi.
Recommended Reading	1. G.D. Kunders, <i>Hospitals: Planning, Design and Management</i> , Prism Books Pvt. Ltd., Bangalore. 2. Syed Amin Tabish, <i>Hospital and Health Services Administration Principles and Practice</i> , Oxford University Press, New Delhi 3. B.M. Sakharkar, <i>Principles of Hospital Administration and Planning</i> , Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi. 4. S.Srinivasan (ed.), <i>Management Process in Health Care</i> , Voluntary Health Association of India, New Delhi.
Course Outcomes	On completion of this course, students will be able <ol style="list-style-type: none"> 1. To Understand origin of Hospitals and its step by step development and types 2. To know the different departmentation of Hospitals based on the service 3. To recognize the administrative aspects of multiple clinical services in the Hospital 4. To realize the administrative aspects of different support services in the Hospital 5. To Understand and implement accreditation standards in the hospitals and ensure the safety and security of the patients, visitors and the hospital staff.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - OPERATIONS MANAGEMENT IN HEALTHCARE		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To understand the purchase methods and procedure of hospital and healthcare equipments and materials. 2. To Build proper systems for stores and maintenance management 3. To Implement quality management systems and acquiring different certifications for hospital and healthcare organizations 4. To Get confidence to conduct various healthcare events 5. To learn the importance of materials management in hospitals. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Hospital Purchase Management Objectives and Elements of Purchasing- Purchasing System- Purchase Cycle- Purchase contract; Purchase methods and Procedures; Planning and Selection of Equipment- Purchase, Inspection and Installation; Import of Equipment- Import procedure and document		12
II	Hospital Stores Management Planning Consideration of Stores- Inspection and Verification of Materials-Storage of Materials-Codification and Standardization-Value Analysis-Inventory Control- Lead Time, Safety Stock and Reorder Level- Economic Order Quantity (EOQ), Distribution of Materials- Condemnation and Disposal; Hospital Wastes Management		12
III	Hospital Materials and Maintenance Management Functions of Materials Manager- Information Systems for Materials Management; Policy and Procedures-Equipments Types and Characteristics; Records, Responsibilities-Levels of Maintenance; Equipment Utilization and Operation- Equipment Repair and Maintenance-Equipment Audit- Case Studies		12
IV	Quality Assurance in Hospitals Patient safety and satisfaction, Patient feedback system, Job Description of Quality Manager- Quality Steering Committee- Quality Council, Quality Audit; Quality Teams: Task Force, Quality Circle- ISO Certification; BS Mark, Accreditation: JCI, Quality Awards Scheme - MBNQA; NABH, Six sigma in hospitals; - Case Studies		12

V	<p>Health Program / Event Management</p> <p>Healthcare programs, campaigns and camps; Program need analysis, Planning / Pre project phase (CPM & PERT Analysis), Execution phase – Manpower and quality service delivery requirements, Post project impact analysis. - Case Studies</p>	12
Course Text	1.Shakti Gupta and Sunil Kant, <i>Hospital Stores Management: An Integrated Approach</i> , Jaypee Publications, New Delhi, India.	
Recommended Reading	<p>1.Donna Deeprrose, <i>Project Management</i>, Capstone Publishing, Oxford.</p> <p>2.H. Kerzner, <i>Project Management: A System Approach to Planning, Scheduling and Controlling</i>, Wiley Eastern publication.</p> <p>3.WHO, <i>Maintenance and Repair of Laboratory, Diagnostic, Imaging and Hospital Equipment</i>.</p> <p>4.Wilson CRM, <i>Hospital Wide Quality Assurance</i>, Saunders publication.</p> <p>5.Hugh C. H. Kogh, <i>Total Quality Management in Health Care</i>, Longman Publication.</p> <p>6.Roger Ellis and Dorothy Whittington, <i>Quality Assurance in Health Care – A Hand Book</i>, Edward Ainoid publication.</p>	
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To know about the purchasing procedures in Hospitals. 2. To understand the stores management carried out in Hospitals. 3. To identify the quality procedures carried out in the Hospitals. 4. To learn about the roles and responsibilities of persons involved in materials and maintenance management. 5. To understand the importance of event management in hospitals. 	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

ELECTIVES:-
AGRI BUSINESS
MANAGEMENT

Course Code & Name	EC I - RURAL MARKETING		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context 2. To familiarize with the special problems related to sales in rural markets, 3. To help understand the working of rural marketing institutions. 4. To understand about the rural consumers behavior 5. To learn about the rural communication mix. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Concept and scope of rural marketing, nature and characteristics of rural markets, potential of rural markets in India, rural communication and distribution.		12
II	Environmental factors -socio-cultural, economic, demographic, technological and other environmental factors affecting rural marketing.		12
III	Rural consumer's behaviour-behavior of rural consumers and farmers; buyer characteristics and buying behaviour; Rural v/s urban markets, customer relationship management, rural market research. - Case Studies		12
IV	Rural marketing strategy -marketing of consumer durable and non-durable goods and services in the rural markets with special reference to product planning, product mix, pricing policy and pricing strategy, distribution strategy. - Case Studies		12
V	Promotion and communication strategy- Media planning, planning of distribution channels, and organizing personal selling in rural market in India, innovation in rural marketing. - Case Studies		12
Course Text	1. Krishnamacharyulu C and Ramakrishan L, <i>Rural Marketing</i> , Pearson Edu		
Recommended Reading	1. Ramaswamy VS and Nanakumari S, <i>Marketing Management</i> , MacMillan Publ.		

	<ol style="list-style-type: none"> 2. Singh AK and Pandey S, <i>Rural Marketing</i>, New Age. 3. Singh Sukhpal, <i>Rural Marketing</i>, Vikas Publ. House
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To explore the various facets of rural marketing and develop an insight into rural marketing regarding different concepts and basic practices. 2. To identify the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies. 3. To acquaint the students with the appropriate concepts and techniques in the area of rural marketing. 4. To apply adaptations to the rural marketing mix (4 A's) to meet the needs of rural consumers. 5. To understand the concept and methodology for conducting the research in rural market.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC II - FERTILIZER TECHNOLOGY AND MANAGEMENT		
Class	II MBA	Semester	III
Course Objectives	<ol style="list-style-type: none"> 1. To acquaint the students in latest advances in fertilizer technology management 2. To enhance the students analytical and trouble-shooting skills by generating awareness to identify and resolve operational inefficiencies. 3. To Improve students technical knowledge over a varied range of fertilizer production techniques 4. To learn about the importance of waste renewal and recycling. 5. To acquire skills in fertilizer storage and distribution. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Fertilizer development –concept, scope, need, resource availability; import and export avenues for fertilizer; types of fertilizers, grading and chemical composition, role of fertilizers in agricultural production, production and consumption of fertilizer in India.		12
II	Raw material needed, technology and use of straight, complex, liquid and suspension fertilizers. Fertilizer use efficiency.		12
III	Production efficiency and capacity utilization; quality control and legal aspects -fertilizer control order; Fertilizer pricing policy. - Case Studies		12
IV	Field trials and demonstration. Importance of renewal wastes and their recycling; Scope of biofertilizer; environmental pollution due to fertilizer use. - Case Studies		12
V	Testing facilities; constraints in fertilizer use and emerging scenario of fertilizer use; assessment of demand and supply of different fertilizers, fertilizer distribution, fertilizer storage. - Case Studies		12
Course Text	1. Brady NC and Weil RR, <i>The Nature and Properties of Soils</i> , Pearson Edu		
Recommended Reading	<ol style="list-style-type: none"> 1. Fertilizer Control Order (different years). Fertilizer Association of India, New Delhi. 2. Fertilizer Statistics (different years). Fertilizer Association of India, New 		

	Delhi 3. Tisdale SL, Nelson WL, Beaton JD and Havlin JL, <i>Soil Fertility and Fertilizers</i> , Prentice Hal
Course Outcomes	On completion of this course, students will be able 1. To know latest advances in fertilizer technology management 2. To Characterize fertilizers on the basis of different properties. 3. To Identify engineering problems in fertilizer manufacturing. 4. To understand the importance of bio fertilizers. 5. To learn skills in fertilizer storage and distribution.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	3	2	2	3	2	2	3
CO2	3	3	3	2	3	3	2	3	2	3
CO3	3	3	2	2	3	3	2	3	3	3
CO4	3	3	2	3	2	2	3	2	3	3
CO5	3	2	3	3	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC III - FOOD PROCESSING MANAGEMENT		
Class	II MBA	Semester	IV
Course Objectives	<ol style="list-style-type: none"> 1. To be aware of the different methods applied to processing foods. 2. To understand the significance of food processing and 3. To know about the role of food and beverage industries in the supply of foods. 4. To learn about the waste management procedures. 5. To acquire knowledge in Food related hazards. 		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	PROCESSING OF FOOD AND ITS IMPORTANCE Source of food - food of plant, animal and microbial origin; different foods and groups of foods as raw materials for processing – cereals, pulses, grains, vegetables and fruits, milk and animal foods, sea weeds, algae, oil seeds & fats, sugars, tea, coffee, cocoa, spices and condiments, additives; need and significance of processing these foods		12
II	METHODS OF FOOD HANDLING AND STORAGE Nature of harvested crop, plant and animal; storage of raw materials and products using low temperature, refrigerated gas storage of foods, gas packed refrigerated foods, sub atmospheric storage, Gas atmospheric storage of meat, grains, seeds and flour, roots and tubers; freezing of raw and processed foods. - Case Studies		12
III	LARGE-SCALE FOOD PROCESSING Milling of grains and pulses; edible oil extraction; Pasteurisation of milk and yoghurt; canning and bottling of foods; drying – Traditional and modern methods of drying, Dehydration of fruits, vegetables, milk, animal products etc.; preservation by use of acid, sugar and salt; Pickling and curing with microorganisms, use of salt, and microbial fermentation; frying, baking, extrusion cooking, snack foods.		12
IV	FOOD WASTES IN VARIOUS PROCESSES Waste disposal-solid and liquid waste; rodent and insect control; use of pesticides; ETP; selecting and installing necessary equipment.		12
V	FOOD HYGIENE Food related hazards – Biological hazards – physical hazards – microbiological considerations in foods. Food adulteration – definition, common food adulterants, contamination with toxic metals, pesticides		12

	and insecticides; Safety in food procurement, storage handling and preparation; Relationship of microbes to sanitation, Public health hazards due to contaminated water and food; Personnel hygiene; Training & Education for safe methods of handling and processing food; sterilization and disinfection of manufacturing plant; use of sanitizers, detergents, heat, chemicals, Cleaning of equipment and premises.
Course Text	<ol style="list-style-type: none"> 1. Karnal, Marcus and D.B. Lund “<i>Physical Principles of Food Preservation</i>”. Rutledge. 2. VanGarde, S.J. and Woodburn. M “<i>Food Preservation and Safety Principles and Practice</i>”, Surbhi Publications. 3. Sivasankar, B. “<i>Food Processing & Preservation</i>”, Prentice Hall of India. 4. Khetarpaul, Neelam, “<i>Food Processing and Preservation</i>”, Daya Publications.
Recommended Reading	<ol style="list-style-type: none"> 1. Early R, <i>Guide to Quality Management Systems for Food Industries</i>. 2. Blackie.Jelen P, <i>Introduction to Food Processing</i>, Reston Publishing. 3. Potly VH andMulky MJ, <i>Food Processing</i>, Oxford & IBH
Course Outcomes	<p>On completion of this course, students will be able</p> <ol style="list-style-type: none"> 1. To know the different methods applied to processing foods. 2. To understand the significance of food processing in the food and beverage industries. 3. To compare and contrast the operation of different food processing operations. 4. To evaluate good management practices (GMP) in supervision and management. 5. To employ GMP’s for producing safe and quality food products.

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	2	2	3	3	2	2	3	2	2	3
CO2	3	3	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO4	3	3	2	2	3	3	2	3	3	3
CO5	3	3	2	3	2	2	3	2	3	2

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark

Course Code & Name	EC IV - AGRI SUPPLY CHAIN MANAGEMENT		
Class	II MBA	Semester	IV
Course Objectives	1. To introduce the concepts and processes of agricultural supply chain management. 2. To understand the framework for structuring supply chain drivers; 3. To learn the new techniques in procurement in agri supply chain. 4. To evaluate the importance of logistics management in agriculture. 5. To acquire skills in IT enablement of supply chain.		
Credits	4		
Hours / Week	5		
UNIT	Content		No. of Hours
I	Supply Chain: Changing Business Environment; SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCM Approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM.		12
II	Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. - Case Studies		12
III	Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases, Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just in Time (JIT), Vendor Managed Inventory (VMI). - Case Studies		12
IV	Logistics Management: History and Evolution of Logistics; Elements of Logistics; Management; Distribution Management, Distribution Strategies; Pool Distribution; Transportation Management; Fleet Management; Service Innovation; Warehousing; Packaging for Logistics, Third- Party Logistics		12

	(TPL/3PL); GPS Technology. - Case Studies	
V	Concept of Information Technology: IT Application in SCM; Advanced Planning and Scheduling; SCM in Electronic Business; Role of Knowledge in SCM; Performance Measurement and Controls in Agri. Supply Chain Management .	12
Course Text	1. Altekhar RV, <i>Supply Chain Management: Concepts and Cases</i> . Prentice Hall of India.	
Recommended Reading	1. Monczka R, Trent R and Handfield R, <i>Purchasing and Supply Chain Management</i> , Thomson Asia. 2. van Weele AJ, <i>Purchasing and Supply Chain Management Analysis, Planning and Practice</i> , Vikas Publ. House	
Course Outcomes	On completion of this course, students will be able 1. To know about the processes involved agricultural supply chain management. 2. To understand the framework for structuring supply chain drivers; 3. To grasp demand forecasting, inventory planning, sourcing decisions 4. To know about importance of logistics in agriculture. 5. To understand the use of IT in efficient supply chain management.	

Mapping of COs with POs & PSOs:

	PO					PSO				
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3	PSO4	PSO5
CO1	3	3	2	3	2	2	3	2	3	2
CO2	3	2	3	3	3	3	2	3	2	3
CO3	2	3	3	2	3	2	2	2	3	2
CO1	3	3	2	3	2	2	3	2	3	2
CO2	3	2	3	2	3	3	2	3	2	3

Strongly Correlating(S) - 3 marks

Moderately Correlating (M) - 2 marks

Weakly Correlating (W) - 1 mark