

SCHEME & SYLLABUS

CHOICE BASED CREDIT SYSTEM MASTER OF BUSINESS ADMINISTRATION



Department of Management

University Institute of Commerce and Management

(UICM)

Sant Baba Bhag Singh University

2021

About the Department

Being the universal pertinent of the term "Management", management department is backbone of every organization which helps the concerns to get best employees, which in turn becomes the assets of the organization. It is only the management which inculcate and Integrates whole lot of departments and their wisdom. With efficacious planning and strategic vision, it maintains, handles and controls the activities in such a manner that in turn generates the future of the department.

Salient Features

- Management department knows how to use resources affectively and efficient.
- Management is never ending process. All the functions All the functions of management are performed continuously.
- Management always manage people and work effectively with long term strategies and planning.
- Management department has business skills which are important to improve the performance of organization and make positive changes.
- Organization depends upon management to manage all departments of organization (HR, Fin., Marketing, IT etc.)

Vision

To be a globally recognized institution for creating leaders in the emerging areas of business.

Mission

To transform the lives of our students and stakeholders by enriching learning experience, providing exposure to advanced areas of knowledge through research and reinforcing the commitment to human values.

Eligibility

With at least 50% Marks in Graduation (Any Stream)

Duration of Course

2 years

CAREER PATHWAYS

Flexibility is one of the major benefits of the Master of Business Administration degree. The broad business curriculum, coupled with specializations in areas such as Entrepreneurship, Marketing, Finance, International Business, Information Technology and Operational Activities allow students to develop skill sets applicable across industries. Once the degree is in hand, keep an eye out for the following potential career paths, salaries and job growth for related occupations.

1 – Consultant

Consultancy is probably the most natural of career paths for MBAs. On the one hand, it requires an overarching, international and strategic-minded outlook on the business world and individual companies. On the other hand, consultants must have the interpersonal skills that put clients at ease to express their concerns and facilitate communication. Check out specialized as well as mainstream consultancy firms and ensure you apply for the ones whose business approach most resembles yours.

2 – Finance Manager

Most students coming from a non-management background dread the first day of their MBA Finance module. Yet sound finances are at the core of any company's ability to grow and expand. Finance Managers must be able to deal with numerical and qualitative information, displaying the ability to deal with colleagues from all departments to gather accurate information as well as the communication skills necessary to reassure and motivate Board Members. MBAs' insistence on hard and soft skills prepares students well for this position.

3 – Marketing Manager

Marketing relies on a deep knowledge of products and customers. If you're enrolled in a top MBA program, you're acquiring up-to-date tools to assess products and companies, while developing your abilities to communicate with and understand members of other cultures (what they identify as their needs; their buying habits; their cultural specificities; etc.). If you're the creative type and have a flair for sales, Marketing Manager may be your future job title!

4 – Operations Manager, Supply Chain Manager or Logistics Manager

Operations, Logistics and Supply Chain are areas which have grown significantly. With the constant technological advancement of online operations and the growth of online retailing, the work and knowledge of managers with this expertise has never been more important nor their skills more sought after. If you want to play a vital role in the success of an industry, in one of these roles you can manage people, process, and lead technology all in one, ensuring the effective organization, storage and distribution of products and purchases for a continuously improving customer experience. The MBA provides you a framework for developing the knowledge and skills required for a successful and rewarding career in this field.

5 – Entrepreneur and HR Manager

Many MBA students have ideas and projects for own companies. The market exposure and in-class networking a good MBA offers can create investing and partnership relationships that justify anticipating the launch of an own company. If you feel this is your situation, make the most of your MBA and discuss your business strategy with Faculty and fellow students while you're still studying to guarantee you have a winning plan.

Programme Educational Objective (PEO)

PEO1. To have diverged and set up Career in worldwide administration, organization and undertakings

PEO2. To get professional competencies to explore for consistent development and advancement of business.

PEO3. To familiarize with industrial environment with industrial visits and live preparing ventures.

PEO4. To have business communication aptitudes through talk exhibition, character improvement, Group conversations and presentations, mock meetings.

Programme Outcomes (PO)

PO1. The Specialization abilities in the field of finance, marketing, human resource, operations, and information technologies will give the broad understanding of global business.

PO2. The Methodical abilities for Problem illuminating and basic deduction for business difficulties and conceptualizing for new pursuits.

PO3. The legitimate and moral qualities for the advancement of the general public.

PO4. The Leadership characteristics for the worth based administration for collaboration.

Programme Specific Outcomes (PSO)

PSO1. Ability to set own Enterprise and Industry.

PSO2. Capability to use knowledge as specialized advisor in the fields of Finance, Marketing, Human Resources and Information Technologies.

PSO3. Financial and Economic analyst.

PSO4. Industry oriented professionals.

CHOICE BASED CREDIT SYSTEM (CBCS):

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/minor or skill based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. Therefore, it is necessary to introduce uniform grading system in the entire higher education in India. This will benefit the students to move across institutions within India to begin With and across countries. The uniform grading system will also enable potential employers in assessing the performance of the candidates. In order to bring uniformity in evaluation system and computation of the Cumulative Grade Point Average (CGPA) based on student's performance in examinations, the UGC has formulated the guidelines to be followed.

Outline of Choice Based Credit System:

1. **Core Course:** A course, which should compulsorily be studied by a candidate as a core Requirement is termed as a Core course.
2. **Elective Course:** Generally a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline/subject/domain or nurtures the candidate's proficiency/skill is called an Elective Course.
 - 2.1 **Discipline Specific Elective (DSE) Course:** Elective courses may be offered by the main discipline/subject of study is referred to as Discipline Specific Elective. The University/Institute may also offer discipline related Elective courses of interdisciplinary nature (to be offered by main discipline/subject of study).
 - 2.2 **Dissertation/Project:** An elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work, and a candidate studies such a course on his own with an advisory support by a teacher/faculty member is called dissertation/project.

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6	FC	CSA551	Introduction to Information Technology	1	12-13
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8	Core	MGT502	Business Environment	2	15
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10	Core	MGT506	Financial Management	2	18
11	Core	MGT508	Business Research Methodology	2	19
12	Core	MGT510	Human Resource Management	2	20
13	FC	MGT514	Basics of Entrepreneurship	2	21
14	Core	MGT601	Optimization Techniques for Managers	3	22
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16	DSE		Group I	3	24-67
17	Core	MGT602	Strategic Management and Business Policy	4	68-69
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19	Core	MGT606	Intellectual Property Rights	4	71
20	DSE		Group II (Major)	4	72-120

After 2nd semester students will go for 6 weeks Industrial Training and will have to submit a project report of the same along with Power Point Presentation.

DSE: Discipline Specific Elective (Specializations will be selected from pool)

FC: Foundation Course

DSE: Discipline Specific Elective (Specializations)**Marketing****Group I**

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT607	Consumer Behavior	DSE	4:0:0
MGT609	Advertising and Sales Promotions	DSE	4:0:0
MGT611	Product and Brand Management	DSE	4:0:0
MGT613	Rural and Green Marketing	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT612	International Marketing	DSE	4:0:0
MGT614	Retail Marketing	DSE	4:0:0
MGT616	Services Marketing	DSE	4:0:0
MGT618	Marketing Research	DSE	4:0:0
MGT620	Digital Marketing	DSE	4:0:0

Finance**Group I**

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT615	Management of Financial Services	DSE	4:0:0
MGT617	Banking & Insurance Operations	DSE	4:0:0
MGT619	Financial Statement Analysis	DSE	4:0:0
MGT621	Global Financial markets and Institutions	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT622	International Finance	DSE	4:0:0
MGT624	Security Analysis and Portfolio Management	DSE	4:0:0
MGT626	Management Control System	DSE	4:0:0
MGT628	Indian Taxation System	DSE	4:0:0
MGT630	Banking Management and Credit Analysis	DSE	4:0:0

Human Resource Management**Group I**

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT623	Social Security and Labor Welfare	DSE	4:0:0
MGT625	Training and Development	DSE	4:0:0
MGT627	Negotiation and counseling for managers	DSE	4:0:0
MGT629	Competency Mapping	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT632	International Human Resource Management	DSE	4:0:0
MGT634	Applied Industrial Psychology	DSE	4:0:0
MGT636	Organization Development	DSE	4:0:0
MGT638	Compensation and Reward Management	DSE	4:0:0
MGT640	Leadership	DSE	4:0:0

International Business

Group I

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT631	International Business Environment	DSE	4:0:0
MGT633	Foreign Trade Documentation and Trade Finance	DSE	4:0:0
MGT635	Global Marketing Management	DSE	4:0:0
MGT637	Global Strategic Management	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT642	International Business Laws	DSE	4:0:0
MGT644	Global Logistics and Supply Chain Management	DSE	4:0:0
MGT646	International Financial Management	DSE	4:0:0
MGT648	International Financial Organizations	DSE	4:0:0
MGT650	Cross Cultural Management	DSE	4:0:0

Agribusiness

Group I

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT639	Agri-Supply Chain Management	DSE	4:0:0
MGT641	Agricultural Finance	DSE	4:0:0
MGT643	Farm Business Management	DSE	4:0:0
MGT645	Entrepreneurship Development and Business Communication	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
MGT652	Agricultural Marketing Management	DSE	4:0:0
MGT654	Food Retail Management	DSE	4:0:0
MGT656	International Trade and Marketing for Agribusiness	DSE	4:0:0
MGT658	Management of Food Processing Industry	DSE	4:0:0
MGT660	Agribusiness Management	DSE	4:0:0

Information Technology

Group I

Subject Code	Subject Name	Course Type	Credits(L:T:P)
CSA631	Database Management and Administration (DBMA)	DSE	4:0:0
CSA633	Management Information Systems	DSE	4:0:0
CSA635	Legal Aspects of IT Business	DSE	4:0:0
CSA637	Software Project Management	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
CSA632	Data Centre Management	DSE	4:0:0
CSA634	Knowledge Management	DSE	4:0:0
CSA636	E-Customer Relationship Management	DSE	4:0:0
CSA638	Big Data Analytics	DSE	4:0:0

Operations Management

Group I

Subject Code	Subject Name	Course Type	Credits(L:T:P)
ME611	Industrial Safety Engineering	DSE	4:0:0
ME519	Methods of Engineering and Ergonomics	DSE	4:0:0
ME513	Total Quality Control	DSE	4:0:0
ME520	Product Design and Development	DSE	4:0:0

Group II

Subject Code	Subject Name	Course Type	Credits(L:T:P)
ME521	Flexible Manufacturing System	DSE	4:0:0
ME522	Supply Chain Management	DSE	4:0:0
ME524	Statistics and Reliability Engineering	DSE	4:0:0
ME526	Production and Operations Management	DSE	4:0:0
ME609	Lean Manufacturing	DSE	4:0:0

MBA 1stSem

S No.	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	Core	MGT501	Principles & Practices of Management	4.0.0	4.0.0	4	4
2	Core	MGT503	Organization Behavior	4.0.0	4.0.0	4	4
3	Core	MGT505	Economic Analysis	4.0.0	4.0.0	4	4
4	Core	MGT507	Accounting for Managers	4.0.0	4.0.0	4	4
5	Core	MGT509	Marketing Management	4.0.0	4.0.0	4	4
6	Core	MGT511	Viva Voce				1
	Total			20.0.0	20.0.0	20.0.0	21

Foundation Courses:

S No.	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	FC	CSA551	Introduction to Information Technology	4.0.0	4.0.0	4	4
2	FC	MGT513	Communication and Marketing Skills	3.0.0	3.0.0	3	3
	Total			7	7	7	7

Total Credit Hours: 28

Total Contact Hours: 27

MBA 2ndSem

S No.	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	Core	MGT502	Business Environment	4.0.0	4.0.0	4	4
2	Core	MGT504	Managerial Quantitative Techniques	4.0.0	4.0.0	4	4
3	Core	MGT506	Financial Management	4.0.0	4.0.0	4	4
4	Core	MGT508	Business Research Methodology	4.0.0	4.0.0	4	4
5	Core	MGT510	Human Resource Management	4.0.0	4.0.0	4	4
6		MGT512	Viva-voce				1
	Total			20.0.0	20.0.0	20	21

Foundation and Interdisciplinary Course:

S. No	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	IC	To be offered from outside department		3.0.0	3.0.0	3	3
2	FC	MGT514	Basics of Entrepreneurship	3.0.0	3.0.0	3	3
	Total			6.0.0	6.0.0	6	6

Total Credit Hours: 27

Total Contact Hours: 26

MBA 3rd Sem

S No.	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	Core	MGT601	Optimization Techniques for Managers	4.0.0	4.0.0	4	4
2	Core	MGT603	Project Management	4.0.0	4.0.0	4	4
3	DSE		Group I (Major)	4.0.0	4.0.0	4	4
4	DSE		Group-I(Major)	4.0.0	4.0.0	4	4
5	DSE		Group-I(Minor)	4.0.0	4.0.0	4	4
6	DSE		Group-I(Minor)	4.0.0	4.0.0	4	4
7	Core	MGT605	Summer Training Report (Presentation cum Viva)				4
	Total			24.0.0	24.0.0	24	28

Interdisciplinary Course:

S No.	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	IC		To be offered from outside department	3.0.0	3.0.0	3	3
	Total			3.0.0	3.0.0	3	3

Total Credit Hours: 31

Total Contact Hours: 27

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MBA 4th Sem

S No.	Course Type	Subject Code	Subject Name	Contact Hours (L:T:P)	Credits (L:T:P)	Total Contact Hours	Total Credit Hours
1	Core	MGT602	Strategic Management & Business Policy	4.0.0	4.0.0	4	4
2	Core	MGT604	Corporate Law	4.0.0	4.0.0	4	4
3	Core	MGT606	Intellectual Property Rights	2.0.0	2.0.0	2	2
4	DSE		Group-II(Major)	4.0.0	4.0.0	4	4
5	DSE		Group-II(Major)	4.0.0	4.0.0	4	4
6	DSE		Group-II(Major)	4.0.0	4.0.0	4	4
7	Core	MGT608	Major Research Report				3
8	Core	MGT610	Comprehensive Viva Voce				2
	Total			22.0.0	22.0.0	22	27

Total Credit Hours: 27

Total Contact Hours: 22

Course Code	MGT501
Course Title	Principles and Practices of Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of this course is to develop a basic understanding about the management concepts as well as of human in various managerial processes in organization.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Acquaint the students with the importance of management in our day to day life, help student to trace the evolution of Management thought and appreciate the various functions of management. 2. Learn about the development of management theory and will understand the importance of management. 3. Explain the basic functional elements of management.

Syllabus

Unit-I

Management: definition, nature, purpose and scope, functions of a manager, roles and skills, manager's job and universality of management. **Historical background of Management:** classical approach, scientific management, general administrative theory, quantitative approach, total quality management, quantitative approach, behavioral approach, early advocates of organizational behavior, the behavioral approach, the contemporary approach and the Hawthorne studies.

Unit-II

Planning: types of plans, process of planning, nature and purpose of strategies and policies. **Management by Objectives:** concept, objectives setting process, benefits and weaknesses of MBO. **Decision Making:** process, types of decisions and decision making conditions, decision making styles, decision making and planning. **Organizing:** concept of organization, process of organizing, basis of Departmentation, authority and power, line and staff relationships .delegation of authority, responsibility and accountability, steps to make delegation effective decentralization, purpose and types of decentralization, span of management.

Unit-III

Directing: motivating and leading people at work. **Communication:** nature, process, networks and barriers, effective Communication. **Leadership:** concept, nature, importance, attributes of a leader, developing leaders across the organization. **Coordination:** need, factors which make coordination difficult, techniques to ensure effective coordination. **Control:** planning-control relationship, process and techniques of control, human response to control, types of control- feed forward control, concurrent control (Real Time Information & Control), and feedback control.

Unit-IV

International Management Practices: a comparative study of management practices in India, Japan, USA and China with particular reference to planning, organizing, directing, staffing and controlling. Recent developments in the field of Management in a global perspective, Business Ethics and Social Responsibility.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Koontz	Essentials of Management	Tata McGraw-Hill
2	Freeman, Gilbert Jr	Principles of Management	Pearson Education



Course Code	MGT503
Course Title	Organization Behavior
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Emphasizes the importance of human capital in the organizations of today. 2. After the completion of the course the participant will be able to comprehend the relationship between management processes and behavior at workplace. 3. The participant will also learn about designing the structure of organizations, management functions in a way that leads to performance of the workforce at all levels up to the fullest ability.

Syllabus

Unit-I

Organizational Behavior: concepts, features and importance, challenges and opportunities for OB, Various contributing disciplines to OB, foundations of individual behavior. **Learning:** concept, theories and principles of learning. **Perception:** concept, perceptual process, factors in interpersonal perception. **Attitude:** concept, components, attitude formation.

Unit-II

Leadership: concept, theories and leadership styles in management. **Motivation:** concept, objectives, types and theories of motivation. **Transaction Analysis:** life positions, levels of self awareness, Johari window model, ego states. **Personality:** concept, theories of personality, and determinants of personality, personality attributes influencing OB.

Unit-III

Group Dynamics: concept and nature of group formation, group structure, models of group formation, theories of group formation. **Conflict Management:** - definition, sources of conflict, transitions in conflict thought, levels of conflict, conflict management. **Power & Politics:** concept, basis of power, tactics to gain power. **Stress Management:** meaning, concept, causes of organization stress, stress management.

Unit –IV

Organization Change: concept, Planned Change, Resistance to change **Organization Culture:** concept, functions of organization culture, development and implications of organization culture, creating and sustaining organization culture. **Organization Development:** concept, interventions of organization development.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Luthans,F	Organizational Behavior	McGraw –Hill Inc.
2	Newstrom, J.W. and Davis, K	Human Behavior at Work	The McGraw Hill Companies, Inc



Course Code	MGT505
Course Title	Economic Analysis
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The primary purpose of the course is to develop tools useful in making use of scarce resources and to understand the economy.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Equip the basic knowledge of the concepts and tools of economic analysis as relevant for business decision making. 2. Students will be able to apply economic theory and principles in managerial decision making. 3. Analyse current economic conditions in developing emerging markets, and evaluate present and future opportunities.

Syllabus

Unit-I

Introduction to Managerial Economics: scope of managerial economics and other disciplines, basic economics concepts in decision-making, distinction between micro and macroeconomics. Demand analysis, Elasticity of Demand.

Unit-II

Cost Analysis: concept of cost and its types, cost output relationship in short and long period. Indifferences curves. **Pricing analysis:** market structures, price determination under different market situations (perfect competition, monopoly, monopolistic competition, oligopoly), break even analysis.

Unit-III

National income analysis, **Theories of income, output and employment:** classical and Keynesian. **Theory of multiplier:** concepts of static and dynamic multiplier, balanced budget multiplier, income generation process through multiplier.

Unit-IV

Theory of Trade Cycle: concepts and causes of trade cycles, measures to control trade cycles. **Macro economics policy:** monetary and fiscal. **Theories of inflation:** cause and control of inflation.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Thomas and Maurice	Managerial Economics	McGraw- Hill
2	D.M.Mithani	Managerial Economics Theory and Applications	Himalaya Publication

Course Code	MGT507
Course Title	Accounting for Managers
Type of Course	Core
LTP	4 0 0
Credits	4
Course Pre-requisites	Graduation in any stream
Course Objective (CO)	A primary purpose of the course is to develop the knowledge useful in accounting system and book keeping.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Acquaint the role, concepts, techniques and methodology relevant to accounting function. 2. To acquaint with concepts of cost and management accounting and their application in managerial decision making. 3. Prepare and analyse Financial Statements, make efficient use of scarce financial resources for best possible output.

Syllabus

Unit-I

Introduction to Accounting: Financial Accounting concept, **Basics of Accounting:** concepts and principles, accounting cycle, nature and purpose of accounting, **Accounting records and system:** users of accounting information, **Journal** (With Practical), **Ledger** (with Practical).

Unit-II

Trial Balance (with Practical), **Final Accounts** (with Practical). **Analysis of Financial Statement:** ratio analysis (with practical) and cash flow and fund flow statement analysis.

Unit-III

Introduction to cost Accounting and Management Accounting: meaning and their interrelationship with Financial Accounting. **Introduction to Marginal Costing:** cost volume profit relationships, Budgetary Control.

Unit-IV

New development in Management Accounting: activity-based costing, life-cycle costing, target costing and kaizen costing, significance of computerized accounting system.

Suggested – Readings:

S.No.	Author(s)	Title	Publisher
1	Thomas and Thomas	Accounting for Managers	McGraw- Hill
2	Garg, Sareen and Chawla	Management Accounting	Himalaya Publication

Course Code	MGT509
Course Title	Marketing Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Understand concepts, philosophies, processes and techniques of managing the marketing operations. 2. Students will be able to apply the knowledge for the global marketing practices. 3. At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments.

Syllabus

Unit-I

Introduction to Marketing: concept, nature, scope and importance of marketing, its evolution, Marketing mix, Strategic marketing planning an overview. Market Analysis and Selection: marketing environment, macro and micro components and their impact on marketing decisions, Market segmentation and positioning. Buyer behavior: consumer versus organizational buyers.

Unit-II

Product Decisions: concept of a product, classification of products, major product decisions, product line and product mix, branding, packaging and labeling, Product life cycle strategic implications, New product development and consumer adoption process. **Pricing Decisions:** factors affecting price determination, pricing policies and strategies.

Unit-III

Distribution Channels and Physical Distribution Decisions: nature, functions and types of distribution channels, distribution channel intermediaries, **Promotion Decisions:** communication process, promotion mix, advertising, personal selling, sales promotion, publicity and public relations, determining advertising budget, media selection, advertising effectiveness, sales promotion tools and techniques.

Unit-IV

Marketing Research: meaning and scope of marketing research, marketing research process. **Marketing Organization and Control:** organizing and controlling marketing operations. **Issues and Developments in Marketing:** social, ethical and legal aspects of marketing, marketing of services. International marketing, Green marketing, Cyber marketing, Relationship marketing and other developments of marketing.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Kotlar, Philip	Marketing Management	Prentice Hall, NewDelhi.
2	Stanton, Etzel, Walker	Fundamentals of Marketing	Tata-McGraw Hill, New Delhi.

Course Code	CSA551
Course Title	Introduction to Information Technology
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Basic knowledge about Computer & internet
Course Objectives (CO)	Obtain understanding of the concepts of Information Technology and its applications.
Course Outcome (CO)	The student will able to: Apply the knowledge of combinational and sequential logic circuits to mimic a simple architecture. Answers about the social, economic, and political contexts in which it exists. To introduce cutting-edge technologies and trends such as those in the areas of wireless multimedia, computer security, digital audio, and high-performance computing. Apply the knowledge of combinational and sequential logic circuits to mimic a simple architecture.

Syllabus

Unit-I

Introduction to Information Technology: Basic concepts of IT, Data Processing: Data and Information. Classification, History and Types of Computers. Elements of a Computer System: Block Diagram of The Computer System, Introduction to various units. CPU, Memory, Input and Output devices, storage devices. System and Application Software, Utility packages.

Unit-II

Applications of Information Technology: Wide range of applications in: Home, Education and Training, Entertainment, Science, Medicine, Engineering etc.

Introduction to Number System; Conversion from Decimal to Binary, Octal, Hexadecimal, Conversion of Binary, Octal, Hexadecimal to Decimal; Conversion of Binary to Octal, Hexadecimal; Conversion of Octal, Hexadecimal to Binary; Binary Arithmetic; Signed and Unsigned Numbers; Binary Data Representation; Binary Coding Schemes; Logic Gates.

Introduction to Information Technology Tools: Operating System, Programming Languages, HTML, Features and trends, Introduction to MS-DOS/WINDOWS, Difference between MS-DOS/WINDOWS.

Unit-III

Office Automation Tools: MS-Office, introduction to MS word and its features, creating, editing, printing and saving documents, spell check, mail merge, creating power point presentations, creating spreadsheets and simple graphs, PowerPoint, Excel, Access.

Translators: Assembler, Compiler and Interpreter, Difference between Compiler, Assembler and Interpreter.

Business Files: Comparison of various types of file organization.

Unit-IV

Computers and Communication: Introduction to Computer Networks, Internet and World

Wide Web, FTP, Electronic Mail, Information Security and Integrity: Basic Concepts, Perverse Software, Preventive Measures and treatments.

Computer Security: Introduction; Security Threat and Security Attack; Malicious Software; Security Services; Security Mechanisms (Cryptography, Digital Signature, Firewall, Users Identification and Authentication, Intrusion Detection Systems); Security Awareness; Security Policy.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Sanders, D.H	Computer Today	Mc-Graw Hill,
2	Raja Raman V	Fundamental of Computers	Prentice Hall of India



Course Code	MGT513
Course Title	Communication and Marketing Skills
Type of Course	Theory
L T P	3 0 0
Credits	3
Course pre-requisite	Graduation in any stream.
Course Objectives	The objective of this course is to assist the students to acquire proficiency, both in spoken and written language.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Develop the communication skills of students – both written communication and oral communication. 2. Develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix. 3. Conceptualize a complex issue into a coherent written statement and oral presentation.

Syllabus

Unit-I

Introduction to Communication: meaning, process, importance of communication in business, types of information, formal and informal communication, internal and external communication, communication channels, ethical considerations for business communication, medias of communication, barriers of communication, effective communication, essentials of effective business communication (7Cs model).

Unit-II

Developing Listening Skills: importance, purpose of listening, art of listening, factors affecting listening, components of effective listening, process of listening, principles and barriers to listening, activities to improve listening. **Non verbal communication:** features, understanding of body language, posture, gestures.

Unit-III

Types of Communication: oral communication, art of public speaking, telephonic conversations and voice mails, group communications, preparing and holding meetings, other formal communication with public at large, seminar, symposia and conferences.

Unit-IV

Written Communication: layout of letter writing, types of letter writing: persuasive letters, request letters, sales letters, interview letters, promotion letters, resignation letters, newsletters, circulars, agenda, notice, office memorandums, office orders, press release. **Report Writing:** structure, types, formats, drafting of various types of report.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1.	Varinder Kumar and Bodh Raj	Business Communication	Kalyani Publishers
2.	R. Datta Roy and K.K. Dheer	Communications Skills	Vishal Publishing Company

Course Code	MGT502
Course Title	Business Environment
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The basic objective of the course is to develop understanding and provide knowledge about business and various factors which affect the business.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Orient the all the external environmental forces which affect the decision making process of an organization. 2. Apply the knowledge for the global marketing practices. 3. Identify and evaluate the complexities of business environment and their impact on the business.

Syllabus

Unit-I

Business Environment in India: concept, features, elements of environment, political, legal, social- cultural, technological and economic. **Environment Scanning:** techniques used for scanning.

Unit-II

Monetary and Fiscal Policies, Multinational corporations, Globalization, **Social audit:** meaning and importance. Sun-rise sectors of India economy. Challenges of Indian economy, Economic Policy.CompetitionLaw.RTIAct.Consumer Protection Act.

Unit-III

Recent World Trade and Foreign Investment trends: world financial environment, tariff and non tariff barriers, regional blocks, international production, internationalization of service firms, operation management in international firms.

Unit-IV

Challenges faced by international business and investment opportunities for Indian industry. **FDI:** meaning, FDI concepts and functions, need for FDI in developing countries, factors influencing FDI, FDI operations in India, GATT and WTO.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1.	Francis cherunilam	Business Environment	Himalaya Publishing House
2.	D. Amar chand	Govt. and Business	Tata McGraw Hill

Course Code	MGT504
Course Title	Managerial Quantitative Techniques
Type of course	Core
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream.
Course Objective (CO)	The goal is to provide a basic understanding of the concept of statistics analysis and use of these techniques managerial applications.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Acquaint the students with various statistical tools and techniques used to business decision making" 2. Use the applications of statistical techniques in business decision making. 3. Handle the quantitative aptitude part in competitive examinations. They will also better understand the quantitative portions in the functional areas of management

Syllabus

Unit -I

Measures of Central Tendency : **Arithmetic Mean**; calculation of mean in individual, discrete and continuous series, properties of arithmetic mean, combined mean, **Median**; calculation of median in individual, discrete and continuous series, **Mode**; calculation of mode in individual, discrete and continuous series, comparison of mean, median and mode. **Measures of Dispersion**: range, quartile deviation, coefficients of range and quartile deviation. **Mean Deviation**: calculation of mean deviation in individual, discrete and continuous series. **Standard deviation**: calculation of standard deviation in individual, discrete and continuous series, combined standard deviation. **Variance**: coefficient of variation.

Unit-II

Correlation Analysis and Regression Analysis: scatter diagram, Karl Pearson's coefficient of correlation, rank correlation. **Regression Equations**: deviation taken from assumed mean and arithmetic mean, least square method. **Index Number**: methods of constructing index number, Laspeyres, Paasche, Bowley's, Fisher and Marshall- Edgeworth method, chain base Index Number.

Unit-III

Matrices: introduction to matrix, types of matrix, difference of two matrix, properties of addition of matrix, product of two matrix, transpose of matrix, determinants of a matrix, cofactors, minors of a matrix, adjoint of a matrix, inverse of a matrix.

Unit-IV

Probability distributions: meaning, types and applications, binomial, Poisson and Normal distributions. **Analysis of Time Series**: method of semi-average, moving average, simple average, method of least square. Arithmetic and Geometric progression.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Gupta, S C	Fundamentals of Statistics	New Delhi: Himalaya Publishing House, 2001. Print
2	Gupta, S P	Statistical Methods	New Delhi: Sultan Chand, 1979. Print



Course Code	MGT506
Course Title	Financial Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The focus of this course is to help students to understand how a firm meets its financial objectives utilizing financial decision-making.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Understand the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations. 2. Understand how companies are valued and affected by strategic and tactical financing decisions. 3. Understand how a firm meets its financial objectives utilizing financial decision-making.

Syllabus

Unit-I

Financial-management: meaning, scope, objectives and financial goals of financial management, finance function.

Source of Long Term funds: equity shares, preference share, debentures, public deposits, factors affecting long term funds requirements. **Cost of Capital:** concept, objectives, calculation of cost of capital.

Unit-II

Capital Budgeting: capital budgeting process, project selection. **Capital budgeting techniques:** payback period methods, average rate of return, net present value methods, IRR, benefit-cost ratio, Capital Rationing. **Lease Financing:** concepts, types of leases.

Unit-III

Capital Structure: determinants of capital structure, capital structure theories.

Leverage: operating and financial leverage.

Management of Retained Earnings: retained earnings & dividend policy, consideration in dividend policy, forms of dividends theories.

Unit-IV

Working Capital: concept, factors affecting working capital requirements, operating cycle of working capital, sources of working capital.

Inventory Management: concept, objectives, inventory control techniques, EOQ.

Cash Management: concept, motives for holding cash, estimation of cash requirements.

Recent Developments in asset pricing: introduction to concepts CAPM.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Khan & Jain	Financial Management	Tata McGraw Hill
2	I.M. Pandey	Financial Management	Vikas publishers

Course Code	MGT508
Course Title	Business Research Methodology
Type of course	Core
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objective (CO)	The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Design research proposal and apply statistical tools manually as well as with the help of software. 2. Expose the basic concepts of research methodology and application through practical exercises in the area of management. 3. Judge the reliability and validity of experiments and perform exploratory data analysis.

Syllabus

Unit-I

An Introduction to Research: meaning, definition, objectives, process and types. **Research Problem:** selection of problem, understanding problem, necessity of defined problem, **Review of literature in research:** meaning, objectives and process.

Unit-II

Sources of Data: primary and secondary, data collection methods, questionnaire designing and construction, questionnaire types and developing a good questionnaire, Sampling design and techniques. **Data processing operations:** editing, coding, classification, tabulation. Research proposal/synopsis writing.

Unit-III

Hypothesis: meaning, types, process of hypothesis testing. **Tests of Significance:** t-Test, Chi-Square Test, F -Test, And ANOVA

Unit-IV

Multi-Dimensional Scaling: factor analysis, cluster analysis, interpretation of data, report preparation and presentation. Each Student has to prepare Mini Research Project on Topic / Area of their Choice and Make Presentation. The report should consist of application of tests and techniques mentioned in above units. Relevant Case Studies should be discussed in class.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1.	CR Kothari	Research Methodology	Tata McGraw Hill
2.	WillianG.Zikmund	Business Research Methods	Thomson South-Western Learning

Course Code	MGT510
Course Title	Human Resource Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The course is designed to give an understanding of the various aspects of the management of human resources in an organization.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Understand the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions. 2. Understand the various aspects of the management of human resources in an organization. 3. Realise the impact of cultural differences across countries on organisational decisions.

Syllabus

Unit-I

Human resource management: Concept, Nature, Scope, Objectives, functions of HRM. **Human Resource Planning (HRP):** concept, need and importance of HRP, factors affecting HRP, Process of HRP. **Recruitment & Selection:** Meaning and Factors Governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection.

Unit-II

HR Training and Development: Concept, Need, Process of Training, Identification of Training needs Implementation and Methods of Training Programme. **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal. **Quality of work life & quality circles,** job satisfaction and morale

Unit-III

Compensation and Employee Remuneration: Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration. **Job Evaluation:** Meaning, Process. **Incentives & Fringe Benefits:** Concept, Importance and Administration of Benefits.

Unit-IV

Employee grievances: Concept, features, discovery of grievances, types of grievances. **Discipline:** Concept, Nature, Characteristics, types, importance, causes of indiscipline. **Contemporary Issues in HRM:** Changing trends, Emerging Issues and Challenges in HRM.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	K, Aswathappa	Human Resource Management	Tata McGraw-Hill.
2	V.S.P.Rao	Human Resource Management	Himalaya Publishers.

Course Code	MGT514
Course Title	Basics of Entrepreneurship
Type of course	Core
L T P	3 0 0
Credits	3
Course prerequisite	Graduation in any stream.
Course Objectives (CO)	The objective of the syllabus is to make students aware with the basics of entrepreneurs and required knowledge for entrepreneurship.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Provide practical and analytical understanding of the growth of entrepreneurship and its importance in the Indian economy. 2. Acquaint them with the challenges faced by the entrepreneur. 3. Aware with the basics of entrepreneurs and required knowledge for entrepreneurship.

Syllabus

Unit-I

Foundations of Entrepreneurship: Concept, need, definition and role of entrepreneurship characteristics and scope of entrepreneur, roles and responsibilities of entrepreneurs in Indian economy, Invention, Creativity, Opportunities, Manager, Corporate Entrepreneur comparative study.

Unit-II

Women entrepreneurs and entrepreneurship: Meaning, role, problems and reasons for less women entrepreneurs. Various institutes & Government schemes to help and uplift women entrepreneurs. Case studies for successful women entrepreneurs. **Entrepreneurship Development:** Concept, need & role of entrepreneurship development.

Unit-III

Small and Medium Enterprises: role and importance of SME in India Economy, **Small and Medium Industry:** meaning and importance, steps for starting Small Industry. Decisions and steps to be taken to become entrepreneur, **Search for a business idea:** source of ideas, idea processing, selection idea, input requirements.

Unit-IV

Innovation management: definition and process of innovation management methods of management innovation, entrepreneurship as a career, sustaining competitiveness, maintaining competitive advantage.

Suggested – Readings:

S.No.	Author(S)	Title	Publisher
1	Renuarora S.K sood	Fundamentals of Entrepreneurship	Kalyani Publishers
2	Richard Branson	Entrepreneurship and Business	Pearsons

Course Code	MGT601
Course Title	Optimization Techniques for Managers
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course objective(CO)	This course is an introduction to a broad range of mathematical techniques for solving problems that arise in management to allocate resources and their effective utilization.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Acquaint with various quantitative techniques which are of great importance for quantitative decision-making. 2. Acquainted with the application of statistical techniques in business decision making. 3. Use the broad range of mathematical techniques for solving problems that arise in management to allocate resources and their effective utilization.

Syllabus

Unit-I

Operation Research: concept and significance of operations research, evolution of operation research, steps in designing operations research studies, operations research models. **Linear Programming and its Applications:** graphic method and simplex method, Duality problem.

Unit-II

Replacement problem: introduction, replacement of equipment/asset that deteriorates gradually, individual and group replacement, Assignment problems, Transportation problems, Game theory.

UNIT-III

Inventory and Queuing Management: concepts of inventory management, inventory models, EOQ with price breaks, safety stock and reorder level. Queuing Models: concept, features, assumptions, customer and system services. **Decision Making:** meaning, process and decisions under certainty and uncertainty.

Unit-IV

Project Scheduling: concepts of PERT & CPM techniques and their applications. **Network Analysis:** scheduling activities, determining critical path, calculation of floats; calculation of slack through forward and backward passes.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	F.S. Hiller and G.I. Libermann	Introduction to Operation Research	Tata McGraw Hills
2	R Panneerselvan	Operations Research	Himalaya Publishers

Course Code	MGT603
Course Title	Project Management
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The course is aimed at developing and understanding of project activities and relevant skills.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Acquire projects are non-recurring activities which involve a specific set of planning skills in comparison with routine and operational activities. 2. Develop a solid understanding of project management philosophy and implementation. 3. Recognise and maintain the product spectrum, establish a task breakdown framework, build a project schedule, create a project budget and relevant ideas of project.

Syllabus

Unit-I

Introduction to Project Management: objectives, need for project management, project life cycle, project management framework, steps in project planning, managing risk, and components of risk management.

Unit-II

Project appraisal Techniques: market and demand analysis, technical analysis, financial analysis, social cost benefit analysis, developing an effective business plan.

Unit-III

Project Selection: Project selection, preparing a Request for Proposal, Soliciting Proposals, Project organization, the project as part of the functional organization, Pure project organization. The matrix organization, Mixed Organizational Systems. **Scheduling techniques:** PERT & CPM, LOB.

Unit-IV

Project Audit: project audit life cycle, responsibilities of evaluator/ auditor, responsibilities of the project manager.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1.	M. Patel Project	Project Management	Vikas Publishing
2.	Prasanna Chandra	Project management	Tata McGraw Hill

Course Code	MGT607
Course Title	Consumer Behavior
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream
Course Objectives (CO)	The objective of this course is to help students understanding the various factors effecting consumer behavior and to understand the process of consumer buying.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Recognize the mechanism of customer behaviour, problems and parameters, different internal and external influences affecting consumer behaviour. 2. Study the fundamentals for assessing customer understanding and purchasing behavior, which in effect must improve their abilities to make choices. 3. Recognize the various variables influencing customer behaviour and to recognize the consumer buying cycle.

Syllabus

Unit-I

Introduction to Consumer Behavior: nature, scope and importance. **Consumer Motivation:** nature of motivation, types of consumer needs and motives, dynamics of motivation, need conflict, need hierarchy theory of motivation and its applications, measurement of motives.

Unit-II

External Influences on Consumer Behavior, **Group behavior:** meaning and types of group influence, reference groups, group appeals. **Family:** functions of family, family decision making, family life cycle. **Culture:** Values and Norms, characteristics and affect on consumer behavior, types of sub culture. **Social Class:** categories, consumer behavior in adapting new products, participants in buying decisions.

Unit-III

Personality and Consumer Behavior: definition of personality, theories of personality, personality and consumer diversity, self concept and self image, life style and psychographics. **Consumer Perception:** elements of perception, dynamics of perception, perceptual process, perception and marketing strategy, perceived risk.

Unit-IV

Consumer Buying Behavior: buying process, types of consumer decisions, strategies to change consumer behavior, types of consumer decisions-making models. post purchase behavior, diffusion process.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1.	Schiffman, I.G.	Consumer Behaviour	Pearson Eductaion
2.	Engel James F	Consumer Buying Process	Tata Mcgraw Hills



Course Code	MGT609
Course Title	Advertising & Sales promotion
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream
Course Objectives (CO)	The objective of this course is to develop the understanding about the marketing communication tools and implement them in designing Advertisement strategies.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Acquaint the concepts, techniques and applications for developing an effective advertising programme. 2. Develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix. 3. Understand about the marketing communication tools and implement them in designing Advertisement strategies.

Syllabus

Unit-I

Introduction to Advertising: meaning, nature, scope and classification, key players in advertising, role of advertising and its importance, surrogate advertising, puffery in advertising, advertising's role in marketing mix, , role of advertising in India's economic development, ethics in advertising, social, economic and legal aspects of advertising. **Integrated Marketing Communication:** AIDA Model, Laivdge – Stenier Model of communication.

Unit-II

Managing an Advertising Program: message structure, appeals, copy, layout. **Advertising Media:** media planning, media selection and scheduling. **Advertising Budget:** concept, objectives, methods. **Advertising Agencies:** types, role and functions, social and cultural consequences of advertising, advertising and stereotyping.

Unit-III

Sales Management: nature and scope of sales management, motivating sales personnel, carving territories, routing, quota sales, sales planning, sales forecasting, selection and training of sales personnel, supervision and appraisal of sales personnel.

Unit-IV

Sales organization: Sales Functions and its relationship with other marketing functions, external relationship of the sales department e.g. with distributors, government and public, functions and qualities of a sales executive.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Rajeev Batra	Advertising and Sales Management	Pearson Education
2	CN Sontakki	Advertising and Sales Management	Kalyani

Course Code	MGT611
Course Title	Product and Brand Management
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream.
Course Objectives (CO)	The objective of the syllabus is to provide understanding of product management and to develop an understanding of the brand concept and the operational aspects of managing a brand.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Develop an understanding of the innovation process and the methods of analysis and evaluation used in the product development process. 2. Use the basic principles of advertising management, nature, purpose & complex constructions in the planning and execution of a successful advertising program. 3. Learn the use of fundamentals and the contemporary issues related in the product and brand management.

Syllabus

Unit-I

Product Management: concept, objectives, product classification, product focused organization, market focused organization, factors influencing design of the product, changes affecting product management. **Developing Product Strategy:** setting objectives & alternatives, product strategy over the life-cycle, customer analysis and competitor analysis.

Unit II

New Product Development. Market Potential & Sales Forecasting, Forecasting target market, Methods of estimating market and sales potential, Planning for involvement in international market.

Unit III

Brand-concept: nature and importance of brand, brand life cycle, brand name and brand management. **Brand Identity:** conceiving, planning and executing ,Aaker Model, BRANDZ model. **Brand Loyalty:** measures of loyalty. **Brand Leveraging & Brand Performance:** establishing brand equity management system, measuring sources of brand equity, co-branding.

Unit IV

Brand Positioning & Brand Building: brand knowledge, brand portfolios and market segmentation, steps of brand building, identifying and establishing brand positioning, defining and establishing brand values, designing & sustaining branding strategies.

Suggested – Readings:

S.No.	Author(S)	Title	Publisher
1	Donal R. Lehmann	Product Management	McGraw Hill.
2	Keller K. L.	Strategic Brand Management	Pearson Education



Course code	MGT613
Course Title	Rural and Green Marketing
Type Of course	DSE
LTP	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course objective	The objective of this course is to explore the students to the Agriculture and Rural Marketing environment.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Provide information regarding industrial marketing and orienting students to the reality of rural marketing in India. 2. Understand the applications of marketing strategies in industrial and rural markets 3. Explore the Agriculture and Rural Marketing environment.

Syllabus

Unit-I

Introduction to Rural Marketing: concept, scope, characteristics of rural marketing, rural markets, environmental factors affecting rural marketing, relevance of marketing mix for rural market/consumers. **The Rural Consumer:** factors influencing purchase decision. **Rural Demand:** nature, types of requirements, efforts put for rural development in five years plans. rural consumer behaviour, rural consumer vs. urban consumers – a comparison.

Unit-II

Market Segmentation: concept, features, basis of segmentation. Targeting and Positioning for rural market, Market forces, Components of different Product Strategies, Pricing Strategies, Promotional Strategies and Distribution Strategies for Rural consumers. **Agricultural Marketing:** nature, scope, objectives of agriculture marketing, challenges in agriculture marketing, agriculture marketing & its economic importance.

Unit-III

Rural Marketing communication: communication strategies for rural markets, rural media, sales promotion, financial services in rural India, information and communications technology in rural areas, distribution channel behaviour, distribution models, rural logistics, role of government in rural India, future of rural marketing.

Unit-IV

Introduction to Green Marketing: strategic green planning, green product, green behavior, five shades of green consumers, green consumer's motives, buying strategies. green business opportunities, designing green products, innovation, fundamentals of green marketing, establishing credibility, green distribution and packaging, contemporary government policies and subsidies that aids green product development and green marketing.

Suggested – Readings:

S. No	Author(s)	Title	Publisher
1	Badi&Badi	Rural Marketing	Vikas
2	Mamoria, C.B. &Badri Vishal	Agriculture problems in India	Pearsons



Course Code	MGT615
Course Title	Management of Financial Services
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of the course is to acquaint the students with the various financial services and techniques to manage them.
Course Outcomes	Student will be able to: 1. Use the trends in the financial services sectors and improve their expertise to handle financial services management resources. 2. Comprehend and analyze various financial instruments. 3. Recognize the numerous banking facilities.

Syllabus

Unit-I

Financial Services: concept, objectives, features, organization of the financial service industry, various financial intermediaries, recent development in financial services, financial services in India,

Dematerialization and Rematerialization: role, objectives and functions of SEBI and its latest guidelines relating to depository system.

Unit-II

Broking: broking services and trading in equity and trading in debt.

Mutual Funds: concept of mutual funds, types of mutual funds, advantages, structure of mutual funds and tax treatment, SEBI and its latest mutual funds regulations.

Unit-III

Credit rating: the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects. **Leasing:** definition, types of leases, advantages, disadvantages, comparison between lease and hire purchase.

Unit-IV

Merchant Banking: Origin and development of merchant banking in India, scope, organizational aspects and importance of merchant bankers, latest guidelines of SEBI w.r.t. merchant bankers.

Factoring: meaning, forms, functions, legal aspects and evaluation.

Plastic Money: concept and different forms of plastic money, credit and debit cards, pros and cons, credit process followed by credit card organizations, factors affecting utilization of plastic money in India.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	M.Y. Khan	Marketing of Financial Services	Tata McGraw Hill
2	V. A. Avdhani	Financial Services	Himalaya Publishing House



Course Code	MGT617
Course Title	Banking and Insurance Operations
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To familiarize students with the applications of banking and insurance operations in the business.
Course Outcomes	Student will be able to: 1. Know the basic principles of Banking sector. 2. Throw a light on the changing scenario of banking principles, practices and governance and discuss the perspectives in the current Banking environment. 3. Familiarize with the applications of banking and insurance operations in the business.

Syllabus

Unit-I

Introduction to Banking in India: concept, objectives, regulatory body of banking, types of banks, roles of banks (viz. Intermediation, Payment system and financial services), Banking Regulations. **Banking Products:** fee based and fund based.

Unit-II

Types of relationship between banker and customer, **Bankers obligations to customers:** right of lien, set off, appropriation. Provisions of Negotiable Instrument Act, 1881. Bankers legal duty of disclosure and related matters, Customers' accounts with banks, Opening- operation, KYC norms and operation, Types of accounts and customers.

Unit-III

Core banking solutions: Debit, Credit, and Smart cards, EFD, RTGS International banking, Exchange rates, Documentary letter of credit, financing exporters and importers, ECGC policies and guarantees.

Introduction to Insurance, Regulatory body of insurance.

Unit-IV

Types of Insurance: life insurance, general insurance, health & medical insurance, property related insurance, liability insurance, reinsurance, Principles governing marketing of insurance products. Insurance regulation and role of IRDA.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	M.Y. Khan	Indian Banking System	Tata McGraw Hill
2	D.P. Goyal	Insurance services	Himalaya Publishing House

Course Code	MGT619
Course Title	Financial Statement Analysis
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The major objectives of financial statement analysis and reporting are to provide decision makers information about a business enterprise for assisting them in further decision-making.
Course Outcomes	Student will be able to: 1. Use the successful understanding and review of the financial statements. 2. Analyse and reporting of the financial statements are to provide decision-makers with information about a business enterprise to assist them in making further decisions. 3. raw substantial lessons from the financial statements.

Syllabus

Unit-I

Overview of Financial Statements: meaning, objectives, nature and limitations of financial statements, characteristics of financial statements, understanding the balance sheet and income statement as per revised schedule VI of Indian companies act.

Unit-II

Financial Analysis: meaning, types and methods of financial analysis, comparative statements, common size statements, trend analysis. **Financial Ratio Analysis:** return on investment ratios, liquidity ratios, profitability ratios, activity ratios, financial leverage ratios, ratios for shareholders.

Unit-III

Working Capital Analysis: meaning and types of working capital, factors affecting working capital, sources of financing working capital, analyzing working capital through fund flow statement, preparation of fund flow statements—uses and significance. **Receivables Management Analysis:** optimum credit policy, a cost benefit analysis, credit terms, collection policy and procedures.

Unit-IV

Cash Flow Analysis: preparing a statement of cash flow, calculating cash flow from operating activities, cash flow from investing activities, cash flow from financing activities, analyzing the statement of cash flows, difference between fund flow statement and cash flow statements.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Martin S. Fridson	Financial Statement Analysis	Willey Finance
2	D.K Goel	Analysis of Financial Statement	Arya Publications

Course Code	MGT621
Course Title	Global Financial Markets and Institutions
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	Its aim is to provide knowledge about the flow of funds from the households (savers) to business firms (investors) to aid in wealth creation and development of both the parties.
Course Outcomes	<ol style="list-style-type: none"> 1. To advance the understanding of fundamental concepts of global financial markets, financial instruments in various markets and important financial services. 2. Its aim is to provide knowledge about the flow of funds from the households (savers) to business firms (investors) to aid in wealth creation and development of both the parties. 3. To understand the different global Currencies and markets.

Syllabus

Unit-I

Introduction to International Financial System: Bretton Wood conference, European monetary system, fixed vs. floating exchange rate regimes, international economic institutions, IMF, World Bank and WTO.

Unit-II

Creation of Euro Currency Markets: Creation of Euro Dollar, Emergence of Global Currency Markets, Size and Structure of Europe and Asian Markets, Transaction, Regulatory systems, Major instruments.

Unit-III

International Financial Markets and Instruments: international capital and money market instruments and their salient features, Integration of financial markets and approach, Arbitrage opportunities, Role of financial intermediaries.

Unit-IV

International Money Market Instruments and Institutions: GDRs, ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, derivatives, floating rate instruments, loan syndication and Euro deposits, IMF, IBRD, Development Banks.

Suggested – Readings:

Sr. No.	Authors	Title	Publisher
1	Buckley, Adrian	Multinational Finance	Prentice Hall of India
2	Maurice, Levi	International Finance	McGraw Hill, Int.

Course Code	MGT623
Course Title	Social Security and Labor Welfare
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in nay stream.
Course Objectives (CO)	To familiarize the students with the understanding and provisions of industrial and labour related social security laws.
Course Outcomes	Student will be able to: 1. Know about the important aspects of Industrial Relations namely Social Security and Labour Welfare. 2. Familiarize the understanding and provisions of industrial and labour related social security laws. 3. Use the skills regarding the different acts involved in the industries and labour.

Syllabus

Unit-I

Social Security: Social Assistance and Social Insurance, Evolution of social security, ILO and Social Security. **Labour Welfare & Administration:** Concept, definition, scope and objectives, welfare work and social work, evolution of labour welfare, classification of welfare work, agencies for welfare work, labour administration, agencies for administering labour welfare laws in India.

Unit-II

Employees State Insurance Act, 1948: objectives and applicability of the scheme, personal injury, factory, manufacturing process, wages, medical benefit council, contributions, adjudication of dispute and claims, benefits. **Factories Act, 1948:** definitions, authorities under the factories act, working hours of adults, employment of young persons, annual leave with wages, penalties and procedure.

Unit-III

Payment of Gratuity Act, 1972: applicability and non- applicability of the act, payment of gratuity, recovery of gratuity, penalties. **Employee's Compensation Act, 1923:** definitions, dependent, employer, partial and total disablement, workmen injury, accident; employer's liability for compensation, amount of compensation, contracting, commissioner, equal remuneration act, 1976.

Unit- IV

The Employees Provident Fund & Miscellaneous Provisions Act, 1952: definitions, schemes under the act, Employees' provident fund scheme, Employees' pension scheme, 1995, Employees' deposit linked insurance scheme, **Minimum Wages Act, 1948, Payment of Bonus Act, 1965, Maternity Benefit Act, 1961, Industrial Dispute Act 1947.**

Suggested – Readings:

Sr. No.	Authors	Title	Publisher
1	Srivastava, S.C	Industrial Relations & Labour Laws	Vikas Publishing House Ltd
2	Sharma, J.P	Simplified Approach to Labour Laws	Bharat Law House (P) Ltd., New Delhi.



Course Code	MGT625
Course Title	Training and Development
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To create understanding among students for need, importance and Implementation of training so as to achieve employee development.
Course Outcomes	Student will be able to: 1. Recognize the value of the growth of human capital within the organizations. 2. Preparation of HRD plans as well as procedures and strategies utilized in the creation of people. 3. Build awareness for the need, value and application of training among students so as to achieve employee growth.

Syllabus

Unit-I

Introduction to Training Concept: definition, meaning, need for training, importance of training, objectives of training, training and development, overview of training functions, types of training. **Process of Training:** steps in training, identification of job competencies, criteria for identifying training needs, assessment of training needs.

Unit-II

Needs Assessment: concept, objectives, methods and process. Training & development centers, role of external agency in training and development, training for change, resistance in training.

Learning: principles of learning, theories of learning, social learning theory, resistance to training.

Unit-III

Designing and Implementing a Training Program: trainer identification, methods and techniques of training, designing a training module (Cross Cultural, 69 Leadership, Training The Trainer, Change). Management Development Program, Budgeting of training.

Unit-IV

Evaluation of Training Program: Kirkpatrick model of evaluation, CIRO Model, cost-benefit analysis, ROI of training, emerging issues in training and development in India, Evolving training policy.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Jack J. Phillips	Hand book of Training Evaluation and Measurement Methods	Routledge.
2	Dayal, I	Manpower Training in organizations	Prentice Hall of India, New Delhi

Course Code	MGT627
Course Title	Negotiation and Counseling for Managers
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream.
Course Objectives (CO)	The objective of this course is to help students to develop their skills in negotiation, social skills and counseling.
Course Outcomes	Student will be able to: <ol style="list-style-type: none"> 1. Know how cultural factors influence workplace behavior and to examine the skills required to manage across national borders. 2. Tackle International Business' ethical challenges for corporate decision making. 3. Develop their negotiating, social skills and advice skills

Syllabus

Unit-I

Negotiation: negotiation meaning, Scope, types and styles of negotiation, negotiation process, strategies and tactics, win-win negotiation, Role of trust in negotiations. **Collective Bargaining:** importance, forms, process of negotiation and recent trends in collective bargaining.

Unit-II

Negotiation and IT: ethics in negotiation, cultural differences in negotiation styles, gender in negotiations, context of mediation, **Negotiation as Persuasion:** principles of persuasion, persuasion Strategy, seeking and resisting compliance, effective persuasion.

Unit-III

Introduction to Counseling: historical evolution, counseling, psychotherapy and instruction, approaches to counseling, psychoanalysis, behaviorism and humanism, goals and process of counseling, counseling, procedures and skills.

Unit-IV

Organizational Application of Counseling Skills: changing behaviors through counseling, specific techniques of counseling, role conflicts of managers and counseling, application of counseling in specific organizational situations, dealing with problem subordinates, Ethics in Counseling.

Suggested – Readings:

S.No	Author(s)	Title	Publisher
1	Kottler, J. A	Introduction to counseling	USA: Cengage Learning
2	Singh, K. (2009).	Counselling skills for managers	New Delhi: Prentice Hall of India.

Course Code	MGT629
Course Title	Competency Mapping
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	It enables the student to understand how the business becomes more efficient, effective and competitive. It embeds the set of competencies like Innovations, technical expertise, quality and customer oriented aspects in student.
Course Outcomes	Student will be able to: 1. Understand competency frame work and various implementations in modern corporate life 2. Understand how the business becomes more efficient, effective and competitive. 3. Embeds the set of competencies like Innovations, technical expertise, quality and customer oriented aspects in student.

Syllabus

Unit-I

Introduction: Concept and definition of competency, characteristics of competency, core competency versus competence, performance versus competency, skills versus competency, behavior indicators, types of competencies , generic/specific, threshold/performance, and differentiating and technical, managerial and human, competency method in HRM,

Unit-II

Competency Framework: development of personal competency framework, Lancaster Model of managerial competencies, **Competency Modeling:** developing a competency model, Stages in design and implementation of competency model, validation of the competency model after data gathering.**Introduction to Industrial Relations:** The Concept Industrial Relations, The Dynamic Context of Industrial Relations, Interactions and Outcomes in Industrial Relations. **Discipline and Grievance Management:** forms and handling of misconduct. **Collective Bargaining:** concepts, features and principles of CB.

Unit-III

Competency Mapping: meaning, purpose and benefits, Competency mapping at different levels – Corporate companies/institutions, **Methods of Competency Mapping:** assessment Centre, critical incident techniques, questionnaire method, psychometric tests. Team Competencies (project driven), Role competencies (Role wise); Competency identification Consolidation of checklist, Rank Order and finalization, Validation, and Benchmark; Competency assessment - 360 degrees.

Unit-IV

Using competency maps for Competency profiling: job competency profiling, role competency profiling, functional competency profiling, core competency profiling. Competency based selection, Competency based interviews, Competency based performance management,

Competency driven careers, and Competency linked remuneration, Competency driven culture.
Career Development: various methods of career development.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	McClelland, David	Competency at Work,	Spencer and Spencer, 1993
2	Shermon, Ganesh.,	Competency based HRM	Tata McGraw Hill



Course Code	MGT631
Course Title	International Business Environment
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The course helps the student to understand the complex environment in which MNC's work. It teaches them in detail about the foundations of international business.
Course Outcomes	Student will be able to: 1. Familiarize with foreign business principles, value and dynamics. 2. Consider the diverse world in which the function of MNC resides. It shows them the fundamentals of foreign business in depth. 3. Include and appreciate foreign exchange, export finance, export-import processes and the specific activities involved.

Syllabus

Unit-I

Globalization: concept, objectives and features, effect of globalization and its drivers, modes of entry for corporations into international business. **The globalization debate:** arguments for and against, differences between domestic and international business. **Multinational Corporations:** definition and types of MNCs.

Unit-II

Introduction to International Trade theory: theory of Mercantilism, absolute advantage, comparative advantage, Hecksher-Ohlin theory, the new product life cycle theory, the new trade theory, Porter's diamond model. **Instruments of International trade policy:** tariffs, subsidies, local content requirements, and administrative policies, anti dumping policies, political and economic arguments for intervention. **International trade bodies:** GATT, WTO, IPR, TRIPS, TRIMS, GATS. Introduction to current EXIM policy of India, International Regulatory and Dispute Settlement Mechanisms.

Unit-III

International Financial Market Instruments: equity, debt, foreign exchange and commodities. **World Bank and International Monetary System:** international financial risks of trade payments, methods of payment in international trade, foreign investments (FDI and FII), currency fluctuations. **Introduction to Foreign Exchange Market:** functions, nature, trading, rate determination, currency convertibility, movement of international workforce (Expatriation, Repatriation).

Unit-IV

Trading Block: EU, NAFTA, SAARC, ANDEAN PACT, MERCOSUR, ASEAN, APEC. **Country Risk Analysis:** how to assess Political, Social and Economic risks. **International Marketing:** localization and globalization.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Daniels, J. Radebaugh, L. and Sullivan	International Business	Pearson Education
2	Daniels, J.D., Radebaugh L.H., Sullivan D.P. and Salwan	International Business: Environments and Operations	Pearson Education



Course Code	MGT633
Course Title	Foreign Trade Documentation and Trade Finance
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The course aims at providing and understanding of developing a systematic approach in handling foreign trade transactions and the paper work thereto.
Course Outcomes	Student will be able to: 1. Understand the collection of guidelines and guidance laid down by the DGFT in matters relating to the import and export of products and services in India. 2. Focus on the production of a comprehensive method to coping with international exchange deals and the paper work on them. 3. Explain the production of a comprehensive method to the management of international exchange transactions and the paper work on them.

Syllabus

Unit-I

Documents for starting up a new export venture: aligned documentation system, meaning, rationale, various documents, EDI initiative. **Methods of payment:** advance payment, open account, consignment sales, and documents against acceptance (D/A), documents against payment (D/P), Letter of credit, **Pre shipment credit:** meaning, procedure, rates, documents needed. **Post shipment credit:** meaning, procedure, types and documents needed.

Unit- II

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, FEMA, bank guarantees and special schemes, role of ECGC, theories and practice of foreign exchange rate determination, floating and fixed exchange rates, exchange control regulations and procedures in India.

Unit- III

Processing of an export order: stages in implementing export transaction, procedure and documents needed for claim. **Procedures and documents related to quality control:** ISO 9000, ISO 14000. **Marine insurance:** types of marine insurance, marine losses.

Unit- IV

Customs and port clearance: import procedures and documents, Inco terms, EXW – Ex Works (2000 and 2010), FCA - Free Carrier, FAS - Free Alongside Ship, FOB - Free On Board, CFR - Cost and Freight, CIF, Cost, Insurance, Freight, CIP - Carriage and Insurance Paid.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Johnson, T. E, and Donna L. B.	Export/import Procedures and Documentation	New York: Amacom, Latest Edition
2	Malhotra, S. K.	Export and Import Management	Adhyan Publishers and Distributors

Course Code	MGT635
Course Title	Global Marketing Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream
Course Objectives (CO)	This course aims to acquaint the students with global marketing environment and to build understanding of principles of international marketing.
Course Outcomes	Student will be able to: 1. Establish a philosophical structure for the management of international marketing. 2. Use the skills gained in Trade and foreign marketing strategies. 3. Familiarizewith the global marketing landscape and developing awareness of foreign marketing concepts.

Syllabus

Unit-I

Understanding the global marketing environment: meaning of global marketing, changes in the global marketing environment, organizing of global marketing, **The global marketing environment:** political, legal, socio-cultural, technical, economic.

Unit-II

Market planning and development: global marketing strategies, corruption in global markets, opportunity analysis and selection of markets, market entry strategies, competitive advantage, product and brand management, global services marketing, global communications.

Unit-III

Global marketing distribution: relationship and pricing, approach to manage supply chains, factors affecting supply chain decisions, collaboration of supply chain, market responsive supply chain strategies, managing marketing relationships. **PricingDecisions:** pricing strategies and factors affecting global pricing decisions.

Unit-IV

Coordinating global marketing operations, Sales force management, International sales management decisions, Sales negotiation and culture, Role of trading, Global control mechanisms, Issues in global organizational structures.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Lee, K. and Carter, S.	Global Marketing Management	Oxford
2	Warren J. Keegan	Global Marketing Management	PEARSON

Course Code	MGT637
Course Title	Global Strategic Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To explain the evolution of international business and strategy to enable the students to analyze the important factors in strategic international environment.
*Course Outcomes	Student will be able to: 1. Insight into the international strategic planning process done by organizations and the international entrepreneurship. 2. Learn basics of that how a strategy is formed and finally implemented by organizations. 3. Explain the evolution of international business and strategy to enable the students to analyze the important factors in strategic international environment.

Syllabus

Unit-I

Introduction to Global Strategic Management: concept objectives and need for global strategy, role of globalization, impact of globalization on developing countries, managing competition in global markets, Porters Five Force Framework in Global Business, role and application of generic strategies in global business, strategic resource management, value chain analysis in global business, VIRO Framework, strategic role of cultures and sub cultures, strategic role of ethics, strategic response framework.

Unit-II

Concept of International Entrepreneurship: comprehensive model of entrepreneurship, entry barriers for firms going global, entrepreneurial strategies, comprehensive model of foreign market entries. **Trading Mode:** Distinguishing features of trading mode, passive participation mode, active or direct participation mode, risk associated in going global, IJV, Strategic alliances, major strategic issues in international mergers and acquisitions (M and A), rules of success of M and A.

Unit-III

International competitiveness: competitive scope, diversification and concentration strategies for international competitive advantage, types of diversification, comprehensive model of diversification, multinational strategies and structures, comprehensive model of multinational strategy, relationship between multinational strategies and structures application, Strategic innovation and knowledge management in global business.

Unit-IV

Concept of Global Corporate and Social Responsibility: comprehensive model of corporate social responsibility, corporate sustainable development, need of CSR activities, role of CSR insustainable development, concept of private equity, corporate governance at global level.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Ketelhöhn, E. W	International Business Strategy	Oxford: Butterworth Heinemann
2	Mellahi, K., Jedrzej G. F. and Paul N. F.	Global Strategic Management	Oxford: Oxford University Press, Latest Edition



Course Code	MGT639
Course Title	Agri-Supply Chain Management
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation
Course Objectives (CO)	To facilitate the students to understand the various aspects of supply chain management.
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. The concept and process of Agricultural Supply Chain Management. 2. Framework for structuring supply chain drivers;. 3. Enablement of supply chain, 4. Demand forecasting, inventory planning

Syllabus

Unit-I

Supply Chain: Changing Business Environment. SCM: Present Need; Conceptual Model of Supply Chain Management; Evolution of SCM; SCMA approach; Traditional Agri. Supply Chain Management Approach; Modern Supply Chain Management Approach; Elements in SCM..

Unit-II

Contract/Corporate Farming, Classification of Purchases Goods or Services, Traditional Inventory Management, Material Requirements Planning, Just inTime (JIT), Vendor Managed Inventory Demand Management in Supply Chain: Types of Demand, Demand Planning and Forecasting; Operations Management in Supply Chain, Basic Principles of Manufacturing Management. Procurement Management in Agri. Supply chain: Purchasing Cycle, Types of Purchases.

Unit-III

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; GPS Technology

Unit-IV

Supply Chain Management- Benchmarking: introduction, concept and forms of Benchmarking 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.

Reference Books:

S.No.	Author(S)	Title	Publisher
1	Altekar RV.	Supply Chain Management: Concepts and Cases.	Prentice Hall of India.
2	Monczka R & Handfield R.	Supply Chain Management	Thomson Asia.

Course Code	MGT641
Course Title	Agricultural Finance
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation
Course Objectives (CO)	To impart training to the students regarding various aspects of financial management for agribusiness.
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. The concept and functions Financial Management. 2. Financial planning, different capital structures. 3. Capital budgeting and Working capital Management need and importance in agribusiness

Syllabus

Unit-I

Importance, need and scope of financial management; Classification and credit need in changing agriculture scenario; finance functions; investment financing, balance sheet, income statement, cash flow statement for agribusiness. Financial planning & control-assessment of financial requirement of agribusiness unit; leverage- concept, financial and operating leverage, factors affecting capital structure, features of an optimal capital structure

Unit-II

Working capital management - concept and components of working capital, need for working capital in agribusiness, management of cash and accounts receivables, and inventory for agribusiness.

Unit-III

Capital budgeting - steps and concept of capital budgeting, appraisal criteria- payback period, average rate of return, net present value, benefit cost ratio and internal rate of return.

Unit-IV

Agri-business financing system in India - functioning of cooperative credit institutions, commercial banks, regional rural banks, NABARD, Agroindustries Corporation, etc in agribusiness financing.

Reference Books:

S.No	Author(S)	Title	Publisher
1	Chandra P	Financial Management	Tata McGraw Hill
2	Khan MY & Jain P.K	Management Accounting	Tata McGraw Hill
3.	Nefson AG & Murrey WG	Agricultural Finance	Kalyani Publ.

Course Code	MGT643
Course Title	Farm Business Management
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objectives (CO)	To acquaint the students with the basic principles of farm management dealing with the analysis of farm resources having alternatives within the framework of resource restrictions
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. The concept of Farm Business Management. 2. How to cope with the various problems of agribusiness. 3. To make the best use of farm resources. 4. Efficient use of different farm management tools. 5. Risk management

Syllabus

Unit-I

Nature, scope, characteristics and role of farm business management. Farm management decisions; farm management Problems

Unit-II

Principles of farm management decisions - principle of variable proportion, cost principle, principle of factor substitution, law of equi-marginal returns, opportunity cost principle, etc. Management of farm resources - Land, Labour, Farm machinery, Farm building, etc..

Unit-III

Tools of farm management and farm business analysis - farm planning and budgeting; Farm records and accounts, types and problems in farm records and accounts, net worth statement' farm efficiency measures., Methods of valuation, Cost concepts & estimation of cost of cultivation /production

Unit-IV

Risk and uncertainty in farming -sources of uncertainty counteract uncertainty and decision making process in farm uncertainty in farming, management strategy to business management under risks.

Reference Books:

S.N o.	Author(S)	Title	Publisher
1	Chandra P	Financial Management	Tata McGraw Hill
2	Khan MY &jain P.K	Management Accounting	Tata McGraw Hill
3.	Nefson AG &Murrey WG	Agricultural Finance	Kalyani Publ.
4.	Pandey f M	Financial Management	Vikas Publ. House

Course Code	MGT645
Course Title	Entrepreneurship Development and Business Communication
Type of course	Theory & Practical
L T P	1 0 1
Credits	2 (1+1)
Course prerequisite	Graduation in any stream
Course objective	Main objective this subject is to build the possibility of entrepreneurship development and business communication so that he can take bold decision and become self-reliant
Course outcomes	CO1 Student will able to know the parameters to assess opportunities for new business ideas
	CO2 Students will able to design strategies for successful implementation of ideas
	CO3 Students will able to build the possibility of entrepreneurship development

Entrepreneurship Development and Business Communication

Theory

UNIT-I

Concept of Entrepreneur, Entrepreneurship Development, Characteristics of entrepreneurs; SWOT Analysis & achievement motivation, Government policy and programs and institutions for entrepreneurship development,

UNIT-II

Impact of economic reforms on Agribusiness/ Agri enterprises, Entrepreneurial Development Process; Business Leadership Skills; Developing organizational skill (controlling, supervising, problem solving, monitoring & evaluation)

UNIT-III

Developing Managerial skills, Business Leadership Skills (Communication, direction and motivation Skills), Problem solving skill

UNIT-IV

Supply chain management and Total quality management, Project Planning Formulation and report preparation; Financing of enterprise, Opportunities for agri entrepreneurship and rural enterprise.

Practical

1. Assessing entrepreneurial traits, problem solving skills, managerial skills and achievement motivation
2. Exercise in creativity, time audit through planning, monitoring and supervision

3. Identification and selection of business idea
4. preparation of business plan and proposal writing
5. visit to entrepreneurship development institute and entrepreneurs

Recommended Books:

S.No.	Name	Author(S)	Publisher
1	Entrepreneurship Development and Communication skills	R. R. Chole and P.S. Kapse	Scientific Publishers (India) Jodhpur
2	A text book of Agricultural Extension Management	C Karthikeyan <i>et al</i>	Atlantic Publishers, New Delhi

Course Code	CSA631
Course Title	DBMA
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Database
Course Objective (CO)	The objective of the course is to present an introduction to database management systems, with an emphasis on how to organize.
Course Outcomes (CO)	Successful students will be able to: <ul style="list-style-type: none"> • Installing Oracle Software • Creating an Oracle Database Using DBCA • Managing Database instances and ASM instances • Managing and controlling database network environment • Define and devise transaction management, concurrency control, crash recovery components • Managing storage structures • Controlling user security • Designing Database backup and recovery procedures

Syllabus

UNIT I

Introduction: DBMS architecture and data independence, DBA roles and responsibilities, SQL *PLUS Overview: SQL Plus Fundamentals, Producing more readable outputs, Accepting values at runtime, Using iSQL *Plus, Modifying Data: Introduction to DML Statements, Truncating a table, Transaction control language, Managing Constraints: Creating constraints, Dropping constraints, enabling and disabling constraints, deferring constraints checks.

UNIT II

Managing Views: Creating and modifying views, Using views, Inserting, Updating and deleting data through views, User Access and Security: Creating and modifying use accounts, creating and using roles, granting and revoking privileges, Managing user groups with profiles, Oracle Overview and Architecture: An overview of logical an physical storage structures, Oracle memory structures, Oracle background processes, connecting to oracle instance, processing SQL command.

UNIT III

Managing Oracle: starting up the oracle instance, managing sessions, shutting down the oracle instance, instances messages and instance alerts, Control and Redo Log Files, Managing the control files, Maintaining and monitoring redo log files, Managing tables, indexes and constraints: Storing data (create, alter, analyzing, querying table information), Managing indexes, Managing constraints, Managing Users and Security: Profiles, Managing users, managing privileges, managing roles, querying role information.

UNIT IV

Introduction to Network Administration: Network design considerations, network responsibilities for the DBA, network configuration, Overview of oracle Net features, Oracle Net Stack Architecture, Backup and Recovery Overview, Database backup, restoration and recovery, Types of failure in oracle environment, defining a backup and recovery strategy, Testing the backup and recovery plan, Introduction to performance tuning, brief overview of Tuning methodology, General tuning concepts.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Database Systems	C.J. Date,	Addison Wesley, 2000
2	Introduction to Oracle 9i SQL	Chip Dawes, Biju Thomas	BPB, 2002



Course Code	CSA633
Course Title	Management Information System
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Management
Course Objective (CO)	To describe the role of information technology and decision support systems in business.
Course Outcomes (CO)	Upon completion of this course, students will be able to: <ol style="list-style-type: none"> 1. Relate the basic concepts and technologies used in the field of management information systems 2. Compare the processes of developing and implementing information systems. 3. Outline the role of the ethical, social, and security issues of information systems. 4. Translate the role of information systems in organizations, the strategic management processes, with the implications for the management. 5. Apply the understanding of how various information systems like DBMS work together to accomplish the information objectives of an organization.

Syllabus

UNIT I

Management information system in a digital firm: MIS concept, Definition, Role of the MIS, Impact of the MIS-MIS and the user, Management as a control system, MIS a support to management, Development process of the MIS.

UNIT II

System analysis and design: System, Need for system analysis ,System analysis of the existing system, System analysis of a new requirements , System Development Model, Structured System Analysis and Design ,Object Oriented Analysis.

UNIT III

Information system applications: MIS applications, DSS ,GDSS, DSS applications in E enterprise, Knowledge Management System and Knowledge Based Expert System, Enterprise Model System and E-Business, E- Commerce, E-communication, Business Process Reengineering.

UNIT IV

Technology of information system: Data process, Transaction and application processInformation system process; Unified communication and network; Security challenges in E-enterprises; Security threats and vulnerability, Controlling security threat and vulnerability.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Management Information Systems	Jawadekar, W.S.	Tata McGraw Hill Private Limited, New Delhi, 2009.
2	Management Information Systems	Kenneth C. Laudon and Jane P. Laudon	Pearson Education, New Delhi



Course Code	CSA635
Course Title	Legal Aspects of IT Business
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Business aspects.
Course Objective (CO)	The course is divided into four modules dealing with formation of contract, breach of contract and its remedies; competition; formation of companies and its management; and dispute resolution.
Course Outcomes (CO)	Upon completion of this course, students will be able to: <ul style="list-style-type: none"> • Explain the basic concepts and structure of the American legal system. • Describe how law and regulations apply to business and the economy. • Recognize business situations that require legal counsel. • Interpret and form contractual relationships in business.

Syllabus

UNIT I

Indian Contract Act, 1872: Essential Element of valid contract: Offer and Acceptance, Consideration, Capacity to Contract, Free Consent, Legality of object, Void agreements and contracts, Performance of contract, Discharge of contract, Remedies for breach of contract. Special Contract: Contract of Indemnity and Guarantee, Bailment and pledge and contract of agency.

UNIT II

Sales of Goods Act, 1930: Basics, Conditions and warranties, Transfer of property, Performance of contract, Right of an unpaid seller. Negotiable Instrument Act, 1881: Negotiable instruments, Notes, Bills and Cheque, Parties, Negotiation, Presentment, Dishonor and Discharge of Negotiable instrument.

UNIT III

Consumer Protection Act, 1986: Definitions, Consumer protection Council, Dispute redressal agencies, process to file complain, Appeal, Remedies. Information Technology Act, 2000: Introduction, Objects and scope, Definitions of important terms, Digital signature, Electronic governance, Cyber crime and remedies, Cyber regulation appellate tribunal, Duties of certifying authority, power of central government to make rules .

UNIT IV

Company Act, 2013: Nature of company, Kinds of company, formation of company, Memorandum of Association, Article of Association, Prospectus, Membership in a company, Share Capital, Meeting and proceeding, Company Management.

RECOMMENDED BOOKS		
Name	AUTHOR(S)	PUBLISHER
Legal Aspects of Business	Ravindra Kumar	Cengage
Contracts and their Management	Ramaswamy,B. S	Lexis Nexis



Course Code	CSA637
Course Title	Software Project Management
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Software Engineering
Course Objective (CO)	This course is aimed at introducing the primary important concepts of project management related to managing software development projects.
Course Outcomes (CO)	Upon completion of this course, students will be able to: <ul style="list-style-type: none"> • Identify the different project contexts and suggest an appropriate management strategy. • Practice the role of professional ethics in successful software development. • Identify and describe the key phases of project management. • Determine an appropriate project management approach through an evaluation of the business context and scope of the project.

Syllabus

UNIT I

SOFTWARE MANAGEMENT & ECONOMICS: The Waterfall Model, Conventional Software Management Performance; Evolution of Software Economics, Software economics, Pragmatic software cost estimation, Reducing software product size, Improving software processes.

UNIT II

THE OLD AND THE NEW WAY OF PROJECT MANAGEMENT: Improving team effectiveness, Improving automation through software environment, Achieving required quality; Peer inspections, A pragmatic view, The principles of conventional software engineering, Principles of modern software management, Transitioning to an iterative process.

UNIT III

SOFTWARE MANAGEMENT PROCESS FRAMEWORK: Life cycle phases, The artifact sets, Management artifacts, Engineering artifacts, Pragmatic artifacts; Model Based Software Architectures, A management perspective and A technical perspective.

PROJECT ORGANIZATION AND PLANNING: Work breakdown structures, Planning guidelines, The cost and schedule estimating process, The iteration planning process, Pragmatic planning, Line-of-Business organizations, Project organizations, Evolution of organizations; Process automation - Automation building blocks, The project environment.

UNIT IV

PROJECT CONTROL AND PROCESS INSTRUMENTATION: The Seven-Core metrics, Management indicators, Quality indicators, Life-Cycle expectations, Pragmatic software metrics, Metrics automation, Modern project profiles, Next generation software economics, Modern process transitions.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Software Project Management	Walker Royce	PHI
2	Software Project Management	Bob Hughes and Mike Cotterell	THI



Course Code	ME611
Course Title	Industrial Safety Engineering
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	This course has no prerequisite other than knowledge of business process and data mining techniques
Course Objectives (CO)	<ol style="list-style-type: none"> 1. Ability to identify, formulate, and solve complex engineering problems by applying principles of engineering, science, and mathematics. 2. Ability to apply engineering design to produce solutions that meet specified needs with consideration of public health, safety, and welfare, as well as global, cultural, social, environmental, and economic factors.
Course Outcomes	<ol style="list-style-type: none"> 1. Evaluate workplace to determine the existence of occupational safety and health hazards 2. Identify faults in machines through different fault finding activities. 3. Select appropriate control methodologies based on the Periodic and preventive maintenance.

Syllabus

UNIT-I

Industrial safety: Accident, causes, types, results and control, mechanical and electrical hazards, types, causes and preventive steps/procedure, describe salient points of factories act 1948 for health and safety, wash rooms, drinking water layouts, light, cleanliness, fire, guarding, pressure vessels, etc, Safety color codes. Fire prevention and firefighting, equipment and methods.

UNIT-II

Fundamentals of maintenance engineering: Definition and aim of maintenance engineering, Primary and secondary functions and responsibility of maintenance department, Types of maintenance, Types and applications of tools used for maintenance, Maintenance cost & its relation with replacement economy, Service life of equipment. Wear and Corrosion and their prevention: Wear-types, causes, effects, wear reduction methods, lubricants-types and applications, Lubrication methods, general sketch, working and applications, i. Screw down grease cup, ii. Pressure grease gun, iii. Splash lubrication, iv. Gravity lubrication, v. Wick feed lubrication vi. Side feed lubrication, vii. Ring lubrication, Definition, principle and factors affecting the corrosion. Types of corrosion, corrosion prevention methods.

UNIT-III

Fault tracing: Fault tracing-concept and importance, decision tree concept, need and applications, sequence of fault finding activities, show as decision tree, draw decision tree for problems in machine tools, hydraulic, pneumatic, automotive, thermal and electrical equipment's like, i. Any one machine tool, ii. Pump, iii. Air compressor, iv. Internal combustion engine, v. Boiler, vi. Electrical motors, Types of faults in machine tools and their general causes.

UNIT-V

Periodic and preventive maintenance: Periodic inspection-concept and need, degreasing, cleaning and repairing schemes, overhauling of mechanical components, overhauling of electrical motor, common troubles and remedies of electric motor, repair complexities and its use, definition, need, steps and advantages of preventive maintenance. Steps/procedure for periodic and preventive maintenance of: I. Machine tools, ii. Pumps, iii. Air compressors, iv. Diesel generating (DG) sets, Program and schedule of preventive maintenance of mechanical and electrical equipment, advantages of preventive maintenance. Repair cycle concept and importance.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Maintenance Engineering Handbook	Higgins & Morrow	Da Information Services
2	Maintenance Engineering	H. P. Garg	S. Chand and Company
3	Pump-hydraulic Compressors	Audels	McGraw Hill Publication
4	Foundation Engineering Handbook	Winterkorn, Hans	Chapman & Hall London

Course Code	ME 519
Course Title	Methods of Engineering & Ergonomics
Type of Course	DES
L T P	4 0 0
Credits	4
Course Prerequisites	None
Course Objectives (CO)	<p>Introduces the role of Work Study in the industry and how productivity issues in the industry can be addressed by the application of Work Study</p> <p>Introduces the concept of conducting time studies and production studies to assess time standards and production standards for fulfilling production goals in an organization.</p>
Course Outcomes (CO)	<ol style="list-style-type: none"> 1. Ability to apply knowledge of the sciences of human factors and workplace ergonomics. 2. Understanding of professional and ethical responsibility. 3. Understand the impact of human factors and workplace ergonomics solutions in a global, economic, environmental, and societal context.

Syllabus

UNIT I

Introduction to Industrial Engineering and productivity measurement of productivity, Introduction to work study, methods-study principles and motion economy, filming techniques and micro-motion analysis, Introduction to work measurement. Time study, performance allowances, work sampling, predetermined motion system, standard data system, job evaluation of merit rating, Wage incentive plans, MTM (Methods Time Measurement)

UNIT II

Introduction of Ergonomics, man/ machine/environment systems concept. Development of ergonomics.

Design Approach: A new design, modification, of existing design, assessment of design. Limitation of man and machine with respect to each other, posture-standing at work, seated at work, work station heights and seat geometry. Human anthropometry and its use in work place layout, Analysis.

UNIT III

Controls: Hand controls and foot controls, location of controls and work place envelope. Recommendation about hand and foot push buttons, rotary selector switches, hand wheels, crank levers etc. Instruments and displays.

Work Load: Static and dynamic muscular work. Human motor activity, metabolism, physical work load, measurement of physical work load, mental work load, measurement of mental

work load, repetitive and inspection work, work duration and rest pauses, principles of motion economy, Analysis.

UNIT IV

Effect of external environment: a.) Heat Humidity: Body heat balance, effective temperature scales, and zones of discomfort, effect of heat on body and work performance.

b.) Vibration: Terminology, Response of body to low frequency (LF) vibration, vibrations and discomfort, effect on health of worker, high frequency vibration, effect of H.F. Vibrations, methods of reducing vibrations, analysis.

c.) Noise: Terminology, physiological effects of noise, annoyance of noise, speed interference, hearing loss, temporary and permanent threshold shift, effect of noise on performance, reduction of noise, personal noise protection.

Recommended Books			
S.No.	Name	Author(s)	Publisher
1	Work study and Ergonomics	Shah, H.S.	Dhanpat Rai & Sons
2	Introduction of Ergonomics	Bridger	Tata McGraw Hill
3	Work Study	Khanna, OP	Dhanpat Rai & Sons
4	Sound, Noise and Vibration Control	Lyle, F. Yerges	Van Nostrand

Course Code	ME513
Course Title	Total Quality Control
type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Nil
Course Objectives (CO)	This subject provides students with the knowledge to understand the philosophy and core values of total quality control, determining the voice of the customer and the impact of quality on economic performance and long-term business success of an organization; apply and evaluate best practices for the attainment of total quality.
Course Outcomes (CO)	<ol style="list-style-type: none"> 1. Explaining quality standards and need for standardization. 2. Understanding Different total quality models and processes of Planning and Management. 3. Understanding Problem solving tools and quality circles.

Syllabus

UNIT-I

Concept and definition of quality: Total quality control (TQC) and Total Quality Management (TQM), salient features of TQC and TQM. Total Quality Management Models, benefits of TQM.

Just-in-time (JIT): Definition: Elements, benefits, equipment layout for JIT system, Kanban system MRP (Material Requirement planning) vs JIT system, Waste elimination, workers involvement through JIT: JIT cause and effect chain, JIT implementation.

UNIT-II

Customer: Satisfaction, data collection and complaint, redressal mechanism.

Planning Process: Policy development and implementation; plan formulation and implementation.

Process Management: Factors affecting process management, Quality function development (QFD), and quality assurance system.

UNIT-III

Total Employees Involvement (TEI): Empowering employees: team building; quality circles; reward and Recognition; education and training, Suggestion schemes.

Problems solving: Defining problem, Problem identification and solving process, QC tools. Benchmarking: Definition, concept, process and types of benchmarking.

UNIT-IV

Quality Systems: Concept of quality system standards: relevance and origin of ISO 9000; Benefits; Elements of ISO 9001, ISO 9002, ISO 9003. **Advanced techniques of TQM:** Design of experiments: failure mode effect analysis: Taguchi method

RECOMMENDED BOOKS			
S.No.	Name	Author(s)	Publisher
1	Total Quality Management	Sunder Raju	Tata McGraw Hill.
2	TQM for engineers	M.Zairi	Aditya Books.
3	Total Quality Management Handbook	J.L. Hradeskym	McGraw Hill.

Course Code	ME 520
Course Title	Product Design & Development
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	NA
Course Objectives (CO)	1) To study the basic concepts of product design and development process 2) To study the applicability of product design and development in industrial applications 3) To study the key reason for design or redesign
Course Outcomes	1) Understanding the technical and business aspects of the product development process 2) implementation of gathering data from customers and establish technical specification 3) Participate in engineering problem solving through costing, complexity and time management.

Syllabus

UNIT I

Strategic importance of Product development - integration of customer, designer, material supplier and process planner, Competitor and customer - behavior analysis. Understanding customer-promoting customer understanding-involve customer in development and managing requirements - Organization process management and improvement

UNIT II

Plan and establish product specifications. Task - Structured approaches - clarification - search-externally and internally-Explore systematically - reflect on the solutions and processes - concept selection - methodology - benefits. Implications - Product change - variety - component standardization - product performance - manufacturability – Concept Testing Methodologies.

UNIT III

Product development management - establishing the architecture - creation - clustering - geometric layout development - Fundamental and incidental interactions - related system level design issues - secondary systems -architecture of the chunks - creating detailed interface specifications-Portfolio Architecture.

Integrate process design - Managing costs - Robust design - Integrating CAE, CAD, CAM tools – Simulating product performance and manufacturing processes electronically - Need for industrial design-impact – design process - investigation of customer needs - conceptualization-refinement - management of the industrial design process - technology driven products - user - driven products - assessing the quality of industrial design.

UNIT IV

Definition - Estimation of Manufacturing cost-reducing the component costs and assembly costs
 – Minimize system complexity - Prototype basics - Principles of prototyping - Planning for prototypes - Economic Analysis - Understanding and representing tasks-baseline project planning - accelerating the project-project execution.

Recommended Books			
S.No.	Name	Author(s)	Publisher
1	Product Design and Development	Karl T.Ulrich and Steven D.Eppinger	McGraw –Hill International Edns.
2	Effective Product Design and Development.	Stephen Rosenthal	Business One Orwin, Homewood
3	Tool Design – Integrated Methods for successful Product Engineering	Stuart Pugh	Addison Wesley Publishing,Neyourk

Course Code	MGT602
Course Title	Strategic Management and Business Policy
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To help the students to learn the process of strategic decision making, implementation and evaluation of corporate policies.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Evaluate the organization's strategic position, to reach the organization's strategic alternatives, and to execute its strategic choices. 2. Extensive usage of a number of case studies can help accomplish this course's aims. 3. Understand the method of strategic decision-making, execution, and organizational strategy assessment.

Syllabus

Unit-I

Understanding Strategy and Strategic Management: concept, objectives, strategic management process. Strategic Decision Making, Levels of Strategy. The Secret of Success of Successful Companies (Mckinsey's 7 model), **Defining Strategic Intent:** vision, mission, goals and objective, designing and evaluating a mission statement.

Unit-II

External Environment Analysis: strategically relevant components of external environment.

Industry Analysis: Porter's five forces model, strategic group mapping, industry driving forces, key success factors. external factor evaluation matrix. **Internal Environment Analysis:** resource based view of an organization, VRIO framework, value chain analysis, competitive advantage and core competency, internal factor evaluation matrix.

Unit-III

Environmental Scanning Techniques, ETOP and SWOT Analysis Business Level Strategies, Porter's Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies. Corporate Level Strategies, Growth Strategies, Horizontal and Vertical Integration, Strategic Outsourcing, Related and Un-related Diversification International Entry Options, Harvesting and Retrenchment Strategies.

Unit-IV

Portfolio Strategies, BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle Matrix, Strategy Implementation, Structure Fit, Developing and Modifying Organizational Structure, Leadership and Organization Culture, Corporate Governance and Social Responsibilities of Business. **Strategy Evaluation and Control:** nature of strategy evaluation, strategy evaluation framework. The Balanced Score Card.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Wheelen, Thomas L., Hunger david J.	Concepts in Strategic Management and Business Policy	Pearson Education, India
2	AzharKazmi	Strategic Business Management	Tata McGraw



Course Code	MGT604
Course Title	Corporate Law
Type of Course	Core
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India.
Course Outcomes	Student will be able to: 1. Expose the growing legal facets of industry. 2. Familiarize with the essence of corporate enterprises' legal regulatory climate in India. 3. Use this legal review in business unit or plant preparation and decision-making to prevent legal disputes.

Syllabus

Unit-I

Law of Contract: definition and nature of contract, offer and acceptance, consideration, capacity of parties, free consent, legality of object, contingent contracts, performance and discharge of contract, quasi contract, remedies for breach of contract.

Unit-II

Sale of Goods Act: meaning, formation of contract, meaning of condition and warranties. difference between transfer of property and possession, right of an unpaid seller.

Unit-III

Company Law I: incorporation of companies memorandum of association and articles of association membership of a company prospectus, issue of capital, loans, investments, deposits and charges, meetings.

Unit-IV

Company Law II: accounts and auditors, amalgamation, reconstructions, arrangements and compromises provision with respect to appointment and removal of director, meeting and winding up by court. **Negotiable Instrument:** bills of exchange, promissory note, cheque and rules regarding the crossing of cheque, dishonor of cheque and liability of banker and drawer.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Singh Avtar	Company Law	Easter Book Co.
2	Chawla, Garg and Sareen	Mercantile Law	Kalyani Publishers

CourseCode	MGT606
CourseTitle	IntellectualPropertyRights
TypeofCourse	Core
L T P	2:0:0
Credits	2
CoursePrerequisites	NA
Course Objectives	The main objective of this course is to make the students conversant with the existing general concepts of Intellectual Property Rights.
CourseOutcome	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Get a holistic understanding of the complexities involved in the process of attributing intellectual property rights. 2. Learn the legalities of intellectual property to avoid plagiarism and other IPR related crimes like copyright infringements, etc.

Syllabus

Unit-I

Concept of Property: Meaning and definitions. Types of Property: Moveable and Immoveable Property; Tangible and Intangible Property; **Concept of Intellectual Property;** Various Types of Intellectual Property; Role of Intellectual Property in the Economic Developments.

Unit-II

Patent Rights: General Aspects: Concept of Patent; Object of patent grant system; Salient features of the Patents Act, 1970 along with latest Amendments; Patentability criteria and non-patentable subject matter; Registration Procedure; Duration of Patent Protection; Rights and obligations of Patent Holder, Infringement and Remedies; Traditional Knowledge: Its Protection and Traditional Knowledge Digital Library (TKDL).

Unit-III

Copyright and

Provisions under the Copyright Act, 1957: History of Copyright Law in India; Definition of Copyright, Subject matter of copyright; Ownership of Copyright and the Rights of the Owners; Term of Copyright and Licences; Infringement of Copyright and Civil Remedies.

Geographical Indications: General Notion and its Protection under IP Mechanism.

Unit-IV

The Trade Mark Act, 1999: Definition of Trade Mark; Characteristics; Term of Trade Mark; Registration of Trademark; Rights of Trade Mark Holders; Assignment and Transmission of Trademarks; Service Marks; Collective Marks; Certification Trade Marks; Legal Remedies against Infringement. **The Design Act, 2000:** Definition of Design, Registration of Design, Term of Design; Rights of Design Holders; Infringement of Design and Legal Remedies

Suggested - Readings:

S.No	Author(S)	Year	Title	Publisher
1	P.S.Narayana	2007	Intellectual Property Law in India	Gogia Law Agency

2	Ananth	2012	IntellectualPropertyRights-	Lexix-Nexis
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Course Code	MGT612
Course Title	International Marketing
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.
Course Outcomes	Student will be able to: 1. Establish a philosophical structure for the management of international marketing. This paper further expands the expertise already acquired in marketing. 2. Familiarize with international marketing principles and issues and to allow them to examine the global business climate. 3. Build an enterprise's foreign communication plans and pricing. decisions.

Syllabus

Unit-I

Introduction to International Marketing:, nature, importance, and scope of international marketing, international market-orientation and involvement, international marketing management process, international marketing information system. **International Marketing Environment:** influence of physical, economic, socio-cultural, political and legal environments on international marketing decisions. Global trading environment and developments, International Market Segmentation.

Unit-II

International market entry strategies: exporting, licensing, contract manufacturing, joint venture, setting-up of wholly owned subsidiaries abroad. **International Product Planning and Pricing decisions:** major product decisions-product design, labeling, packaging, branding and product support services, managing product line, international trade product life cycle; new product development.

Unit-III

Pricing decisions for International Markets: factors affecting international price determination, international pricing process and policies, delivery terms and currency for export price quotations, transfer pricing, pricing in the context of counter trade.

Unit-IV

International Promotion Strategies: communications across countries, complexities and issues, country- of-origin effect, international promotion tools and planning, advertising, personal selling, publicity, and sales promotion. International public relations, Developing international promotion campaign.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Keegan, Warran J. and Mark C. Green	Global Marketing	Pearson.
2	Cateora, Phillip R. ;Grahm, John L. and PrashantSalwan	International Marketing	Tata McGraw Hill.



Course Code	MGT614
Course Title	Retail Marketing
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream
Course Objectives (CO)	The prime objective of the subject to give in-depth understanding of all aspects of retail business.
Course Outcomes	Student will be able to: 1. Take a strategic approach to retail management, emphasizing the things that influence the decisions made by retailers. 2. Understand all aspects of retail business. 3. Identify and analyse key trends, opportunities and problems in local and regional retail environments

Syllabus

Unit-I

Introduction to Retailing: nature and scope of retailing, types of retail formats. **Retail Franchising:** Concept, types, advantages and disadvantages. **Retail Locations:** types of retail locations, steps involved in choosing a retail location, methods of evaluating a Trading area. **Retail Merchandising:** concept of merchandising, planning merchandising assortments.

Unit-II

Servicing the Retail Customer: concept of customer service, importance of service in retail, customer service as a part of retail strategy, retail store design and visual merchandising. importance of store design, exterior store design, interior store design, visual merchandising. **Supply Chain Management:** concept of supply chain management with reference to retailing, supply chain integration.

Unit-III

Financial Management Issues in Retail: the strategic profit model, the profit path. **Store operations:** size & place allocation, store maintenance, inventory management in retail, FDI in retailing.

Unit-IV

Retailing Strategy: target market and retail planning process, financial strategy. **Retail Locations and Site Selection:** location opportunities, factors affecting the site selection, estimating demand for a new location. **Human Resource Management in Retailing:** gaining competitive advantage through HRM, designing retail organization structure, motivating retail employees.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1.	Berman & Evans	Retailing Management	Practice Hall
2.	Levy & Wertz	Retailing Management	Pearsons

Course Code	MGT616
Course Title	Services Marketing
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course aims at creating understanding among the students to apply service marketing concepts and strategies to create customer value in today's highly competitive environment.
Course Outcomes	Student will be able to: 1. Explain all facets of service architecture, specifications, Providing and providing support. 2. Build awareness among the students to implement the principles and techniques of service management to generate consumer loyalty in today's extremely competitive climate. 3. Adapt marketing concepts and principles to the particular problems and opportunities in marketing services to generate value for the customers.

Syllabus

Unit-I

Introduction to Services: concept, objectives, process and impacts of services management, growth of service sector economy, service characteristics, service classification, service marketing mix, service blue print.

Unit-II

Service consumer behavior, Decision making perspective, Element of risk in services buying, Service decision process, Service strategy, **Anatomy of a service exchange:** encounter types, customer and staff, customer and system, customer and environment, customer and customer.

Unit-III

Consumer Behavior in Services: customer expectation of service, customer perceptions of service. Customer satisfaction and service quality, e-service quality dimensions for influencing customer perceptions.

Unit-IV

Managing productivity and differentiation in services organizations: demand supply management, advertising, branding and packaging of services, service recovery management, application of services marketing and case studies.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1.	Adrian Paye	The Essence of Services Marketing	Prentice Hall India
2.	Sanjay P. Palankar	Services Marketing	Himalaya Publishing House

Course Code	MGT618
Course Title	Marketing Research
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream.
Course Objectives (CO)	The objective of the syllabus is to define the role of marketing research in decision making and to explain in detail each of the principles steps in research design.
Course Outcomes	Student will be able to: 1. Develop the ability to conduct, evaluate and research particularly with respect to marketing mix elements. 2. Define the role of marketing research in decision making and to explain in detail each of the principles steps in research design. 3. Understand how to analyse data; which tools and methods to apply and how to write a report.

Syllabus

Unit-I

Marketing Research: definition, scope, significance, limitations, and obstacles in acceptance. ethics in marketing research. marketing intelligence system, research process, **Various sources of market Information:** methods of collecting market information, primary data, secondary data sources.

Unit-II

Marketing research techniques: market development research, Cool hunting, socio cultural trends, demand estimation research, test marketing, segmentation research, cluster analysis, discriminate analysis. **Sales forecasting:** objective and subjective methods. **Marketing Mix Research:** concept testing, brand Equity research, brand name testing, commercial eye tracking, package designs, conjoint analysis.

Unit-III

Advertising Research: copy testing, readership surveys and viewer ship surveys, ad tracking, viral marketing research. **Marketing effectiveness and Analytics Research:** customer satisfaction measurement, mystery shopping, market and sales analysis, exploratory designs, descriptive designs, longitudinal and cross-sectional analysis.

Unit-IV

Qualitative research techniques Based on Questioning: focus groups, depth interviews, projective techniques. **Based on observations:** ethnography, grounded theory, participant observation. **Causal research:** basic experimental designs, internal and external validity of experiments. **Primary data:** questionnaire design, administration and analysis considerations in design, attitude measurement, scaling techniques, observation method of primary data collection. **Web based primary data collection:** issues of reach, analysis, accuracy, time and efficiency.

Suggested - Readings:

S.No.	Author(S)	Title	Publisher
1	Scott Smith and Gerald Albaum	Fundamentals in Marketing Research	Tata McGraw Hill
2	Rajendra Nargundkar (Author)	Marketing Research	Mittal Readings India



Course Code	MGT620
Course Title	Digital Marketing
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objectives (CO)	This course aims to familiarize students to create strategic and targeted online campaigns. Understand innovative insights of digital marketing to have a competitive edge.
Course Outcomes	Student will be able to: 1. Build conceptual foundation of digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns. 2. Create strategic and targeted online campaigns. 3. Understand innovative insights of digital marketing to have a competitive edge.

Syllabus

Unit-I

Digital marketing: an introduction, principles of digital marketing, fundamentals of digital marketing, evolution of digital marketing. **Rise of the internet:** the dotcom era, **Digital Marketing:** the new wave of marketing. **Digital marketing channels:** types and business models, digital marketing applications and benefits.

Unit-II

Digital marketing framework, Market opportunity analysis and digital services development, ASCOR, Digital marketing Framework, Application of digital marketing, Digital marketing strategy development, marketing mix analysis, copy writing in digital marketing.

Unit-III

Web Marketing: website, levels of websites, difference between blogs, portal and website, Search Engine Optimization (SEO), Social Media Optimization (SMO), E-Mail Marketing, Mobile Marketing.

Unit-IV

Mobile Marketing: introduction and concept, process of mobile marketing, goals, setup, monitor, analysis of mobile marketing. **Introduction to SEM Web Analysis:** Google analytics & data collection for web analytics, multichannel attribution, universal analytics, tracking code trends in digital advertising.

Suggested - Readings:

Sr No	Author(S)	Title	Publisher
1.	Damian Ryan	Digital Marketing	Kogan Page
2.	Dave Chaffey	E- Marketing Concepts	Pearson

Course Code	MGT622
Course Title	International Finance
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of this course is to highlight opportunities and challenges of financial management in open economies.
Course Outcomes	Student will be able to: 1. Familiarize with the opportunities and challenges of financial management in accessible economies. 2. Establish fundamental understanding of Global Financial Accounting methods, strategies and procedures varied. 3. Highlight the opportunities and challenges of financial management in open economies.

Syllabus

Unit-I

Foundations of International Finance: concept, goals of international finance, and role of international finance manager in an MNC, globalization of world economy, recent trends.

Evolution of International Monetary System: Classical gold standard, Bretton woods system. Current Exchange Rate arrangements European Monetary System, Balance of Payments (BOP)

Accounting: the current account, the Capital Account, official reserve account. Foreign Direct Investment (FDI) and Multinational Corporations.

Unit-II

Currency Country Risk Analysis: country risk analysis, measuring & managing political risk, firm specific risks, country risk analysis, study of economic & political factors posing risk, country risk analysis in international banking. **Measuring& Managing Various Exposures:** alternative measures of foreign exchange exposure, measuring & managing transaction exposure, measuring & managing operating exposure, measuring & managing translation exposure.

Unit-III

Currency Forecasting: Interest Rate Parity Theory, The Relationship between Forward and future Spot Rate, Foreign Exchange Instruments, Recent Developments in Derivatives Markets in India, Currency Futures & Options Market, Interest Rate & Currency Swaps, Interest Rate Forwards & Futures.

Unit-IV

Financial management of multinational firms: foreign direct investment and cross-border acquisitions, international capital structure and the cost of capital, international capital budgeting, multinational working capital policy and cash management, exports and imports, international tax environment, corporate governance around the world.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Shapiro Allan C	Multinational Financial Management	Wiley and Sons, Singapore.
2	Apte P.G.	International Financial Management	Tata McGraw Hill, India



Course Code	MGT624
Course Title	Security Analysis and Portfolio Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course aims at providing the students a comprehensive introduction to the areas of security analysis and portfolio management.
Course Outcomes	Student will be able to: 1. Familiarize with the theoretical and practical dimensions of risk research for choosing security and handling funds targets. 2. Provide a comprehensive introduction to the areas of security analysis and portfolio management. 3. Understand and invest in stock Market.

Syllabus

Unit-I

Introduction to Investment: concept of investment, speculation and gambling, investment avenues, types of investors, investment objectives, investment process. **Security Analysis:** meaning of security, types of securities, security analysis, risk and return, computation of return, **Types of Risk:** (Systematic risk, Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk, Business risk (Internal, External), Financial risk), risk measurement.

Unit-II

Fundamental Analysis: concept, economic factors & significance of economic analysis, **Industry Analysis:** need for industry analysis, alternative classification of industry, industry life cycle analysis, SWOT analysis for industries. **Technical Analysis:** different techniques of analysis, Dow Theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.

Unit-III

Capital Market Theory: CAPM, assumptions, CAPM Model, Capital Market Line (CML), Security Market Line (SML). **Arbitrage Pricing Theory:** (APT), assumptions, APT model, AP equation, comparison between, APT and CAPM.

Unit-IV

Portfolio Management: meaning, importance and approaches of portfolio management. portfolio analysis, portfolio evaluation and revision techniques. **Derivatives:** introduction, future contracts, forward contracts, option contracts.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Fischer & Jordan	Security Analysis and Portfolio Management	Prentice Hall India
2	Punithavathy Pandian	Investment Analysis	Vikas Publishing House Pvt. Ltd

Course Code	MGT626
Course Title	Management Control System
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream.
Course Objectives (CO)	Orienting students with the various concepts in finance, financial tools & techniques so as to make them aware of Managerial Control System.
Course Outcomes	Student will be able to: 1. Acquire expertise, gain experience and analytical skills relevant to developing and implementing management systems. 2. Use principles of accounting , financial methods and strategies of order to make them conscious of the Managerial Management Structure. 3. Learn approaches and thoughts in management control systems.

Syllabus

Unit-I

Introduction to Management Control Systems: evolution of control systems in an organization, management control and operational control. **Strategic Planning:** understanding the concept of strategy, business level and corporate strategy. **Goals:** hierarchy of goals, factors that affect goal congruence. Formal and Informal systems, types of organization structure, functions of the controller.

Unit-II

Responsibility Centers, types of responsibility centers, expense centers, profit centers, research and development centers, marketing centers and investment centers, measures used to evaluate their performances (ROI, ROA, MVA, EVA). **Budgetary Control:** as a control tool, revision of budgets, capital budgeting.

Unit-III

Transfer Pricing: objectives and need of transfer pricing, methods of transfer pricing (Cost Based, Market price based, Two steps, Dual price, Profit sharing). **Audit Function:** as a control, financial audit, internal audit, cost audit, management audit.

Unit-IV

Management Compensation: characteristics of incentives compensation plans, incentives for corporate officers and business unit managers. **Service Organizations:** professional service organizations, financial service organizations.

Suggested - Readings:

S.No.	Author(S)	Title	Publisher
1	Anthony and Govindrajana	Management Control Systems	Tata McGraw Hill Education
2	Khan & Jain	Management Accounting	Tata McGraw Hill Education

Course Code	MGT628
Course Title	Indian Taxation System
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream.
Course Objectives (CO)	The objective of this course is to provide basic essential knowledge of various concepts of Direct Taxation, Indirect Taxation and Tax planning to the Students.
Course Outcomes	Student will be able to: 1. Develop an understanding of issues related to taxation for corporate entities vis-à-vis management decision making to facilitate constructive planning of tax liability. 2. Provide basic essential knowledge of various concepts of Direct Taxation, Indirect Taxation and Tax planning to the Students. 3. Understand the new concepts VAT and GST

Syllabus

Unit-I

Introduction to taxation: concept, types Indian taxation system, definitions of basic terms,
Heads of Income: salaries, income from house property, income from business and profession.

Unit-II

Income from Capital Gain, Income from Other Sources .Exempted Incomes, Clubbing of Income, Set-off and Carry Forward of Business Loss, Deductions under section 80, Tax Code and its main features.

Unit-III

Concept of Tax Planning: meaning, importance, scope, basic concepts, tax planning vs. tax avoidance and tax evasion, methods of tax planning.

Unit-IV

Management of Indirect tax: basic concepts of central excise, classification of excisable goods, central excise procedures, basic concepts of customs duty, classification of customs duty. VAT and GST.

Suggested – Readings:

S.No.	Author(S)	Title	Publisher
1	AK Avasthi	Corporate Tax Planning & Business Tax Procedures,	Taxman, Publication
2	E.A. Srinivas	Corporate Tax Planning	Tata McGraw Hill Publishing Co.

Course Code	MGT630
Course Title	Banking Management & Credit Analysis
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To introduce the Indian banking and financial system with view to expose the developments taking place in the banking industry.
Course Outcomes	Student will be able to: 1. Familiarize with the basic principles of Banking sector and throw a light on the changing scenario of banking. 2. Introduce the Indian banking and financial system with view to expose the developments taking place in the banking industry. 3. Understand the different credit analysis and the techniques which can be used.

Syllabus

Unit-I

Indian Financial System: concept of bank, characteristics and objectives. **Central Banking Authority and Commercial Banks:** roles and functions. Financial intermediaries. **Financial Market Structure:** role and functions of capital market, money market, mutual funds. **Insurance Companies:** role and functions of SEBI and IRDA.

Unit-II

Functions of Banks: deposits types, concept of CASA, KYC, different deposit products. **Services Rendered by Banks:** opening of accounts for, minors, joint account holders, HUF, firms, companies, trusts, societies, govt. and public bodies etc.

Unit-III

Approach to Lending: credit distribution, principles of good lending, credit products & facilities, documentation, procedures and practices, working capital assessment. **Priority Sector Lending:** agriculture/SMEs/SHGs/SSI/tiny sector financing.

Unit-IV

Credit Analysis: concept, need and objectives of credit rating, credit appraisal techniques, CIBIL procedures. **Credit Rating Agencies:** Indian credit rating agencies, international credit rating agencies and procedure of rating the credit.

Suggested - Readings:

Sr. No.	Authors	Title	Publisher
1	M.Y.Khan	Indian Financial System	McGraw Hill Education
2	Preethi Singh	Dynamics of the Indian Financial system:	Ane Readings Private Ltd

Course Code	MGT632
Course Title	International Human Resource Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of this course is to give students a complete exposure to all aspects of International HRM.
Course Outcomes	Student will be able to: 1. Familiarize with the different aspects of managing international human resource in the organization. 2. Give a complete exposure to all aspects of International HRM. 3. Emphasizes the importance of Human Capital in the organizations of today.

Syllabus

Unit-I

International HRM: Concept, relevance and importance of IHRM. Differences between domestic and international HRM, International HRM approaches. **Managing Human Resources in foreign subsidiary:** Cultural & Behavioural differences in various countries cross cultural studies of Hofstede, Kluckhohn & Stoodbeck. **International Recruitment & Selection:** Executive nationality staffing policies, issues in staff selection

Unit-II

Performance Management: Multinational Performance management, factors associated with individual performance & appraisal, Criteria of international performance appraisal, Appraisal of HCN Employees. **Training and Development:** Expatriate training, components of effective predeparture training programs, HCN Training, Developing international staff & multinational teams, Individual Career development.s

UNIT III

Compensation: Objectives of international compensation, key components of international compensation programme, approaches to international compensation **Repatriation:** Concept, Process **Culture and IHRM:** Concept of culture, Re-entry and Career Issues, Human Resources Management in global organization, Ethics in international business, Western and Eastern management thoughts in the Indian context.

Unit-IV

Cross-Cultural Communication: cultural variables affecting communication, managing cross-cultural communication. **IHRM Trends and future challenges:** International business ethics and HRM, Issues, challenges and theoretical developments in international HRM. **Global HRM in selected countries:** America, Japan, China, Korea, Africa, Europe, India.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Monir H. Tayeb	International Human Resource Management	Oxford University Press.
2	Peter J. Dowling and Denice E. Welch	International Human Resource Management	Thomson Publishers, New Delhi.



Syllabus

Course Code	MGT634
Course Title	Applied Industrial Psychology
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To facilitate the student to understand the basics industrial behavior and work force diversity.
Course Outcomes	Student will be able to: 1. Provide broad understanding about basic concepts and techniques of human behaviour to the students. 2. Understand the basics industrial behavior and work force diversity. 3. Know the latest trends in Psychology

Syllabus

Unit-I

Introduction to Industrial Psychology: Definitions, objectives and scope. Brief history of industrial and organizational psychology, major problems, Role of psychologist in organizations.

Major influences on Industrial Psychology: Scientific management and Hawthorne Studies. **Individual differences and their evaluation:** Concept, Importance, Factors, Nature, Role of heredity and environment, Types of individual differences. Effect of training, evaluation of employees, methods of evaluating employees, Implications for industrial psychology.

Unit-II

Attitudes: Meaning, Consequences of unfavourable attitude, Measurement of attitude, techniques for improving attitude. **Job Analysis:** Concept, Importance, Procedures, its critical analysis. **Industrial Absenteeism:** Concept, Control of absenteeism.

Unit-III

Psychological testing: utility, reliability and validity. **Fatigue:-** Concept, nature, Localisation of fatigue, Measurement of fatigue, Production Curve, Causes & Mitigation, **Boredom & Monotony:** Concept, Characteristics. Monotony Curve, Causes & Mitigation.

Unit-IV

Vocational Selection and Placement in Industry: Concept, Importance, Methods of selection, Selection Interview, Use of Psychological tests. **Industrial conflict:** Concept, types, Causes, Reduction of conflicts **Stress and Mental Health:** Concept, need, Reaction to stress, Suggestion to improve mental health.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Aswathappa, K.	Human Resource Management	New Delhi: Tata McGraw Hill.
2	Ghosh, P. K. & Ghorpade, M.B	Industrial Psychology'	Himalaya Publications

Course Code	MGT636
Course Title	Organization Development
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course helps to understand how to improve organizations and people in them through the use of theory and practice of planned change.
Course Outcomes	Student will be able to: 1. Understand how organizations have to develop themselves for future. Various methods shall be taught to them so that they learn how to intervene in the ongoing systems. 2. Understand how to improve organizations and people in them through the use of theory and practice of planned change. 3. Know the latest trends in OD.

Syllabus

Unit-I

Introduction to Organization Development: Concept, Nature, Historical development, Values, assumptions and beliefs underlying Organization development. **Foundations of Organization Development:** Models and theories of planned change, Systems theory, Participation and empowerment, Teams and teamwork, Parallel learning structures, normative reductive strategy of changing, Applied behavioral science, Action research. **Managing OD Process:** Diagnosis, The Six-Box Model, Third Wave Consulting, Nature of OD intervention, Analysis of discrepancies, Phases of OD program, Model of Managing change, creating parallel learning structures..

Unit-II

Action Research: action research as a process and an approach, varieties and examples of action research in OD. **OD Interventions:** overview of interventions, factors determining choice of interventions, classification of interventions. **Team Interventions:** teams and work groups, team building interventions, techniques and exercises in team building.

Unit-III

Intergroup and Third Party Interventions: intergroup team building intervention, third party peacemaking intervention, organization mirror intervention, partnering. **Comprehensive Interventions:** future Search conferences, the confrontation meeting, strategic management activities, survey feedback, grid organization development, Schein's cultural analysis. **Structural interventions:** socio technical system, work redesign, management by objectives quality of work life quality circles, total quality management, Reengineering.

Unit-IV

Issues in Consultant: client relationships, areas in consultant, client relationship, ethical standards in OD. **Power, Politics and OD:** concept, faces of power, sources of social power, tactics used in politics, role of power and politics in OD. **Future and OD:** The changing environment, fundamental strengths of OD,

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Wendell.L.French and Cecil H.Bell,Jr.	Organizational Development	Prentice-Hall of India
2		Organizational development	Pearson Education Inc



Course Code	MGT638
Course Title	Compensation and Reward Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The course is designed to promote understanding of issues related to designing, analyzing and restructuring of compensation and reward systems in organization.
Course Outcomes	<p>Student will be able to:</p> <ol style="list-style-type: none"> 1. Impart specific information needed to conduct human resource planning functions within an organisation, and to provide seekers with detailed and realistic expertise to efficiently monitor employee results. 2. Facilitate the awareness of problems related to the nature, review and modification of rewards and incentive programs within organization. 3. Recognize pay and compensation system and elements, and pay administration in India.

Syllabus

Unit-I

Compensation Management: introduction to compensation management, compensation and non-compensation dimensions, 3-P concept in compensation management, compensation as retention strategy, compensation for special groups. **Significant Compensation Issues:** grading and compensation structure, limitations of job related compensation, competency based compensation. (Broad pay bands and 360 degree feedback)

Unit-II

Compensation Strategy: new thinking for the new millennium, pay the person, reward excellence, individualizing the pay system, organizational and external factors affecting compensation strategies, compensation strategies as an integral part of HRM, compensation policies.

Unit-III

Wages and Salary Administration at Macro (National) Level: wage concept, wage policy, institutional mechanisms for wage determination, pay commission, wage boards, union role in wage and salary administration, incentive schemes. **International Compensation:** expatriate compensation and its objectives, elements of expatriate's compensation package, problems in compensation management.

Unit-IV

Rewards & Recognition: concept of reward management, developing reward policies, reward strategy, developing total reward approach, factors affecting reward management policies in service sector, process of designing a successful reward strategy.

Suggsted - Readings:

S. No.	Author(s)	Title	Publisher
1	B.D.Singh	Compensation & reward management	Excel Publishers
2	George, jerry, Ratnam	Compensation Mangement	SE publishers



Course code	MGT640
Course Title	Leadership
Type of Course	DSE
L T P	4 0 0
Credit	4
Course pre-requisites	Graduation in any stream
Objective of Course	The course broadens students' knowledge and allowing them to understand how to use various biological traits to apply in leadership styles.
Course Outcomes	Student will be able to: 1. Appreciate the role of leaders in developing world class organizations. 2. Broadens students' knowledge and allowing them to understand how to use various biological traits to apply in leadership styles. 3. Inculcating leadership skills and values leading to personal and organizational effectiveness shall be the thrust of the workshop.

Syllabus

Unit-I

Leadership: basic definition of the concept and components of leadership, trait approach in theories of leadership, personal characteristics that support effective leadership, leader and values, the significance of self-knowledge for the role of leader (identity and integrity of leader).

Motivation in the context of personality: sources of motivation, motivation and performance, performance motivation, aspirations, work satisfaction. specific theories of motivation, motivation program in organization.

Unit-II

Emotions and self-management: emotional intelligence and its significance in the role of leader, Handling emotions. **Approaches to Leadership:** competency and behavior approaches to leadership, model of four competencies for leadership, the contingency theory of leadership, situational leadership I and II, transactional and transformational leadership.

Unit-III

Leadership of workgroups and teams: group structure and dynamics, individual in a group, formation of teams and team work, group problem-solving, team excellence, participative leadership. **Leadership development:** skills for leadership and performance management: goal setting, support of employee development and communication of feedback, delegation, solving of conflict situations and negotiation.

Unit-IV

Creative leadership: influence on the creative potential of work groups and teams, formation of innovative climate in organizations. **Leadership and power:** sources of power in organizations. Gender and leadership, Leadership and organization culture, Link between leadership and activities leading to the formation, assertion or changes in organization culture, Intercultural aspects of leadership.

Suggested- Readings:

S. No.	Author(s)	Title	Publisher
1	Ubrin, a j.	Principles of Leadership	South-Western/Cengage Learning,2013
2	Uzes, j. M., posner, b. Z.	Five Fundamentals of Becoming an Exemplary Leader.	Wiley. 2016



Course Code	MGT642
Course Title	International Business Laws
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course introduces the students to commercial law in undertaking international business.
Course Outcomes	Student will be able to: 1. Introduce the participants to the fundamental legal concepts and issues involved in international business as well as the laws concerning Indian foreign trade. 2. Exposes the students to pursuing foreign business through commercial law. 3. Recognize the various relevant rules.

Syllabus

Unit-I

Introduction to International Business: legal environment of international business, international law and the world's legal systems, resolving international commercial disputes.

Unit-II

Sales, Contracts and Excuses for Non- Performance: international sales, credits, and the commercial transaction, the documentary sale and terms of trade, the carriage of goods and the liability of air and sea carriers, bank collections, trade finance and letters of credit.

Unit-III

GATT Law and the World Trade Organization, Laws Governing Access to Foreign Markets, Regulating Import Competition and Unfair Trade, Imports, Customs and Tariff Law, The Regulation of Exports.

Unit-IV

International Marketing Law (Regulation of International Marketplace), Licensing Agreements and the Protection of Intellectual Property Rights, Host Country Regulations, Groups of Countries.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Schaffer, R., Beverley E. and Filiberto A	International Business Law and Its Environment	Ohio: West Educational Pub. Co. Latest Edition
2	Michael Bixby, Ray A. August	International Business Law	Pearson

Course Code	MGT644
Course Title	Global logistics and Supply Chain Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	The objective of the course is to make students acquaint with the present scenario of global supply chain management systems and latest supply chain designs.
Course Outcomes	Student will be able to: 1. Discusses the key problems relevant to global supply chain management (SCM). 2. Consider the main organizational problems present with global supply chain management. 3. Acquaint with the present scenario of global supply chain management systems and latest supply chain designs.

Syllabus

Unit-I

Introduction to supply chain management: concept, objectives, need, globalization and international trade, supply chain strategies, **Logistics service providers:** concept and scope, of logistics and supply chain, importance of logistics in global Sourcing. **Production and Consumption Dimension of Logistics:** macro and micro aspects, Supply chain contours, Backward and forward linkages, supply chain efficiency.

Unit-II

Procurement and outsourcing, Inventory management, Warehousing and Materials management, Transport in supply chains, **Logistics and Procurement:** logistics as a support function of procurement and vendor facilitation, logistics as interface function of demand forecasting, global procurement, tracking inward shipments and storage planning.

Unit- III

Information flows and technology, Logistics and financial management, Measuring and managing logistics performance, Importance of Global Logistics, **EXIM Logistics:** picking, packing, vessel booking [Less-than container load(LCL) / full container load (FCL)], customs, documentation, shipment, delivery to distribution centers, distributors and lastly the retail outlets.

Unit- IV

Supply chain vulnerability, risk, robustness and resilience. Integration and collaboration, Sustainable Logistics and supply chain systems, New supply chain designs, Invoice management, call centers, warehouse/distribution facilities.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Mangan, J. and Tim B	Global Logistics and Supply Chain Management	John Wiley and Sons, Latest Edition
2	Chandra L	Supply Chain Management	Pearsons

Course Code	MGT646
Course Title	International Financial Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	This course aims at providing the understanding of Multinational Corporations within an environment of free flows of foreign capital and floating exchange rates.
Course Outcomes	Student will be able to: 1. Illustrate opportunities and challenges for financial management in accessible economies. 2. Highlight the complications caused by the process of international investment decision making as well as the development of investment and hedging strategies on a multinational level. 3. Understand the Multinational Corporations within an environment of free flows of foreign capital and floating exchange rates.

Syllabus

Unit-I

Introduction of International Financial Management: concept, need and objectives, financial management in global rise of multinational corporations, relationship of multinational financial management with domestic financial management, financing the multinational corporation. International Monetary System, Foreign Exchange Rate Determination.

Unit-II

Currency Forecasting: spot market and forward market, exchange rate equilibrium, asset market model of exchange rates, purchasing power parity, intervention of central bank in determination of exchange rates. Managing Translation and Transaction Exposure.

Unit-III

Measuring Translation and Transaction Exposure, Foreign market entry and country risk management, **Cross border Capital Budgeting:** meaning, calculation of cash outlay and future cash inflows for parent and subsidiary.

Unit-IV

Foreign Exchange Risk Management: currency futures and options market, interest rate forwards and futures, swaps, interest rate swaps, commodity swaps, currency swaps, debt-equity swaps, total return swaps, credit default swap (CDS).

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Shapiro, A. C.	Multinational Financial Management	Allyn and Bacon, Latest Edition.
2	Apte, P G	International Financial Management	Tata McGraw-Hill Pub, Latest Edition.

Course Code	MGT648
Course Title	International Financial Organizations
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To enable the students to know what is the importance of WTO and regional trade arrangements to the world economy.
Course Outcomes	Student will be able to: 1. Consider the economic consequences of foreign trade policies according to WTO rules. 2. Provide knowledge and understanding of the interrelationship between the various elements of the WTO agreements and practices. 3. Know what is the importance of WTO and regional trade arrangements to the world economy.

Syllabus

Unit-I

WTO Formation: historical prospective, functions and structure, GATS(general agreement on trade in services), TRIPS (trade related intellectual property rights) and TRIMS (trade related investment measures) and their importance to business and world economy. Dispute Settlement Board and Mechanism, WTO consultation process.

Unit-II

Regional Trade Agreements: proliferation of regional trade agreements. the co-existence of RTAs and the WTO, critical issues of fragmentation of international trade law and jurisdictional competition, the economic dimension of regional trade agreements and their relation to the multilateral trading system, the political economy of regional trade agreements, constitutional functions of the WTO and regional trade agreements.

Unit-III

RTAs and India's foreign trade: regional trade blocs and its role with India in international business, services liberalization in regional trade agreements, bilateral, regional and multilateral agreements covering foreign investment in services. TRIPS-Plus Provisions in Regional Trade Agreements, Competition Law and Regional Trade Agreements, Regional Trade Agreements.

Unit-IV

Evaluation of Regional Trade Agreements among developed and developing countries: study of NAFTA SAFTA,, EU, ASEAN, GCC, OPEC, COMESA,ECOWAS, SAARC, PARTA,CROP. Overlaps and Conflicts of Jurisdiction between the WTO and RTA's Applicability of WTO Law in Regional Trade Agreements.

Suggested - Readings:

S. No.	Author(s)	Title	Publisher
1	Bartels, L., and Federico O	Regional Trade Agreements and the WTO Legal System	Oxford: Oxford University Press, Latest Edition
2	Rao, P. K.	WTO: Text and Cases	Excel Readings, Latest Edition

Course Code	MGT650
Course Title	Cross Cultural Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Graduation in any stream.
Course Objectives (CO)	To understand Cross Cultural Management issues, relate to managerial practice and provide exposure to the diverse management styles across the globe.
Course Outcomes	Student will be able to: 1. Familiarize with how cultural influences affect organizational behaviour and to analyze the skills needed to navigate across national borders. 2. Address the ethical challenges of International Business for corporate decision making. 3. Understand Cross Cultural Management issues, relate to managerial practice and provide exposure to the diverse management styles across the globe.

Syllabus

Unit-I

The Concept of Cross Culture Management: need and objectives, definition of culture, impact of the culture on international business. Kluckhohn and Strodtbeck's Cultural Dimension, Hofstede's Cultural Dimensions, Trompenaars Cultural Dimensions, Hall and Hall's Cultural Dimensions

Unit-II

Management styles in cross culture: Japanese style of management, German style of management, UK style of management, French style of management, Spanish style of management, Style of management of United States companies.

Unit-III

Management Characteristics of West European Companies, Differences in managerial behavior, Cultural influences on leaders and their behavioral patterns, Impact of culture on organization and employees.

Unit-IV

Management of Multinational Companies: problems and prospects, MNCs in an international environment, culture and communication, major obstacles to intercultural communication, nonverbal communication, communication and international negotiation, subtle art of negotiation, managing negotiation with multinational companies.

Suggested – Readings:

S. No.	Author(s)	Title	Publisher
1	Daniels, J. D.	International Business: Environments and Operations	Reading, Mass: Addison-Wesley
2	Griffin, R.W	International Business. Upper Saddle River	ENJ: Prentice Hall. Latest Edition xcelReadings

Course Code	MGT652
Course Title	Agricultural Marketing Management
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objectives (CO)	The objective of this course is to assist students in understanding the structure and working of Agriculture input marketing system in India
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. Assess agricultural marketing, pricing, packaging, and development of Agri products and services. 2. Categories agro industry and gives the depth knowledge of making the decisions. 3. Evaluate various alternatives at managerial roles in the industrial and corporate sector. 4. Elaborate various methods of value addition and its importance for Agri commodities.

Syllabus

Unit-I

Agricultural input marketing – meaning and importance; Management of distribution channels for agricultural input marketing; Agricultural Inputs and their types – farm and non-farm, role of cooperative, public and private sectors in agri- input marketing. Marketing channels for different agri- inputs, Competitive marketing strategy and advancement in agricultural marketing, IPRs in agricultural inputs

Unit-II

Seed- Importance of seed input; Types of seeds- hybrid, high yielding and quality seeds; Demand and supply of seeds; Seed marketing channels, pricing, export import of seeds; Role of National Seed Corporation and State Seed Corporation, Contemporary Promotional activities by various seed companies, Government policies and schemes regarding seed marketing for various stakeholders, Bio inputs and current scenario, Case studies related to seed marketing in India and abroad.

Unit-III

Chemical Fertilizers- Production, export-import, supply of chemical fertilizers, Demand/consumption, Prices and pricing policy; subsidy on fertilizers; marketing system – marketing channels, problems in distribution; Role of IFFCO and KRIBCO in fertilizer marketing, Different government policies and schemes, Contemporary Promotional activities by various fertilizer companies, Case studies pertaining to fertilizer marketing in India and abroad. Plant Protection Chemicals- Production, export/import, consumption, and marketing system – marketing channels.

Unit-IV

Farm Machinery- Production, supply, demand, Marketing and distribution channels of farm machines; Agro-industries Corporation and marketing of farm machines / implements/Equipments, Various government policies and L T P Cr 4 0 0 4 40 schemes

associated with PPCs, Case studies pertaining to PPCs marketing and promotion b public private enterprise in India

Reference Books:

S.No.	Author(S)	Title	Publisher
1	Acharya, S. S. and Agarwal, N.	Agricultural Marketing in India.	Oxford and IBH.
2	Kohls, R. L. and Uhj, J. N.	Marketing of Agricultural Products	Ed. Prentice Hall
3.	Krishnamacharyulu, C. and Ramakrishan.	Rural Marketing.	Pearson Edu.



Course Code	MGT654
Course Title	Food Retail Management
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objectives (CO)	The objective of this course is to assist students in understanding the structure and working of food marketing system in India
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. The international food market scenario 2. Pricing policies, recent trends in value chain food retailing. 3. Brand management, Four P's and Retail sale mangement

Syllabus

Unit-I

Introduction to international Food market, India's Competitive Position in World Food Trade, Foreign investment in global Food Industry, Retail management and Food Retailing, The Nature of Change in Retailing, organised Retailing in India, E-tailing and Understanding food preference of Indian Consumer, Food consumption and Expenditure pattern, Demographic and Psychographic factors affecting food Pattern of Indian Consumer

Unit-II

Value Chain in Food Retailing, Principal trends in food wholesaling and retailing, food wholesaling, food retailing; the changing nature of food stores, various retailing formats, competition and pricing in food retailing, market implications of new retail developments, value chain and value additions across the chain in food retail, food service marketing

Unit-III

Four P's in Food Retail Management, Brand Management in Retailing, Merchandise pricing, Pricing Strategies used in conventional and nonconventional food retailing, Public distribution system, Promotion mix for food retailing, Management of sales promotion and Publicity, Advertisement Strategies for food retailers.Managing Retail Operations, Managing Retailers' Finances, Merchandise buying and handling.

Unit-IV

Retail Sales Management Types of Retail Selling Salesperson selection, Salesperson training, Evaluation and Monitoring, Customer Relationship Management, Managing Human Resources in retailing, Legal and Ethical issues in Retailing

Reference Books:

S.N o.	Author(S)	Title	Publisher
1	Berman & Evans	Retail Management: A Strategic Approach	Prentice Hall of India
2	Cox.	Retailing: An Introduction	Pearson Edu
3.	Levy M &Weitz BW.	Retailing Management	McGraw Hill

Course Code	MGT656
Course Title	International Trade and Marketing for Agribusiness
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objectives (CO)	The objective of this course is to assist students in understanding the structure and working of Agriculture input marketing system in India
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. Scanning of international business environment 2. Foreign trade policies, tariff policies. 3. Role of export promotion institutions.

Syllabus

Unit-I

Introduction, scanning the international environment for agribusiness, composition of international trade- comparative and competitive advantage, recent trends in world trade and India's foreign trade in the area of agribusiness

Unit-II

India's foreign trade policy and its importance for developing economy, instruments of trade policy - quotas, antidumping duties, quantitative and qualitative restrictions, tariff, non-tariff measures and trade control, India's balance of payments, exchange rate.

Unit-III

WTO and its agreements, implications of WTO for Indian economy and agriculture sector in particular, TRIPS, TRIMS, subsidies- green and red boxes, countervailing duty measures, carbon trade, SPS agreement. Regional economic groupings, export promotion institutions with special emphasis on EPCs and commodity boards, MPEDA, APEDA and service institutes.

Unit-IV

Import- export documentation, role of ECGC in insurance, identifying foreign markets for agri products, international marketing - market entry methods, international product planning, pricing, promotion, distribution, problems of exporters, legal dimensions of international marketing. Exercises in international agribusiness management, case studies.

Reference Books:

S.N o.	Author(S)	Title	Publisher
1	Acharya, S. S. and Agarwal, N. L.	Agricultural Marketing in India.	Oxford and IBH.
2	Kahlon, A.S, and Tyagi R.S.	Agricultural Price Policy in India,.	Allied Publishers Private Limited, New Delhi.

Course Code	MGT658
Course Title	Management of Food Processing Industry
Type of course	DSE
L T P	4 0 0
Credits	4
Course prerequisite	Graduation in any stream
Course Objectives (CO)	The objective of this course is to assist students in understanding the food Processing Management
Course Outcome	Student will able to understand: <ol style="list-style-type: none"> 1. The food industry in India 2. Laws and Regulations relating to food industry , 3. Various types of food industries

Syllabus

Unit-I

Overview of food processing industry scenario in India, world trade in processed foods-prospects and challenges. Present status of food industry, deteriorative factors and hazards during processing, storage, handling and distribution.

Unit-II

Management of functional areas of food processing units- capacity planning , sourcing of raw material, scope of contract farming, problems faced by food processing units, packaging of foods. Analysis of costs in food organization, risk management.

Unit-III

Laws and regulations related to food industry and food production and marketing. Quality management- quality standards, PFA and ISO.

Unit-IV

Case studies on project formulation in various types of food industries- milk and dairy products, cereal milling, oil-seed and pulse milling, sugarcane milling, honey production, baking, confectionary, oil and fat processing, fruits and vegetable storage and handling, processing of fruits and vegetables, egg, poultry, fish and meat handling and processing.

Reference Books:

S.N o.	Author(S)	Title	Publisher
1	Berman & Evans	Retail Management: A Strategic Approach	Prentice Hall of India
2	Cox.	Retailing: An Introduction	Pearson Edu
3.	Levy M & Weitz BW.	Retailing Management	McGraw Hill

Course Code	MGT660
Course Title	Agribusiness Management
Type of course	Theory & Practical
L T P	2 0 1
Credits	3 (2+1)
Course prerequisite	Graduation in any stream
Course objective	Main objective of this subject is to familiarize the student about the agribusiness management which enables him to set commercial agribusiness of big farms
Course outcomes	CO1 Students will get knowledge about Importance of agribusiness management in the Indian economy, Management structure and definitions, capital management and financial management
	CO2 Students will learn types of agro-based industries, different marketing systems, different pricing systems and procedure for setting up a agro based industry
	CO3 Students will learn method of making of balance sheets, profit and loss statements

Theory

UNIT-I

Transformation of agriculture into agribusiness, various stakeholders and components of agribusiness systems. Importance of agribusiness in the Indian economy and New Agricultural Policy.

UNIT-II

Distinctive features of Agribusiness Management: Importance and needs of agro-based industries, Classification of industries and types of agro based industries. Institutional arrangement, procedures to set up agro based industries. Constraints in establishing agro-based industries. Agri-value chain: Understanding and support primary activities and their linkages.

UNIT-III

Business environment: PEST & SWOT analysis. Management functions: Roles & activities, Organization culture. Planning, meaning, definition, types of plans. Purpose or mission, goals or objectives, Strategies, policies, procedures, rules, programs and budget. Components of a business plan, Steps in planning and implementation. Organization staffing, directing and motivation. Ordering, leading, supervision, communications, control.

UNIT-IV

Capital Management and Financial management of Agribusiness. Financial statements and their importance. Marketing Management: Segmentation, targeting & positioning. Marketing mix and marketing strategies. Consumer behavior analysis, Product Life Cycle (PLC). Sales & Distribution

Management. Pricing policy, various pricing methods. Project Management definition, project cycle, identification, formulation, appraisal, implementation, monitoring and evaluation. Project Appraisal and evaluation techniques.

Practical

1. Study of agri-input markets: Seed, fertilizers, pesticides.
2. Study of output markets: grains, fruits, vegetables, flowers.
3. Study of product markets, retail trade commodity trading, and value added products.
4. Study of financing institutions- Cooperative, Commercial banks, RRBs, Agribusiness Finance Limited, NABARD.
5. Preparations of projects and Feasibility reports for agribusiness entrepreneur.
6. Appraisal/evaluation techniques of identifying viable project- Non-discounting techniques.
7. Case study of agro-based industries.
8. Trend and growth rate of prices of agricultural commodities.
9. Net present worth technique for selection of viable project.
10. Internal rate of return.

Recommended Books:

S.No.	Name	Author(S)	Publisher
1	Agribusiness Management	Freddie L. Barnard, Jay T. Akridge and Frank J. Dooley	Routledge
2	Principles of agribusiness management	James G Beierlein	Waveland Press

Course Code	CSA632
Course Title	Data Centre Management
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Management.
Course Objective (CO)	This course is aimed at introducing manage Server Systems and Data Centers Infrastructure Management.
Course Outcomes (CO)	<p>After learning the course the students should be able to:</p> <ul style="list-style-type: none"> • Manage Server Systems and Data Centres Infrastructure Management • Utilize the Storage, Bandwidth, Efficiency of systems and other resources for Data centre. • Monitoring the Networks and Resources. • Planning for Flexible resource allocation

Syllabus

UNIT I

Understand the value of data business and data management: Understand the physical components of a disk drive and their functions, Identify the hardware and software components of the host environment, Discuss different RAID levels and their suitability for different application environments.

UNIT II

Cloud Computing: Definition, private, public and hybrid cloud. Cloud types; IaaS, PaaS, SaaS. Benefits and challenges of cloud computing, public vs private clouds, role of virtualization in enabling the cloud; Business Agility: Benefits and challenges to Cloud architecture. Application availability, performance, security and disaster recovery; next generation Cloud Applications.

UNIT III

Cloud Information: Technologies and the processes required when deploying web services; Deploying a web service from inside and outside a cloud architecture, advantages and disadvantages.

Reliability, availability and security of services deployed from the cloud. Performance and scalability of services, tools and technologies used to manage cloud services deployment; Cloud Economics: Cloud Computing infrastructures available for implementing cloud based services. Economics of choosing a Cloud platform for an organization, based on application requirements, economic constraints and business needs (e.g Amazon, Microsoft and Google, Salesforce.com, Ubuntu and Redhat).

UNIT IV

Cloud IT: Analysis of Case Studies when deciding to adopt cloud computing architecture. How to decide if the cloud is right for your requirements. Cloud based service, applications and development platform deployment so as to improve the total cost of ownership (TCO).

RECOMMENDED BOOKS		
Name	AUTHOR(S)	PUBLISHER
Enterprise Cloud Computing Technology Architecture Applications	GautamShrof	Cambridge University Press; 1 edition



Course Code	CSA634
Course Title	Knowledge Management
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Management.
Course Objective (CO)	The objective of this course is to introduce participants to concepts and theories relevant to the acquisition, development and dissemination of knowledge in organizations at the individual, group and organizational level.
Course Outcomes (CO)	After the completion of the course, the students should be able to: <ul style="list-style-type: none"> • Clearly characterize types of knowledge and structure of knowledge management solutions. • Describe key components of KM solutions: infrastructure, mechanisms and technologies, systems and processes.

Syllabus

UNIT I

Introduction to KM: History of KM, Importance of KM, Information Management to Knowledge Management, K M Cycle, Industrial Economy to Knowledge Economy.

UNIT II

Mechanics of Knowledge Management: Tools and Technologies, Communities of Practice and Knowledge conversion, The knowledge Management Matrix.

UNIT III

Social Nature of Knowledge: Social Network Analysis, Obstacles to knowledge sharing, Organizational learning & Social Capital. Knowledge Application, Individual level, Group level & Organization Level. KM Strategy, Knowledge audit, GAP Analysis, Road Map, KM Metrics, Balance Score Card. KM Tools, Knowledge Capture & Creation tools, Knowledge sharing & Dissemination Tools, Knowledge Acquisition & Application tools.

UNIT IV

Km Team: Roles & Responsibilities, Political issues in KM, Ethics in KM, Strategies issues in Knowledge Management, Future of Knowledge Management.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Knowledge Management	Dr. O.M. HAJAMOHIDEEN	THI

Course Code	CSA636
Course Title	E-Customer Relationship Management
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Management.
Course Objective (CO)	Customer Relationship management is very important in this era of cutthroat competition. This course will help students to understand the organizational need, benefits and process of creating long-term value for individual customers.
Course Outcomes (CO)	After the completion of the course, the students should be able to: Implement how CRM practices and technologies enhance the achievement of marketing, sales and service objectives throughout the customer life-cycle stages of customer acquisition, retention and development whilst simultaneously supporting broader organizational goals.

Syllabus

UNIT I

Preliminary investigation into CRM: CRM in Services, Marketing and IT-A Conceptual Framework, Evolution, Growth and Theories of CRM- The Historical Perspective, Process, Bonding, Zero Customer Defections in CRM, Market Share versus Customer Share in CRM, Creating Lifetime Value of Customers. Facilitating Customer Service through CRM: Managing Call Centre and Customer Care Services, Automation of Contact Centers and Call Routing, Web-Based Self.

UNIT II

Effective Work Force Management for Effective Customer Service: Managing CRM tools for efficient customer services: Role of Operational CRM in Sales Force Automation, Enterprise Marketing Automation with O-CRM, Customer Database Management through Analytical CRM, Ethics and Legality Issues in Tech-Aided CRM, CRM and Business Intelligence Collaborative CRM (BIC-CRM).

UNIT III

E-CRM solutions: Core Concepts and Components: E-CRM:-The Heart Throb of CRM, Data Warehousing, Data Mining, OLAP, Click Stream Analysis, Collaborative Filtering, Evaluation of Technical Solution for CRM, Role of Contact Centers in Relationship Marketing. Implementation.

UNIT IV

Issues In CRM: Defining a CRM Strategy and Designing CRM Implementation Road Map, Establishing CRM Performance Monitoring and Relationship Orientation, CRM Readiness Assessment System, CRM Audit, Project Management, Budgeting and Evaluation of ROI, Capability Building through Internal Marketing, Customer Retention Plans-Feasibility and Viability Analysis.

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Customer Relationship Management.	Anderson, K. L., and Kerr, C, J.	Tata McGraw - Hill Education.

course Code	CSA638
Course Title	Big Data Analytics
Type of Course	Foundation
L T P	4 0 0
Credits	4
Course Prerequisites	Basic understanding of Database.
Course Objective (CO)	To study the basic technologies that forms the foundations of Big Data.
Course Outcomes (CO)	<p>The students learning outcomes are designed to specify what the students will be able to perform after completion of the course:</p> <ul style="list-style-type: none"> • Ability to identify the characteristics of datasets and compare the trivial data and big data for various applications. • Ability to select and implement machine learning techniques and computing environment that are suitable for the applications under consideration. • Ability to understand and apply scaling up machine learning techniques and associated computing techniques and technologies.

Syllabus

UNIT I

Introduction to Big Data: Types of Digital Data-Characteristics of Data, Evolution of Big Data , Definition of Big Data - Challenges with Big Data , 3Vs of Big Data - Non Definitional traits of Big Data - Business Intelligence vs. Big Data , Data warehouse and Hadoop environment , Coexistence. Big Data Analytics: Classification of analytics, Data Science, Terminologies in Big Data , CAP Theorem - BASE Concept. NoSQL: Types of Databases,Advantages,NewSQL, SQL vs. NOSQL vsNewSQL.

UNIT II

Introduction to Hadoop: Features, Advantages ,Versions - Overview of Hadoop Eco systems ,Hadoop distributions ,Hadoop vs. SQL ,RDBMS vs. Hadoop - Hadoop Components ,Architecture ,HDFS ,Map Reduce: Mapper, Reducer ,Combiner ,Partitioner ,Searching ,Sorting, Compression. Hadoop 2 (YARN): Architecture - Interacting with Hadoop Eco systems.

UNIT III

No SQL databases: Mongo DB: Introduction, Features, Data types , Mongo DB Query language, CRUD operations, Arrays, Functions: Count, Sort ,Limit, Skip ,Aggregate, Map Reduce. Cursors, Indexes, Mongo Import, Mongo Export.

UNIT IV

Hadoop Eco systems:Hive ,Architecture,data type , File format ,HQL,SerDe, User defined functions,Pig: Features ,Anatomy, Pig on Hadoop, Pig Philosophy, Pig Latin overview ,Data types, Running pig ,Execution modes of Pig ,HDFS commands, Relational operators

RECOMMENDED BOOKS			
Sr. no.	Name	AUTHOR(S)	PUBLISHER
1	Big Data and Analytics	SeemaAcharya, Subhashini	Wiley Publication

Course Code	ME521
Course Title	Flexible Manufacturing System
Type of Course	DSE
L T P	4:0:0
Credits	4
Course Prerequisites	NIL
Course Objectives (CO)	<ol style="list-style-type: none"> 1) To introduce and discuss flexible manufacturing concepts. 2) To have the students gain in sight about the state of the art research areas related to FMS and real-time shop floor control.
Course Outcomes	<ol style="list-style-type: none"> 1) Understanding FMS, types and applications. 2) Apply the concepts of GT to the development of FMS. 3) Identify troubleshooting in implementing FMS and scheduling process.

Syllabus

UNIT I

FMS definition and classification of manufacturing systems, automated production cycle, Need of flexibility, Concept of flexibility, Types of flexibilities and its measurement.

UNIT II

Why FMS, Factors responsible for the growth of FMS, FMS types and applications, Economic justification for FMS, Functional requirements for FMS equipments, FMS processing and QA equipment, e.g., turning and machining centers, Co-ordinate measuring machines, Cleaning and debarring machines, FMS system support equipment, Automated material handling and storage equipment, cutting tool and tool management, Work holding considerations, Fixture considerations in FMS environment

UNIT III

GT concepts, Advantages of GT, Part family formation-coding and classification systems; Part machine group analysis, Methods for cell formation, Use of different algorithms, mathematical programming and graph theoretic model approach for part grouping, Cellular vs FMS production. FMS related problem and Solution Methodology: · FMS design problems: Part assignment, Machine selection, Storage system selection, Selection of pallets and fixtures, Selection of computer and computer system, Communication networks.

UNIT IV

FMS planning problems: Strategic planning, Part type selection, Machine grouping, production ratio and resource allocation, Machine loading problems. · Operational & Control problems: Part scheduling, Machines robots & AGVS, Process monitoring & control. FMS Implementation: Objectives, acceptance testing, Performance goals and expectation maintenance concerns.

Recommended Books		
Name	Author(s)	Publisher
Flexible Manufacturing System	Shah, H.S.	Dhanpat Rai & Sons
Introduction of Ergonomics	Bridger	Tata McGraw Hill
Work Study	Khanna, OP	Dhanpat Rai & Sons
Sound, Noise and Vibration Control	Lyle, F. Yerges	Van Nostrand

Course Code	ME522
Course Title	Supply Chain Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	Industrial Engineering
Course Objectives (CO)	Graduate engineer should become aware of supply chain concepts, relation between supplier and organizations.
Course Outcomes	1)Analyze factors influencing network design 2) Develop mathematical models to represent curves and surfaces. 3) Model engineering components using solid modeling techniques.

Syllabus

UNIT-I

Introduction: Objectives of supply chain Management, key components of supply chain i.e. sourcing, distribution strategy, customer service strategy; supply chain Management as Integrated logistics, generic activities, architecture of supply chain, future potential of supply chain Management.

UNIT-II

Corporate Profitability: Link to supply chain, evaluation of SCM strategies, customer focus in SCM, inventory and logistics Management, vendor Management, just in- time (JIT).

UNIT-III

Quality Management: Inherent link to SCM: Suppliers development, distribution channel, re-engineering of supply chain, IT – enabled supply chain: Electronic data interchange, enterprise resource planning, implementation of IT, Scope of emerging distributed cooperative tele-manufacturing over internet.

UNIT-IV

Organizational Issues: Application of knowledge Management for effectiveness SCM, social interactions and linking of functional units in a supply chain, Combined core competency of SC: Global sourcing, technology and tools – essential enablers, framework for managing knowledge intensive supply chain. Recent Trends in SCM: Tierisation of supplies, Reverse logistics, JIT II.

Recommended Books

S.No.	Name	Author(s)	Publisher
1	Supply Chain Management	Chopra	Pearson Education Asia, New Delhi
2	Logistics and Supply Chain Management	Christopher	Pearson Education Asia, New Delhi
3	Manufacturing Operations and Supply Chain Management	Taylor & Brunt	Business Press Thomson Learning N.Youk.
4	Purchasing and Supply Chain Management	Arjan J. Van Weele	Engineering, Business Press, Thomson Learning N.Youk.



Course Code	ME 524
Course Title	Statistics and Reliability Engineering
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	NA
Course Objectives (CO)	1) To present a problem oriented in depth knowledge of Statistics and Reliability Engineering. 2) To address the underlying concepts, methods and application of Statistics and Reliability Engineering
Course Outcomes	1) Understanding the role of statistics in engineering 2) Understanding the analysis of variance issued to analyse the data from these experiments. 3) Understanding failure analysis, reliability design and prediction.

Syllabus

UNIT I

Statistics: Introduction; Principal uses of Statistics, Sampling, Frequency Distributions; Normal Distribution; Logarithmic normal distribution; Poisson distribution; correlations; Probability, Tests of significance; the Chi-Square tests; Differences in means of large samples; Differences in means of small samples; The t-test; Confidence limits; Analysis of Variances; Time Series, Monte-Carlo Method.

UNIT II

Reliability: Introduction, Reliability concepts and patterns of failure; Reliability Management; Reliability for system effectiveness. Reliability and Hazard Rates: Failure data; Reliability function; Failure rate and hazard rate; Common distributions in failure mechanisms- Exponential, Weibull, Gamma.

UNIT III

Lognormal Extreme Value; Model selection for component failures; Failure analysis. Reliability Prediction and Analysis: Reliability prediction based on Exponential Distribution; System Reliability analysis- Block diagram method, fault tree and sconces tree methods, event tree method, failure mode, failure mechanisms.

UNIT IV

Reliability Design: Design for Reliability, Design process, assessment methodology, Reliability allocation, Reliability improvements, Selection of Components to improve system Reliability.

Recommended Books			
S.No.	Name	Author(s)	Publisher
1	Reliability Engg. & Technology	A. K.Gupta	Machmillan India Ltd. Delhi
2	Introduction to Reliability Engg.	E.E,Levis	Wiley & Sons New York
3	Reliability Engg.	L.S. Shrinath	Affiliated East West Press
4	Probality and Statistics for Engineers	R.A. Johnson	Prentice Hall of India



Course Code	ME526
Course Title	Productions and Operations Management
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	NA
Course Objectives (CO)	1) To gain an understanding and appreciation of the principles and applications relevant to the planning, design, and operations of manufacturing/service firms. 2) To develop skills necessary to effectively analyse and synthesize the many inter-relationships inherent in complex socio-economic productive systems.
Course Outcomes	1) Understanding the basic concepts and theories of the production management. 2) Applying operations management concepts and their influence on business decisions. 3) Expanding individual knowledge of operations management principles and practices.

Syllabus

UNIT- I

Operations management: Concept, Functions. Product Design and development : Product design and its characteristics: Product development process (Technical): Product development techniques .Process selection- Project, job, Batch, Mass and Process types of Production Systems.

UNIT-II

Facility Location: importance, Factors in Location Analysis: Location Analysis Techniques. Facility Layout : Objectives: Advantages: Basic types of layouts. Capacity Planning : Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) :Concepts, Objectives, Functions. Work Study : Productivity: Method Study; Work Measurement.

UNIT- III

Introduction to modern productivity techniques : just in time, Kanban system. Total Quality Management & six sigma. Functions of Purchasing Management : Objectives, Functions: Methods: Procedure. Value analysis : Concepts. Stock control systems. Virtual factory concept. Production worksheets.

UNIT- IV

Inventory Management : Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Re-order Level, Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management: Control Charts: acceptance Sampling.

Recommended Books			
S.No.	Name	Author(s)	Publisher
1	Nair	Production & Operations Management	McGraw –Hill International Edns.
2	Adam and Eben	Production & Operations Management	Business One Orwin, Homewood

Course Code	ME 609
Course Title	Lean Manufacturing
Type of Course	DSE
L T P	4 0 0
Credits	4
Course Prerequisites	NA
Course Objectives (CO)	Implement lean manufacturing concepts in the factories
Course outcomes	<ol style="list-style-type: none"> 1) Understanding how lean management today represents a profound change in the competitive business culture. 2) Developing an understanding of basic principle of lean management strategy and Just in time. 3) Employee involvement through different models.

Syllabus

UNIT- I

INTRODUCTION: The mass production system – Origin of lean production system – Necessity – Lean revolution in Toyota – Systems and systems thinking – Basic image of lean production – Customer focus – Muda (waste).

UNIT- II

STABILITY OF LEAN SYSTEM: Standards in the lean system – 5S system – Total Productive Maintenance – standardized work – Elements of standardized work – Charts to define standardized work – Man power reduction – Overall efficiency - standardized work and Kaizen – Common layouts.

UNIT- III

JUST IN TIME: Principles of JIT – JIT system – Kanban – Kanban rules – Expanded role of conveyance – Production leveling – Pull systems – Value stream mapping.

UNIT- IV

JIDOKA (AUTOMATION WITH A HUMAN TOUCH):Jidoka concept – Poka-Yoke (mistake proofing) systems – Inspection systems and zone control – Types and use of Poka-Yoke systems – Implementation of Jidoka. **WORKER INVOLVEMENT AND SYSTEMATIC PLANNING METHODOLOGY:** Involvement – Activities to support involvement – Quality

circle activity – Kaizen training - Suggestion Programmes – Hoshin Planning System (systematic planning methodology) – Phases of Hoshin Planning – Lean culture

Recommended Books			
S.No.	Name	Author(s)	Publisher
1.	How to implement lean manufacturing	Lonnie Wilson	Toyota Production
2.	Lean thinking: banish Waste and create wealth in your corporation	Daniel T. Jones and James P.Womack.	McGraw Hill
3	Statistics for six sigma	Warren Brussee	Made Easy