

KLEF CENTRE FOR DISTANCE & ONLINE EDUCATION
MBA PROGRAM STRUCTURE & SYLLABUS
(LOGISTICS AND SUPPLY CHAIN MANAGEMENT)

	Code	Course Name	L	T	P	S	CR
SEMESTER I							
1	22MB51C00	Quantitative Methods	3	0	0	0	3
2	22MB51C10	POM & Organizational Behaviour	3	0	0	0	3
3	22MB51C20	Business Economics	3	0	0	0	3
4	22MB51C30	Financial and Management Accounting	2	1	0	0	3
5	22MB51C40	Marketing management	3	0	0	0	3
6	22MB51C50	Business Environment (National and International)	3	0	0	0	3
7	22MB51C60	Business Legislation	3	0	0	0	3
8	22UC2109O	Logical Thinking skills for Managers	0	0	4	0	2
SEMESTER II							
9	22UC1203O	Design Thinking and Innovation	0	0	4	0	
10	22MB52C10	Introduction to Business analysis & R Programming	3	0	2	0	4
11	22MB52C20	Business Research Methodology	4	0	0	0	4
12	22MB52C30	Human Resource Management	3	0	0	0	3
13	22MB52C40	Financial Management	2	1	0	0	3
14	22MB52C50	Operations management	3	0	0	0	3
15	22MB52C60	Information systems & ERP	3	0	0	0	3
16	22UC2107O	Professional Skills for Managers	0	0	4	0	2
SEMESTER III							
17	22MB61C00	Strategic Management	3	0	0	0	3
18	22MB61C20	Entrepreneurship & Family Business	3	0	0	0	3
19		ELECTIVE 1	3	0	0	0	3
20		ELECTIVE 2	3	0	0	0	3
21		ELECTIVE 3	3	0	0	0	3
22		ELECTIVE 4	3	0	0	0	3
23		Sectoral Elective 1	3	0	0	0	3
SEMESTER IV							
24	22MB62C00	Leadership in Organisations	3	0	0	0	3
25	22MB62C10	Business Ethics & Corporate Governance	3	0	0	0	3
26		ELECTIVE 5	3	0	0	0	3

27		ELECTIVE 6	3	0	0	0	3
28		ELECTIVE 7	3	0	0	0	3
29		ELECTIVE 8	3	0	0	0	3
30		Sectoral Elective 2	3	0	0	0	3
31	22MB6IE80	Management Research Project	0	0	12	0	6

LOGISTICS & SUPPLY CHAIN MANAGEMENT

	Code	Course Name					
	22MB61L10	Materials Management	3	0	0	0	3
	22MB61L20	Fundamentals of Supply Chain Management	3	0	0	0	3
	22MB61L30	Operations Strategy	3	0	0	0	3
	22MB61L40	Total Quality Management	3	0	0	0	3
	22MB62L50	Lean Management	3	0	0	0	3
	22MB62L60	Warehouse Management	3	0	0	0	3
	22MB62L70	Supply Chain Analytics	2	0	2	0	3
	22MB62L80	International Logistics Management	3	0	0	0	3
	22MB62L100	Green Supply Chain Management	3	0	0	0	3

BANKING

	Code	Course Name					
	22MB61B00	Overview of Banking	3	0	0	0	3
	22MB62B10	Banking Service Operations	3	0	0	0	3

RETAILING

	Code	Course Name					
	22MB61R00	Overview of Retailing	3	0	0	0	3
	22MB62R10	Management of Retail Operations	3	0	0	0	3

HEALTHCARE & HOSPITALITY MANAGEMENT

	Code	Course Name					
	22MB61D00	Overview of Healthcare Management	3	0	0	0	3
	22MB62D10	Management of Healthcare Operations	3	0	0	0	3

INFORMATION TECHNOLOGY

	Code	Course Name					
	22MB61I00	IT Enabled Services	3	0	0	0	3
	22MB62I10	Marketing of Software Solutions	3	0	0	0	3

RURAL & AGRICULTURAL MARKETING

	Code	Course Name					
	22MB61G00	Overview of Agriculture & Rural Sectors in India	3	0	0	0	3
	22MB62G10	Management of Agricultural & Rural Development in India	3	0	0	0	3

PHARMACEUTICAL MARKETING

	Code	Course Name					
	22MB61P00	Pharmaceutical Marketing Management	3	0	0	0	3
	22MB62P10	Advanced Pharmaceutical Marketing Management	3	0	0	0	3

22MB51C00– QUANTITATIVE METHODS

Course Code	22MB51C00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	1	3
2	Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	1	3
3	Employ R Programming software to solve problems	1	3
4	Calculate and interpret numerous statistical values and appreciate their value to the business Manager.	6	3

Probability and Sampling, Introduction to R Programming.Sampling, Estimation, Correlation and Regression, Time series analysis, Index Numbers.

SYLLABUS

Probability and Sampling: Definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson and Normal distributions. Introduction to R Programming. Sampling: Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. determining the sample size. Estimation: Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing: one simple and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test. Correlation and Regression: Meaning, Types of Correlation, measurement: graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, Rank Correlation: Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression: Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients Index Numbers and Time Series Analysis: Time series analysis: Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers: Unweight and Weighted Index numbers.

RECOMMENDED TEXTBOOK(S):

1. Levin R.I. and Rubin D.S., Statistics for Management. 8thedn. Pearson Education..
2. Amir D Aczel and Jayavel Sounder Pandian: Complete Business Statistic, 7e , McGraw Hill

REFERENCE BOOKS:

1. Anderson, Sweeny, Williams: Statistics for Business and Economics, 9e
2. Venables, W.N ; Introduction to R Programming, CRAN

22MB51C10: POM & ORGANIZATIONAL BEHAVIOR

Course Code	22MB51C10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Ability to manage people with an understanding of Individual behavior.	3	2
2	Ability to manage people with an understanding of the attitudes, motivation and learning on individual behaviour .	5	2
3	Ability to manage groups with an understanding of the Group behavior and leadership.	3,5	2
4	Ability to perceive organizational culture and implement organization Change and Development interventions.	5	2

Introduction to organizational behavior, foundations of individual behavior, perception, theories of motivation, Attitudes, Learning, Groups, leadership, Nature and cultural functions, organizational development.

SYLLABUS

Introduction to Organizational Behavior– : Evolution of management thought, five functions of management, Evolution of OB. models of OB (Autocratic, Custodial, Supportive, Collegial and SOBC), Importance of Organizational Behavior, Foundations of Individual Behavior: Personality- Personality determinants; Personality traits: MBTI – The Big Five Model, Major personality attributes influencing OB; Psycho-Analytic Theory – Johari Window – Values – Types of Values; Perception- Perceptual process; Factors influencing Perception; perceptual distortion; Linkage between perception and individual decision making Theories of Motivation – Hierarchy Needs Theory – Two-Factor Theory –

Expectancy Theory; Applications of Motivation; Attitudes – Source of attitudes; Types of Attitudes, Attitudes and consistency – Cognitive Dissonance theory. Learning- Theories of learning; Principles of learning; Foundations of Group Behavior: Groups – Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness; Group Decision-Making; Leadership – Nature; Theories of leadership: Trait Theories, Behavioral Theories and Contingency Theories; Conflict Management- Transactions in conflict thought; Functional versus Dysfunctional conflict; The Conflict process; Conflict Management. Stress – Causes and consequences of stress; Stress management. Organizational Culture and Change Management: Nature; Culture’s Functions; Creating and sustaining Organizational Culture; Forces for change ; Resistance to change; Approaches to Managing Organizational Change – Lewin’s Model – Kotter’s Plan for Implementing Change; Organizational Development – Techniques of organizational development.

RECOMMENDED TEXTBOOK(S):

1. Robbins, Stephen, Timothy, A & Vohra, N. “Organizational Behavior”, 14th Ed., Pearson Education. 2012.

REFERENCE BOOKS

1. Mc Shane & Von Glinow, “Organizational Behavior”, 7th Ed. McGraw Hill Publications, New Delhi, 2014
2. Fred Luthans, Organizational Behaviour, 12th Ed., Prentice Hall, 2011.
Jerald Greenberg & Robert A Baron, Behavior in Organizations, 9th Ed., Printice Hall India, 2010.

22MB51C20: BUSINESS ECONOMICS

Course Code	22MB51C20
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3,4	3
2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	3	4
3	Analyze different types of competition that existing external Environment.	4	4
4	Analyze the Macro Economic Environment of the Organization	4	4

Introduction to economics and managerial decision making, demand and advertisement analysis, production function, Market analysis, Macro economic concepts.

SYLLABUS

Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm :Marris and Penrose; Role of a Managerial Economist

Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods. Techniques of demand forecasting. Advertising– Contribution of Economic Theory: Methods of determining Total advertising budget; Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising

Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Monopoly Policy –MRTP, Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

RECOMMENDED TEXTBOOK(S):

Dominick Salvatore, Managerial Economics, Oxford publications, 2007.

REFERENCE BOOKS

1. H.L.Ahuja, Managerial Economics, McGraw Hill, 2008.
2. Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee, Managerial Economics, Pearson education, 2009.
3. P.L. Mehta, Managerial Economics, S.Chand& Sons, New Delhi, 2007.
4. D.N. Dwivedi ,Managerial Economics, Vikas Publications, New Delhi-2007.
5. G.S.Gupta, Macro Economics – Theory and Applications, The McGraw – Hill Companies, 2008

22MB51C30: FINANCIAL AND MANAGEMENT ACCOUNTING

Course Code	22MB51C30
L-T-P	2-1-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To understand the accounting process in business.	1	2
2	To gain a knowledge on application of concepts and principles in preparing	6	2
3	To evaluate the tactical decisions of middle level managers relating to cost and management accounting	1	5
4	To analyze the financial statements and evaluate the decisions for better investment.	6	4

Financial accounting, journal, ledger, ratio analysis, formats, marginal costing.

SYLLABUS

Financial Accounting: Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards and GAAP – Double entry system – Journal – Ledger. Trial Balance – Subsidiary Books – Cash Book. Trading and Profit & Loss Account - Balance Sheet with Adjustments (Problems) - Methods of Depreciation.- Ratio Analysis (problems); Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II.

Formats: Banking Accounts , Insurance Accounts and Electricity Accounts. Marginal Costing (Problems)
– Break-even Analysis (Problems).

RECOMMENDED TEXTBOOK(S):

1. Libby, Financial Accounting, 6e Tata McGraw Hill, Delhi.

REFERENCE BOOKS

1. Horngren,HarrisonJr.Oliver, “Financial & Management Accounting by PHI
2. Colin Drury,”Cost& Management Accounting “ by Cengage Publishing
3. Horngren,HarrisonJr.Oliver, “Financial & Management Accounting by PHI
4. S N Maheshwari, “Accounting for Management”, Vikas Publishing House, 2009

22MB51C40: MARKETING MANAGEMENT

Course Code	22MB51C40
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Explain the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	PO1	2
2	Apply the knowledge of marketing concepts to strategize the marketing program regarding product and pricing	PO1,PO2	3
3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	PO1,PO2	3
4	Understand the need for ethics in marketing and the importance of social and green marketing	PO6	2

Overview of marketing, buyer behavior, marketing mix, pricing decisions, branding, distribution decisions, digital marketing.

SYLLABUS

Overview of Marketing: Core concepts of Marketing; Marketing Orientations & Philosophies; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies; Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Techniques, Tactics & Strategies; Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication Marketing Control techniques;

Marketing Audit; Social Marketing; Green Marketing; Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing.

RECOMMENDED TEXTBOOK(S):

1. Philip Kotler - Principles of Marketing – 15th Edition, 2014, Prentice Hall, New Delhi.

REFERENCE BOOKS

1. V. S. Ramaswamy and S. Namakumari- 3rd ed. Marketing Management, Prentice Hall, New Delhi.
2. Kotler and Keller, Marketing Management, 13th Edition, PHI New Delhi
3. Etzel, Walker, Stanton and Pandit, Marketing: Concepts and Cases, TMH – New Delhi
4. Philip Kotler & Gary Armstrong - Marketing Management, Prentice Hall
5. Case Studies in Marketing - Indian context - R. Srinivas, TMH, New Delhi
6. Marketing Management – Rajan Saxena, TMH, New Delhi

22MB51C50: BUSINESS ENVIRONMENT

Course Code	22MB51C50
L-T-P	3-0-0

Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Outline various components of Business Environment.	2	2
2	Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.	2	2
3	Understand the role of regional economic integration and political integration.	3	2
4	Apply Cognitive knowledge of global issues, to internationalize business.	3	3

Introduction to Business Environment, Economic environment, Women and business, international business environment, international trade, theories and institutions.

SYLLABUS

Business Environment Introduction: Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External; Techniques of Environmental Scanning and Monitoring, **Economic Environment of Business:** Significance and Elements of Economic Environment; Economic Systems, Economic Planning in India; Government Policies: Industrial & licensing Policy, Monetary Policy, Foreign Trade Policy, Fiscal Policy - GST; Demonetization; Competition Act, FEMA, Consumer Protection Act. **An overview of Globalization,** International business environment factors: The cultural environment; Political Environment & Legal Environment; International Institutions: World Bank, WTO, IMF, Govt. influence on trade & investment. Regional blocks, Cross national co-operation agreements- Tariff & Non-tariff barriers, EU, Modes of entry, Post-Covid effects on global business environment.

RECOMMENDED TEXTBOOK(S):

1. Justin Paul, Business Environment Text and Cases, 3e TMH.
2. Charles W Hill, International Business, 2012, McGraw-Hill, New Delhi.

REFERENCE BOOKS:

1. Shaik Saleem, Business Environment, 2E, Pearson, 2010

2. Fernando, Business Environment, IE, Pearson, 2011
3. Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.
4. Justin & Paul, International Business, 2005 Prentice Hall, New Delhi
5. Francis Cherunilam, International Business, Fourth edition 2014, Prentice-Hall of India private ltd, New Delhi.
6. John D Daniel et.al., International Business- Environments & Operations, 14th ed. Pearson Education,
7. P Subbarao, International Business, 2006, Himalaya Publications, New Delhi.

22MB51C60: BUSINESS LEGISLATION

Course Code	22MB51C60
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Apply core concepts in the legal structure of business.	1	3
2	The student will be able to interpret the main statutory provisions relevant to the business organization.	6	2
3	The student will be able to identify and explain the legal issues arising in some of the main day to day dealings of the business organization and provide advice or remedy for those issues.	6	2
4	The student will be able to provide advice or remedy for those legal issues.	6	4

Law of contract, sale of goods act 1930, the negotiable instruments act, 1881, company law.

SYLLABUS

Law of Contract: Importance of Contract Act; Meaning and kinds of Contract; Essentials of a Contract; Performance of contract; Discharge of contract; Quasi Contracts. Special Contracts - Indemnity and

Guarantee, Bailment and Pledge, Agency. Sale of Goods Act 1930: Sale and Agreement to Sell; Conditions and Warranties; Transfer of Property; Rights of Unpaid Seller. Indian Partnership Act 1932 - Meaning and Scope; Formation of Partnership; Registration of partnership; Kinds of partners; Rights, Duties and Liabilities of partners. Other business related laws: Salient features of Consumer Protection Act, Labour related laws, Cyber Law, Competition Law, The Negotiable instruments Act, 1881: Meaning of Negotiable Instrument; Types of negotiable instruments; parties to negotiable instruments; Negotiation (Endorsement and kinds of endorsement); Dishonour of negotiable instruments; Discharge and modes of Discharge of negotiable instruments. Company Law; Definition and characteristics of a company; Kinds of companies; Formation and advantages of incorporation of a company; Memorandum of Association; Articles of Association; Prospects; Directors powers and liabilities; Kinds of meetings; Winding up of a company.

RECOMMENDED TEXTBOOK:

N.D Kapoor, Business Law – Sultan Chand & Sons.

REFERENCE BOOKS:

- 1 R.C. Chawla & KC Garg – Mercantile and Industrial Law, Kalyani Publishers.
- 2 Gulshan SS, Business Law, Excel Books
- 3 Avatar Singh – Principles of Mercantile Law, Eastern Book Company
- 4 Gulshan & G.K. Kapoor, Business Law, New Age Publications
- 5 Related Bare Acts

22UC21090: Logical Thinking Skills for Managers

L-T-P-S: 0-0-4-0 Credits: 2 Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No Course Outcomes PO BTL

CO1 Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges. 2 2

CO2 Formulate the particulars of commercial math with logical tricks. 3 2

CO3 Estimate inductive reasoning, to categorize the rules-set from a given list of observations and relate them to predict the conclusions according to the given conditions. 3 2

CO4 Differentiate assumptions and arguments in critical reasoning. 2 2

Syllabus

Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Averages & Alligations. Percentages, Profit & Loss, Simple & Compound Interest, Time & work, Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams, Data Interpretation

Clocks, Calendars, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms, Cubes, Cuboids & Dices, Logical Venn Diagrams, Number, ranking and time sequence test, Data Sufficiency, Statement & Conclusions, Statements & Assumption

Textbooks

1. Logical Reasoning, Arun Sharma, McGraw Hill.
2. Quantitative Aptitude Quantum CAT by Sarvesh K Verma, Arihant Publications
3. Quantitative Aptitude for CAT by Arun Sharma, Mc Graw Hill Education
4. Analytical & Logical Reasoning, Peeyush Bhardwaj, Arihant Publications.

Reference Books:

1. Quantitative Aptitude by R.S. Agarwal, SCHAND Publications.
2. A Modern Approach to Verbal Reasoning by R.S. Agarwal, SCHAND Publications.

22UC12030: DESIGN THINKING AND INNOVATION

Course Code	22UC12030
L-T-P-S	0-0-4-0
Credits	2
Contact Hours	4

Pre requisite	Nil
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Syllabus:

Design thinking an overview, Design Thinking for Contextualized Problem-Solving: Problem Selection/Definition Need for Cultural Relevance (Time, Space, and Environment). Empathy: definition, Empathic research: framing interview questions, focus groups, procedure to conduct skilled interviews, Insights from Empathetic research, Define: Developing user personas, nuggets from insights, laying customer journey maps, POV statements and POV questions to define user needs. Ideate: Techniques to generate, shortlist and evaluate Ideas: Rapid Estimation form and Solution concept form. Prototyping and Testing: Products vs. Services, Rough Prototypes, Testing Techniques, User Experience High-Fidelity Prototypes Entrepreneurial Innovation: Innovation Management, Business Model Basics, Financial Estimation, Pitch Decks, IPR Considerations.

Text Books:

1. David Lee: Design Thinking in Classroom. Ulysses Press: 2018
2. The Art of Innovation Lessons in Creativity from IDEO, America's Leading Design Firm by Tom Kelley: 2001

Reference Books:

1. Michael Lewrick, Patrick Link & Larry Leifer: The Design Thinking Play Book. Wiley Press: 2018

22MB52C10: INTRODUCTION TO BUSINESS ANALYTICS AND R PROGRAMMING

Course Code	22MB52C10
L-T-P	3-0-2
Credits	4
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Ability to make data driven decisions	2,4	3
2	Using R to input and output data	5,6	3
3	Generating Descriptive Statistical Reports	5,6	4
4	Data Visualization and story telling	5,7	4

Business analytics, introduction to R programming, SPSS, Testing of Hypotheses with R, data visualization.

SYLLABUS

Business Analytics – Definition, Market, Trends and People- The Paradigm Shift from Data to Insight and from Business Intelligence to Business Analytics – Categorization of Business Analytics: Descriptive, Predictive and Prescriptive Analytics. Introduction to R programming, Basic Features of R Studio. Variables, operators and Data Structures in R, Functions in R - Getting familiar with R data sets- Creating R data sets- Reading data files into R - Excel, txt, SPSS, SAS, html.

Object Oriented Programming in R -Assigning variable attributes- changing variable attributes – Basic Statistical functions; Looping functions in R. Testing Hypotheses with R : T-test, ANOVA, Chi-Square Test, Data Visualization - What and Why? - Telling Stories with Data. Visualizing Relationship- Spotting Differences – Visualizing time series data.

RECOMMENDED TEXTBOOK(S):

1. Michael Crawly, The R Book, 2nd Ed, John Wiley (2012)
2. Peter Dalgaard , Introductory Statistics with R, Springer(2008)
3. U Dinesh Kumar, Business Analytics, Wiley (2017)

REFERENCE BOOKS

1. Robert Kobacoff , R in Action, Manning, 2ed,
2. SandeepRaksh, R programming for Beginners(2017), Amazon

22MB52C20: BUSINESS RESEARCH METHODOLOGY

Course Code	22MB52C20
L-T-P	4-0-0
Credits	4
Contact Hours	3

Pre requisite	Nil
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Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand and independently apply the research process to business problems.	7	2
2	Evaluate different statistical methods that are applicable to specific research problems.	7	5
3	Take data driven business decisions.	3	3
4	Analyze organizational data using software packages	3	4

**Introducti
on to
scientific
Research,**

Thinking like a Researcher, Scaling of attitudes, Types of data, introduction to SPSS & R, Descriptive data analysis, report writing.

SYLLABUS

Introduction to Scientific Research: Science and Scientific Research –History of Scientific Research- Types of Scientific Research – Research process – Defining Research Problem and Development of Research Hypothesis –Review of Literature: role and methods- Research design – Types - Ethical issues in Social Research.

Thinking like a Researcher: Unit of study -Study population- Concepts and Variables; Propositions, Hypotheses and Theories-Levels of measurement of variables: Scaling of attitudes. Reliability and validity of scales.Data Collection, Processing and Analysis: Plan for data collection; Census Vs Sampling- Sampling Design -Sample size determination; Types of data; Primary Vs Secondary Data - Primary Data : media used to communicate with respondents: Questionnaire, Interviews, Observation- Selection of an appropriate survey research design - Data Processing Editing, Coding, Classification and Tabulation of data- Introduction to SPSS& R. Explorative Data analysis: Graphs and Diagrammatic presentation of data :Descriptive data analysis: Univariate and Bivariate Data Analysis-Confirmative Data Analysis - Stating hypothesis and hypothesis testing Report Writing: steps in report writing, Mechanics of report writing, precautions in research reporting.

RECOMMENDED TEXTBOOK:

William G. Zikmund : Business Research Methods, 8th edition, 2010,Cengage Learning.

REFERENCE BOOKS

- 1..AlanBryman and Emma Bell : ‘Business Research Methods, Third Edition, 2011, OUP.
- 2.Donald R. Cooper, Pamela S. Schindler: Business Research Methods, 8/e, TMH, 2009.
- 3.C.R Kothari: Research Methodology: Methods & Techniques, 2/e, VishwaPrakashan, 2009.

- 4.Moser and Kalton : Survey Methods in Social Investigation, Second edition, ELBS.
 5.Gaur: Statistical Methods for Practice and Research, Sage Publication,2009.
 6.DipakKumar.Bhattacharya: Research Methodology, Excel Books, 2009)

22MB52C30: HUMAN RESOURCE MANAGEMENT

Course Code	22MB52C30
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Integrated perspective on role of HRM in modern business	3	2
2	Competency to recruit, train, and appraise the performance of employees	5	3
3	Rational design of compensation and salary administration and ability to handle employee issues	3,5	3
4	Ability to understand and interpret emerging trends in HR	5	3

Introduction, manpower planning, HR process, Recruitment and selection, governance, Grievance, trade unionism, trends in HRM.

SYLLABUS

Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design. Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design.HR Processes: Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal. Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration. Governance: Integration and Separation- Employee Discipline, Suspension, Dismissal and Retrenchment; Employee Grievance

Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. New Trends in HRM: HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS

RECOMMENDED TEXTBOOK(S):

Dessler, Human Resource Management, Pearson Education, Eleventh edition, New Delhi, 2011.

REFERENCE BOOKS

1. Raymond Andrew Noe, John R. Hollenbeck, Barry Gerhart, Patrick M Wright, Human Resource Management, 8th Ed., The McGraw Hill Pub, 2012
2. Louis & Gomitz Mejia et. al: Managing Human Resources, 7th Ed., Pearson Education, 2011.

22MB52C40: FINANCIAL MANAGEMENT

Course Code	22MB52C40
L-T-P	2-1-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	1	2
2	To evaluate the long term and short term investment decisions	1, 5	5
3	To Evaluate the financing decisions by using different techniques of valuation.	5	5
4	To evaluate the dividend Decisions in relation to wealth maximization.	5	5

Introduction to finance, time value of money, capital budgeting, financial leverage, dividend decisions, working capital management.

SYLLABUS

Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management – Emerging Role of Financial Manager – organization of finance function--Sources of Finance-Long Term and Short Term Financing – Time Value of Money.

Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period .Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis – Financial Leverage – Operating Leverage – Specific Cost of Capital and Weighted Average Cost of Capital. Dividend Decisions ,Dividend Theories–Forms of Dividend.WorkingCapital Management: Working Capital Management – Determinants - Working Capital Financing approaches –Estimation of working Capital - Cash Management - Receivables Management - Inventory Management. (Problems)

RECOMMENDED TEXTBOOK(S):

1. James C. Vanhorne , Financial Management

REFERENCE BOOKS

1. Jonathan Berk, Peter Demarzo, Financial Management, Pearson.
2. Prasanna Chandra, Fundamentals of Financial Management, TMH.
3. I. M. Pandey, Financial Management, Vikas Publications
4. ShashiK.Gupta, Financial Management by Kalayani Publications.

22MB52C50: OPERATIONS MANAGEMENT

Course Code	22MB52C50
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	1	2
2	Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput and customer service	2,3	4
3	Optimize the use of resources which include: people, plant, equipment, tools	2,3	4
4	Make the best use of technology to achieve maximum efficiency, especially in the planning and control of operations	1,3	2

Introduction and overview of operations management, operations

strategy, project management, work study and method study, demand forecasting, supply chain management.

SYLLABUS

Introduction and Overview-Operations Management Strategy framework-Understanding similarities and difference among Products, Goods and Services-Historical Evolution of Operations Management-Changes & Challenges-Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy- Capacity Planning Decisions- Facilities Location Strategies.System Design-Facilities Layout and Material Handling Strategy-Group Technology-Flexible Manufacturing System. Project Management-CPM PERT. Productivity & Quality Tools-Productivity Concepts-Quality Circle-Kaizen-Value Analysis and Value Engineering – Statistical Quality Control-Work Study-Method Study &Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes.Planning and Managing Operations- Demand Forecasting-Supply Chain Management-Purchasing, Job Sequencing-Transportation problems-Assignment problems,Advanced Operations Management- Constraint management (TOC-Theory of Constraints) – Computer Integrated Manufacturing – DSS for Operations Management.

RECOMMENDED TEXTBOOK(S):

1. Norman Gaither and Greg Frazier (2008)-Operations Management, 9th International Student Edition, South Western, Thomson Learning Inc.

REFERENCE BOOKS:

1. O.P.Khanna, Work Study, DhanpatRai Publications, 2003
2. Chase et al, Production and Operations Management.
3. Everett Adam and Ronald Ebert, Production and Operations Management: Concepts, models and behavior, 5th edition, 2009.
4. William Stevenson, Operations Management, Tata McGraw Hill Company, New Delhi.
5. Nigel Slack, Stuart Chambers and Robert Johnston, Operations Management, fourth edition, Pearson

22MB52C6O : INFORMATION SYSTEMS& ERP

Course Code	22MB52C6O
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand Foundational concepts of Information Systems & ERP	1	2
2	Analyze the role of IS & ERP in organizations.	2	4
3	Evaluate the IS structures, Business Models	2	5
4	Evaluate the ERP Implementation Processes and Methodologies	1	6

Business process and management, data and knowledge management, ERP.

SYLLABUS

Business Process and Business Process Management. Information Systems (IS) ; Concept, Definition, components. Importance of IS in organizations. IS architecture, Managing Information resources. Data and Knowledge management: Data types, sources, data warehousing, data governance and knowledge management. Types of IS: Decision Making concept and process, MIS, DSS & ES, Functional Information Systems, Organizational Information Systems. Competitive advantage with IS. Managerial support systems, ERP-Introduction; Advantages; ERP and Business – value creation; Integrated Information Management; Enterprise and ERP, Business modeling; Integrated data model; To ERP or not to ERP – Strategic Options; Benefits of ERP: Quantifiable, Intangible, Risks: People, process, Technology, Implementation, Operational and Managerial risks. Introduction to ERP related technologies; Functional modules of ERP software; Implementation of ERP: Technological, Operational Business reasons, Life cycle; Implementation methodologies, transition strategies; People involved in implementation; Success and failure in implementation – factors. Operation and Maintenance of an ERP system.

RECOMMENDED TEXTBOOK(S):

1. Introduction to Information Systems, R. Kelly Rainer Jr. and Casey G. Cegielski, John Wiley and Sons, Inc. 2011

- Alexis Leon (2008)- Enterprise Resource Planning, 2nd Edition, Tata Mcgraw Hill publishing company.

REFERENCE BOOKS:

- Database Management System : Rajesh Narang, PHI, 2006.
- Laudon&Laudon , Management Information Systems, Tata Mc-Graw Hill, New Delhi.
- Gordon, Davis ,Management Information System-, Tata McGraw Hill, New Delhi, 2007.
- Daniel, E.O' Leary (2002), Enterprise Resource Planning Systems, Cambridge University Press.

22UC21070: Professional Skills for Managers

L-T-P-S: 0-0-4-0

Credits: 2

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO No	Course Outcome (CO)	PO	BTL
CO1	Updating grammar concepts and receptive skills to demonstrate in placement tests	5	2
CO2	Demonstrate intrapersonal in the process of setting the Goal.	5	2
CO3	Distinguishing different styles and forms of writing skills and using them while documenting	5	2
CO4	Able to present and communicate themselves effectively during discussions.	5	2

Syllabus:

Critical reading, Tenses, Active and Passive voice, Direct and Indirect speech, Spotting errors, Sentence completion, and Sentence rearrangement. Introduction to soft skills -Components of Soft Skills, Character Vs personality, Assertiveness, Building Confidence, Attitude, SWOT, Goal Setting

Writing Skills – Paragraph writing, Product and Process description, speaking from the script, and Report writing. Time Management, Presentation Skills, Public Speaking, Group Discussion, Leadership, Problem Solving-Decision Making, Etiquette, Body Language

Textbooks:

- Objective English for Competitive Examination by Hari Mohan Prasad and Uma Sinha. McGraw Hill Education, 2017.
- English Language Communication Skills, Cengage, 2014.
- Effective Technical Communication by M Ashraf Rizvi, Tata McGraw Hill, 2010

4. Soft Skills by Dr. Alex, S. Chand Publications.

Reference Books:

1. Developing Soft Skills by Robert M. Sherfield, Rhonda J., Patrica J. Moodi; Cornerstone Publications.

22MB61C00: STRATEGIC MANAGEMENT

Course Code	22MB61C00
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand basic concepts Strategic Management	1	2
2	Learning and developing competitive strategies.	3	3
3	Apply corporate restructuring.	5	3
4	Learning and Understand e business.	6	2

Introduction to strategic management, competitive strategies, value chain, corporate restructuring, takeover strategies and defenses, the challenges of e-business strategy creation.

SYLLABUS

Introduction to Strategic Management–Evolution of the concept of strategic management – Company Vision – Mission statements - Components of strategic management – The three levels of strategic planning – making strategic decisions. Strategic Management Process– Benefits and limitations of Strategic Management. Company Vision – Mission statements.Competitive Strategies – Cost leadership – differentiation – focus – other strategic issues – pitfalls of strategies – competitive strategies in different types of industries – formulation of strategies in an emerging industry – maturing industries – declining industries. Sustaining competitive advantage – Defining the value chain – the value chain and the buyer value – competitive scope and the value chain – value chain and the organizational structure. Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell-offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers, Formulating e–business strategy :The challenges of e–

business strategy creation: Top–down analytical planning, Bottom–up Just–do–it planning, continuous planning with feedback, – Roadmap to a move a company into e–business:

RECOMMENDED TEXTBOOK(S):

1. Fred R. David, Strategic Management, Prentice Hall, New Delhi, 2010
2. Strategic Management – An Integrated Approach, Charles Hill & Gareth Jones/ Biztantra

REFERENCE BOOKS

- 1) Hitt/Hoskisson/Ireland, Management of Strategy – Concepts and Cases, CENGAGE Learning, 2009.
- 2) Making Strategy, Colin Eden & Ackermann / Sage Publications
- 3) Pearce and Robinson, Strategic Management, McGraw Hill, New York, 2007.
- 4) Michael Porter, Competitive Strategy, Harvard University Press, New York, 2007.
- 5) Arthur Shaplin, Strategic Management, Tata McGraw Hill, New Delhi, 2007.
- 6) Competing for the Future, Prahalad and Hamel/ TMH
- 7) Strategic Management, Dr. P Subba Rao/ Himalaya Publishing House.

22MB61C2O : ENTREPRENEURSHIP & FAMILY BUSINESS

Course Code	22MB61C2O
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	PO1,PO6	6
2	Understand and explain the concept of family business and	PO1	2

	managerial implications of family business and family myths		
3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business	PO3	3
4	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	PO4	2

Introduction to entrepreneurship, environmental analysis, financing and managing the new venture, business development dimensions, introduction to family business, institutional support to entrepreneurship.

SYLLABUS

Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development; Woman as Entrepreneur. Creating and Starting the venture: Environmental Analysis - Search and Scanning, Assessment of Opportunities; Business Idea, Sources of new Ideas, Techniques of generating ideas; The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Financing and Managing the New Venture: Sources of Capital, Venture Capital. Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions; Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions : Different Dreams and challenges. Narcissism, Envy And Myths In Family Firms Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance. Leadership Transition Options for tackling succession problem – inheritance – psychological pressure on new leaders – systematic view of business family – family system proposition – family scripts and rules – practical example of family system thinking – diagnosing family entanglements. Transition And Change 10 Lewin’s idea of change – model of individual change – major themes in the individual journey towards change – process of change within organization – change process in families – family focus or organizational focus. Institutional support to Entrepreneurship: Government policies and schemes for entrepreneurial development; Role of MSME, Directorate of Industries, District Industries centers (DICs), Industrial Development Corporation (IDC), Small Scale Industries Development Corporation (SSIDCs), Khadi and Village Industries Commission (KVIC), Technical Consultancy Organization (TCO), Small Industries Service Institute

(SISI), National Small Industries Corporation (NSIC), Small Industries Development Bank of India (SIDBI)

RECOMMENDED TEXTBOOK(S):

1. Robert Hisrich, Michael Peters and Dean Shepherd, Entrepreneurship, TMH, 10th Edition, 2017.
2. Generation to generation Life cycles of Family business – Lansberg, Iven – Harvard Business School publishing India Pvt Ltd.
3. “Family Business on the Couch – A psychological perspective” : Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy – Wiley Publisher 2007.

REFERENCE BOOKS:

1. Baringer and Ireland, Entrepreneurship, 6th Edition, Pearson, 2018
2. P. Narayana Reddy, Entrepreneurship – Text and Cases, Cengage Learning India, I edition, 2010
3. "Corporate Entrepreneurship: Building The Entrepreneurial Organization" by Paul Burns published by Palgrave Macmillan, 3rd Edition 2013
4. Drucker F Peter “Innovation and Entrepreneurship”, 1985.Heinemann, London.

22MB62C00: Leadership in Organizations

L-T-P-S: 3-0-0-0

Credits: 3

Prerequisite: Nil

Mapping of Course outcomes (CO) with program outcomes (PO):

CO#.	Course Outcome	PO	BTL
1	Capacity to apply leadership in changing business environment	3	2
2	Equip the learners with skills, tactics, styles for leadership roles	3	2
3	Understanding of executing leadership in organizations	3	2
4	Ability to develop leaders in organizations	3	3

Syllabus

From Management to Leadership – Nature and Importance of Leadership –Difference between Leadership and Management – Leadership Theories – Trait Theories – Behavioral Theories – Scandinavian Studies – Contingency Approaches – Situational Theories - –Servant Leadership- Adaptive Leadership.Leadership Skills and Leadership Styles – Leadership Skills and Tactics – Social Skills- Persuasion Skills – Motivational Skills –Communication and Conflict Resolution Skills – Role Models – Story Telling — Leadership Styles-The Impact of Leadership Styles on Work Climate. Strategic Leadership by Executives-The Nature of Strategic Leadership-How leaders influence organizational performance- Constraints on Executives- Conditions Affecting the Need for Strategic Leadership- Political Power and Strategic Leadership-Research on Effects of CEO Leadership-Strategic Leadership by Executive Teams,- Women CEOs. Leadership Development and Succession-Development through Self-

Awareness and Self-Discipline-Development through Education, Experience and Mentoring-Leadership Development Programs.Developing next Generation Leaders - Leadership Development and Organizational Goals – Coaching Leaders -Leadership Succession -Choosing the Right CEO

Textbooks:

1. Yulk, Gary (2011).Leadership in Organizations, 7th e Pearson Education
2. Du Brin, Andrew J (2009), Leadership Principles, Cengage Learning, NewDelhi

Reference Books:

1. Allio, Robert J.(2005)Leadership Myths and Realities Tata Mcgraw Hill
- Peter G Northouse (2013), Leadership: Theory and Practice, 6ed. Sage.

22MB62C10: BUSINESS ETHICS & CORPORATE GOVERNANCE

Course Code	22MB62C10
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Gain knowledge about differences between ethics and morals, various ethical theories.	PO1	2
2	Have proficiency about the definition, objectives, natures and sources of ethics.	PO2	2
3	Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.	PO3	2
4	Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.	PO4	4

Values, norms and beliefs, ethics, corporate social responsibility, corporate governance, employees and business ethics, ethical issues in marketing.

SYLLABUS

Values, Norms and Beliefs- Ethics v. Morals; Values, Norms, Beliefs and their role; values for managers from Indian ethos; Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian.

Introduction to Ethics- Definition of Ethics – Objectives, nature and sources of ethics – Business Ethics – Nature, Importance and Factors influencing Business Ethics. Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; CSR initiatives at HSBC: Making good business sense. Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Employees and Business Ethics - Ethical issues in employer – employee relation; discrimination at work place; Sexual and racial harassment; working conditions – employee privacy. Consumers and Business Ethics; the limits of doctrine of caveat emptor; Ethical issues in marketing, advertising; the ethical challenges under globalization .

RECOMMENDED TEXTBOOK(S):

M.G. Velasquez, Business Ethics, Prentice Hall India Limited, New Delhi, 2007

REFERENCE BOOKS

1. Andrew Crane and DiarkMatten, Business Ethics, Oxford Publication, New Delhi, 2013.
2. Chris Moonand Clive Bonny, Business Ethics, The Economist Publication, 2013.
3. R.C. Sekhar, Ethical Choices in Business, Response Books, New Delhi, 2007.
4. S.K. Chakraborty, Ethics in Management- Vedantic Perspectives, oxford India paper backs, New Delhi, 2013.

22MB61L10: MATERIALS MANAGEMENT

Course Code	22MB61L10
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Analyze different concepts of Materials management	2	4
2	Formulate various purchasing strategies	4,6,7	6
3	Assess the different levels of inventory required in an	4,7	5

	organization		
4	Understanding MRP	1,2	2

Materials management, Inventory control, material requirement planning.

SYLLABUS

Materials management – Importance of materials management – Organization for materials management - Transportation management – Warehousing – Organization & control for logistic management. Classification of materials – Classification and coding systems – Specification of materials – Standardization – Elements of value analysis/engineering & quality control – Estimation of demand – concepts of dependent and independent demands – ABC, VED, FSN analysis – Materials audit.practices – Functions of purchasing department – Purchasing cycle – make or buy – Forward buying – speculative buying – Heading – Tender buying – Rate/running contract – Systems contracting – Blanket order – Reciprocity – Bazaar purchase – Sub contracting – Source location – supplier evaluation – Supplier rating – Methodology of rating – Legal aspects of purchase procedures – Bid evaluation criteria – Foreign purchase – Import procedures. **Inventory control** – Objectives of inventory control – Organization of inventory – concept of operating cycle – Levels of inventory – Classification of inventory – Optimum inventory – Basic EOQ formula – EOQ computation with shortages and discounts. **Material requirement planning** – Inputs and outputs – Manufacturing resource planning – Production planning – Bill of materials (BOM) – Zero inventory system – WIP inventory – GANTT charts – Concept of project inventory

RECOMMENDED TEXTBOOK:

1. **Essentials of Inventory Management** – Max Müller, American Management Association, 2nd Ed. 2011
2. **Materials Management: An Executive's Supply Chain Guide** - By Stan C. McDonald, John Wiley & Sons, 2009
3. **Introduction To Materials Management, 6/E** By Arnold, Pearson Ed. India

REFERENCEBOOKS:

1. **An integrated approach to Materials Management**– Gopalkrishnan&Sundersan, PHI Laerning, 2009
2. Materials and logistics Management – Prof. ShaileshKasande
3. Materials and logistics Management – Dr. L. C. Jhamb
Materials Management – Mr. K. K. Ahuja

22MB61L20: FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT

Course Code	22MB61L20
L-T-P	3-0-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understanding the concepts of Supply chain	1	2
2	Illustrate networks in different sectors	3	3
3	Analyze using forecasting methods	7	4
4	Understanding sourcing in SCM	1	2

Understanding the supply chain, designing distribution networks, demand forecasting and aggregate planning, transportation and sourcing in SCM, sourcing in SCM.

SYLLABUS

Understanding the Supply Chain: What is supply chain; objectives and importance of supply chain; decision phases in supply chain; process views of s supply chain; examples of supply chain. Supply chain performance achieving strategic fit and scope, Supply chain drivers and metrics.**Designing Distribution Networks:** The role of distribution in the supply chain; factors influencing distribution network design; design options for distribution network; e-business and the distribution network; distribution channels for FMCG sector, commodities, and agricultural produce; factors influencing network design decisions; models for facility location and capacity allocation.**Demand Forecasting and Aggregate Planning:** Methods and Characteristics of demand forecasting; forecasting in practice; the role of aggregate planning in SCM; aggregate planning strategies; aggregate planning; the role of IT in aggregate planning; implementing aggregate planning in practice. **Transportation and Sourcing in SCM:** role of transportation in

SCM; transportation infrastructure and policies; design options for transportation network and trade-offs; tailored transportation system; risk management; transportation decisions in practice; IT in supply chain. **Sourcing in SCM:** in-house or outsource; third- and fourth-party logistics; contracts, risk sharing and supply chain performance; vendor analysis; the procurement process. Lack of coordination and the Bullwhip Effect; obstacles to coordination in a supply chain; building strategic partnership and trust within a supply chain.

RECOMMENDED TEXTBOOK:

1. Chopra, S, and P. Meindl, 2010, *Supply Chain Management – Strategy, Planning and Operation*, 4th edition, Pearson Education Inc.

REFERENCEBOOKS:

1. Raghuram, G. and N. Rangaraj, 2000, *Logistics and Supply Chain Management: Cases and Concepts*, Macmillan, New Delhi
2. Simchi-Levi, D., P. Kaminski and E. Simchi-Levi, 2003, *Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies*, 2nd Edition, Irwin, McGraw-Hill.
3. Shapiro, J., 2001, *Modelling the Supply Chain*, Duxbury Thomson Learning.

22MB61L30 :OPERATIONS STRATEGY

Course Code	22MB61L30
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand various elements of manufacturing operations	1	2
2	Examining various elements and decision categories in an operations strategy	1,2	4
3	Understand different integrated strategic approaches	3	2
4	Resolving issues in outsourcing and globalization	4,6	3

Operations strategy & competitiveness, methodology for developing operations strategy, product/service profiling, manufacturing infrastructure development, investment decisions.

SYLLABUS

Operations strategy & competitiveness: World of operations in 2020 – Operations Management in the organizational chart - Operations as a service – Historical role of Operations Management – Current perspectives. Operations Strategy and Competitive dimensions – Operations and Corporate Strategy –Strategic Fit – A framework for Operations Strategy in Manufacturing, Services. Role of manufacturing /operations in business strategy: Value as business concept – strategic issues in manufacturing – Value Chain concept Focus, core competence and distinctive capabilities – stake holders & strategy. **Methodology for developing operations strategy:** Checking markets, Outcome of Market

debate – Linking manufacturing to Markets – strategic integration – why products sell in the markets –Order Winners, Order Qualifiers. Dynamic Markets & Generic Strategies: Technology strategy – Issues in New Product development Time to market – strategic nature of process – Business implication of Process choice –Hybrid Process.**Product /service profiling:** Procedure – company or plant based profiles – decisions for product

reallocation – downsizing – Capacity decisions. Progression & Regression.: Evaluating various tradeoffs alternatives – Focused manufacturing – Product or process focus – Make or Buy – merits /demerits – value chain approach – just in time – lean manufacturing – Quality as strategic factor **Manufacturing infrastructure development:** Importance, issues involved – organizationalissues operational approaches to improving delivery system, controlling operations – key performance Indicators.**Investments Decisions:** Linking investments to Product life Cycle and Risk reduction – fastmarket feedback – use of IT – organizational learning – Traditional accounting and financial perspectives.

RECOMMENDED TEXTBOOK:

Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

REFERENCEBOOKS:

Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication

22MB61L40: TOTAL QUALITY MANAGEMENT

Course Code	22MB61L40
L-T-P	3-0-0

Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the basic concepts of quality management	1	2
2	Understand the contributions of Quality gurus towards quality deployment	4,6	2
3	Understand the process of QFD	4,5	2
4	To understand the importance of redesign and reengineering for quality improvement.	4,6	2

Understanding quality, models, frameworks and approach for TQM, quality design partnership - performance, processes redesign/reengineering.

SYLLABUS

Understanding Quality: Quality, competitiveness and customers; understanding and building quality chains; managing quality; quality starts with understanding the needs; quality in all functions. **Models, Frameworks and Approach For TQM:** Early TQM frameworks; the 4Ps and 3Cs of TQM – a new model; TQM approach; creating or changing the culture; effective leadership; integrating TQM into policy and strategy. **Quality Design – Partnership - Performance:** The quality design process; quality design for services; quality function deployment [QFD]; partnering and JIT. **Processes Redesign/Re-Engineering:** Process classification framework and process modelling; Business process re-engineering and methodology; Quality management systems design and models management; benchmarking and performance measurement framework; choosing benchmarking driven activities wisely.

RECOMMENDED TEXTBOOK:

1. **John S. Oakland**, (2003), Total Quality Management with text and cases, Third Edition, Elsevier.

REFERENCEBOOKS:

1. James Robert Evans and James W. Dean (2000), South Western College Publication, ISBN: 0324012764, 9780324012767
2. Kanishka Bedi, (2006), Quality Management, Oxford printing.
3. William Edwards Deming - 11-Aug-2000, Out of Crisis, MIT Press 2000, ISBN: 0262541157, 9780262541152

4. James Robert Evans, (2005), Total quality: management, organization and strategy, Thomson/South-Western,
5. Joel E. Ross and Perry, Total Quality Management: Text, Cases, and Readings, St. Lucie Press, 1999, ISBN:9781574442663
6. Jens, Kai &Gopal (2007) Fundamentals of Total Quality Management, Taylor & Francis.
7. Dale H. Besterfield, et.al. (2010)- Total Quality Management, 3/e, Pearson Ed. Inc.

22MB62L50 :LEAN MANAGEMENT

Course Code	22MB62L50
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand the basic concept of production systems	1	2
2	Applying the concept of lean principles	1,3	3
3	Applying waste reduction processes to increase efficiency	1,3,4	3
4	Designing training methods for lean implementation	5,6	4

Introduction to lean management, stability of lean system, JIT, Jidoka concept, worker involvement and systematic planning methodology.

SYLLABUS

Introduction: The mass production system – Origin of lean production system –Necessity – Lean revolution in Toyota – Systems and systems thinking – Basic image of leanproduction – Customer focus – Muda (waste).Stability of Lean System - Standards in the lean system – 5S system – Total ProductiveMaintenance – standardized work –Elements of standardized work – Charts to definestandardized work – Man power reduction – Overall efficiency - standardized

work and Kaizen Common layouts. Just In Time – Principles of JIT – JIT system – Kanban – Kanban rules – Expanded role of conveyance – Production leveling – Pull systems – Value stream mapping. 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 TEXTBOOK:

- Powerful Production System, (Second edition), Productivity Press, New York, 2007.
- 2. Mike Rother and John Shook, Learning to See: Value Stream Mapping to Add Value and Eliminate MUDA, Lean Enterprise Institute, 1999.

REFERENCEBOOKS:

- 1. 1. Jeffrey Liker, The Toyota Way : Fourteen Management Principles from the World's
- 2. Greatest Manufacturer, McGraw Hill, 2004.
- 3. 2. Michael L. George, Lean Six SIGMA: Combining Six SIGMA Quality with Lean
- 4. Production Speed, McGraw Hill, 2002.
- 5. 3. Taiichi Ohno, Toyota Production System: Beyond Large-Scale Production, Taylor & Francis, Inc., 1988

22MB62L60 : WAREHOUSE MANAGEMENT

Course Code	22MB62L60
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	To understand various warehouse operations	1	2
2	To understand warehouse management system	6	2
3	Illustrate various costs involved	6	3
4	Understand warehouse waste management concepts	4	2

The role of the warehouse, warehouse processes order-picking methods, warehouse processes from replenishment to dispatch and beyond, warehouse management systems, storage and handling equipment, resourcing a warehouse, warehouse costs, health and safety, the warehouse waste management, the warehouse of the future.

SYLLABUS

The role of the warehouse - Types of warehouse operation - Warehouse location - Supply chain trends affecting warehouses - e-fulfilment and its effect on the warehouse - Specialized warehousing **Warehouse processes: receiving and put-away – pick preparation – Picking strategies and equipment** - Types of automated picking - Handling equipment - Storage equipment - **Order-picking methods** - Comparisons - Cost of errors. **Warehouse processes from replenishment to dispatch and beyond** - Replenishment - Value-adding services - Indirect activities - Stock management – **Warehouse management systems** - The process - Selecting the right WMS - Selecting a partner - Implementation - Software as a service - Cloud computing - **Storage and handling equipment** - Vertical and horizontal movement - Automated storage and retrieval systems (AS/RS) . **Resourcing a warehouse** - Processing activities - **Warehouse costs** - Types of costs - Return on investment (ROI) - Traditional versus activity-based costing systems – Charging for shared-user warehouse services - Logistics charging methods - **Health and safety** - Risk assessments - Layout and design - Fire safety - Slips and trips - Manual handling - Warehouse equipment legislation - First aid.**The warehouse waste management** - Product waste - Waste disposal - Hazardous waste - **The warehouse of the future** - Views of the future: the warehouse - Other advances

RECOMMENDED TEXTBOOK:

1. Richards, Gwynne. Warehouse management : a complete guide to improving efficiency and minimizing costs in the modern warehouse / Gwynne Richards. – Second edition.

REFERENCEBOOKS:

1. James A. Tompkins, Warehouse Management Handbook, Tompkins Press, 1998.
2. David Mulcahy, Warehouse Distribution and Operations Handbook, McGraw Hill, 1993.
3. Edward Frazelle, World-Class Warehousing and Material Handling, McGraw Hill, 2001.
4. David J. Piasecki, Inventory Accuracy: People, Processes, & Technology, Ops. Pub., 2003.

5. J P Saxena, Warehouse Management and Inventory Control (Paperback)
6. M.Napolitana, The Time, Space & Cost Guide to Better Warehouse, Distribution Group, 2003
7. Jeroen P. Van Den Berg, Integral Warehouse Management, Management Outlook, 2009.
8. Max Muller, Essentials of Inventory Management, AMACOM, 2009.
9. Steven M. Bragg, Inventory Best Practices, Wiley, 2011

22MB62L70 :SUPPLY CHAIN ANALYTICS

Course Code	22MB62L70
L-T-P	2-0-2-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	Understand Basic analytical methods	1,6	2
2	Perform Predictive Analytics in Supply Chain	6,7	4
3	Perform Prescriptive Analytics in Supply Chain	6,7	4
4	Perform Advanced Analytics in Supply Chain	6,7	4

Introduction to analytics, predictive analytics in supply chain, data mining techniques, perspective analytics in supply chain, simulation, future of SCA.

SYLLABUS

Introduction to Analytics, Types of Analytics: Descriptive, Diagnostic, Predictive, Prescriptive; Fundamentals of Supply chain management, Significance of Supply chain Analytics(SCA),Components of SCA, Supply Chain Operations Reference(SCOR) Framework by Supply Chain Council: Source, Make, Deliver, Return and Plan,Descriptive Analytics: Supply Chain Mapping, Supply Chain Visualization . Predictive Analytics in Supply Chain: Bull Whip Effect & Time Series Methods: Moving Averages, Exponential Smoothing, Autoregressive Models; Analytical Causal Forecasting Models: linear, Non-Linear and Logistic Regression models for Forecasting; Data Mining Techniques: Cluster Analysis("cluster"

package), Market Basket Analysis("arules" package). Prescriptive Analytics in Supply Chain (Part I):Multi-Criteria for decision making techniques particularly AHP (Analytical Hierarchical Process-"ahp" package in R) for supplier selection, Game Theory for Pricing decisions, Optimization: Mixed-integer Linear Programming (MILP) using "ompr" package in R for location Selection, Inventory Optimization Using Multi-echelon Inventory Theory. Transportation optimization using Travelling salesman problem; Network optimization using Excel Solver;Prescriptive Analytics in Supply chain (Part II):Simulation: Discrete Event Simulation by Arena ("ArenR" package) & Monte-carlo Simulation ("MonteCarlo" package) & Using Oracle Crystal Ball, Future of SCA: Introduction to Cognitive Analytics and its role; Ten Tips for Using Analytics to optimize your supply chain

RECOMMENDED TEXTBOOK:

1. Supply Chain Analytics for Dummies,Special Edition, 2017 by John Wiley & Sons ltd.

REFERENCE BOOKS

1. Information Technologies, Methods, and Techniques of Supply Chain Management, by John Wang
2. Modeling, Simulation, and Optimization of Supply Chains: A Continuous Approach By Cirod 'Apice, Simone Gottlich, Michael Herty, Promoted By SIAM, 2010.
- 3.

22MB62L80 :INTERNATIONAL LOGISTICS MANAGEMENT

Course Code	22MB62L80
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BTL
1	understand the various components of International Logistics management	1	2
2	apply the knowledge in designing suitable and modes of transportation in international trade	3,6	3
3	Application of Containerization and Chartering in the present scenario	3	3

4	Understand the importance of Packaging and Packing in Logistics	5,6	2
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Overview of logistics, international marketing channel, multimodal transport, containerization and chartering containerization, ICD, packaging and packing.

SYLLABUS

Overview Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration, International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent, Various Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics .Basics of Transportation: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure; Freight: Definition, Rate; Freight Structure and Practice .Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; Chartering: Kinds of Charter, Charter Party, and Arbitration. Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

RECOMMENDED TEXTBOOK:

1. Logistic and Supply Chain Management by Donald J. Bowerson, Publisher: Prentice Hall of India

REFERENCE BOOKS

Logistic Management and World Sea Borne Trade by MultiahKrishnaveni, Publisher: Himalaya Publication

22MB62L100: GREEN SUPPLY CHAIN MANAGEMENT

Course Code	22MB62L100
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

SYLLABUS

Introduction – Traditional Supply Chain and Green Supply Chain – Environmental Concern and Supply Chain – Closed-loop Supply Chain – Corporate Environmental Management – Green Supply Chain (GSCM): Definition, Basic Concepts – GSCM Practices. ECO-DESIGN Design for the Environment (DFE) or Eco-Design – Eco-Design and Supplier Relationships – Definitions of Eco-Design – Tools of Product Eco-Design – Involving suppliers in product ecodesign: Drivers, Challenges and Successful factors GREEN PURCHASING Green Procurement and Purchasing – Definitions of green purchasing – Drivers of green purchasing – Green purchasing strategies – Green purchasing performance measurement –Green Supplier Development and Collaboration. GREEN MANUFACTURING Green Manufacturing or Production: Evolution, Definitions – 4Re’s: recycling, remanufacturing, reuse and reduction – Closed-loop Manufacturing – ISO 14000 systems – Life Cycle Analysis (LCA) – Lean Manufacturing for Green Manufacturing or Production. GREEN LOGISTICS AND TRANSPORTATION Green Logistics and Transportation – Definitions of Green Logistics – Critical drivers of Green Logistics – Green transportation and logistics practices – Environmental impacts of transportation and logistics – Closing the Loop: Reverse Logistics.

RECOMMENDED TEXTBOOK:

1. Joseph Sarkis, Yijie Dou. Green Supply Chain Management: A Concise Introduction, Routledge, 2017.
2. CharisiosAchillas, Dionysis D. Bochtis, DimitriosAidonis, DimitrisFolinas. Green Supply Chain Management, Routledge, 2018.

REFERENCE BOOKS

1. Hsiao-Fan Wang, Surendra M. Gupta. Green Supply Chain Management: Product Life Cycle Approach, McGraw Hill publishing, 2011
2. Stuart Emmett, VivekSood. Green Supply Chains: An Action Manifes by Stuart Emmett, Wiley publications, 2010

SECTORAL SPECIAIZATION - BANKING

22MB61B00 :OVERVIEW OF BANKING

Course Code	22MB61B00
L-T-P	3-0-0

Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BT L
1	Understand the Indian financial Services	1,6	2
2	Understand the role of central Bank and commercial banks	1	2
3	Analyse credit appraisal mechanism and regulatory system of Indian banking Industry	5	4
4	Analyse the functioning of various banks	5	4

The financial services overview, RBI, Commercial banks, basic accounting for banking credit scoring, BCSBI, banking ombudsman service, securitization, rural banking, RRBs, NABARD, Banking regulation, Monetary policy, NI Act, Banking regulation Act.

SYLLABUS

The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks, - Commercial Banking in India, – Functions of Banks, primary and Ancillary functions of commercial banks, Deposit products –Fee based and fund based activities, Principles of lending, loan products, bank assurance, Types of charges, Types of securities ,letters of Credit – Bank guarantees, off balance Sheet Activities. Basic accounting for Banking, Statement of Sources and uses of Funds, bank’s Profit and loss Account, Books of Accounts in Banks. Credit Scoring- Credit appraisal techniques, Credit management and credit monitoring, Priority sector lending, Credit Information bureau (India) limited(CIBIL), Banking Codes and Standards Board of India(BCSBI), Banking Ombudsman Service, Loan Syndication, The Syndication process, Non Performing Assets , Prudential Norms, securitization-.Retail Banking, Corporate Banking, Developments in Corporate banking, Issues/problems. Consortium finance, multiple banking Arrangements, Rural Banking – Sources of Rural Finance, Credit delivery Mechanism in Rural finance, Multi Agency Approach, Regional rural banks (RRBS), National Bank for Agriculture and rural Development (NABARD). Banking Regulation - Monetary policy, Money laundering and prevention of Money laundering Act, Negotiable Instruments Act, Banking Regulation ActRecent developments and future challenges in banking sector Small Banks, Payment Banks.

TEXT BOOK

Indian Financial System, M. Vohra, Anmol Publications.

REFERENCE BOOKS

1. Banking Law and Practice in India, P.N. Varshney, Sultan Chand & Sons-24th Edition 2010.
2. Financial Institutions and Markets- Structure, Growth and Innovations, L.M. Bhole&JitendraMahakud, Tata McGraw Hill- 5th Edition.
3. Bank Management and Financial Services, Peters S. Rose and Sylvia C. Hudgins, Tata McGraw Hill- 7th Edition

22MB62B10: BANKING SERVICE OPERATIONS

Course Code	22MB62B10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BT L
1	Understand nature of Banking service operations and role of technology in banking	2	2
2	Analyse e-banking mechanism	2	4
3	Ascertain Service Quality Metrics and CRM Practices	5	3
4	Evaluate risk management strategies	5	5

Introduction to banking operations, role and impact of technology on banks, E-banking, ATMs, Credit and debit cards, CRM, ECS, EDI, certification in banking services, designing of service quality, Mergers and Acquisitions in the Indian bank scenario.

SYLLABUS

Introduction to Banking Operations: Changing Nature of Banking Operations – Computerisation in Banks, Communication Net work and security considerations. Role and Impact of Technology on banks. E-banking, E-Products and Services offered to Customers, Plastic money – Parties to the transaction , Salient Features concepts of a Credit Card , Distinction between Credit card , Charge Card , Debit card and Operational aspects, Credit card business in India. Payment and settlement systems: Electronic

Funds Transfers (EFTs)– Automatic Teller Machines (ATMs)–Electronic Clearing Service (ECS)–Electronic Data Interchange (EDI)– Real Time Gross Settlement System(RTGS), -Customer Relationship Management – Types of Customers, Financial situation Vs Banking needs, Banker and Customer Relationship, Role and impact of Customer Relationship Management – Stages in Customer Relationship Management, Regulations relating to Know Your Customer. Service Quality - Technical Quality and Functional Quality, Gap analysis, ISO 9000 Certification in Banking Services – Marketing of Services – importance of marketing for Indian banks, characteristics of service product, marketing of financial services and banking services, , Implications of service characteristics for marketing, services marketing mix, Product Life Cycle -New Product development — banking product mix, Bank pricing, Channels for Banking Services, Delivery Strategies in a Bank, — Promotion mix, Role of direct selling agent/ direct marketing agent in a bank - Designing of Service Quality –Implications of Service Intangibility. Marketing Issues, Risk Management in Banks, loan review mechanism, Capital Adequacy, Basel norms., Mergers and Acquisitions in the Indian banking scenario.

RECOMMENDED TEXTBOOK:

Managing Indian Banks: Challenges ahead Vasant C Joshi and Vinay V Joshi, sage publications

REFERENCE BOOKS

1. Banking theory law and practice b R.Rajesh and sivagnanasithi, Tata Mc graw hill
2. Risk Management in e- Banking Jayaram Kondabagil John Wiley & sons
3. Indian Banking in Electronic Era- S.S.kaptan& N.S. Choubey sarup& sons publications
4. Office organization & management M.E. Thukaram Atlantic publishers
5. Elements of banking and Insurance Jyotsna Sethi and nishwan Bhatia PHI learning Private limited
6. Customer Relationship management Modern trends ShanmugaSundharam, Prentice Hall of India Limited.

SECTORAL SPECIAIZATION - RETAILING

22MB61R00 :OVERVIEW OF RETAILING

Course Code	22MB52R00
L-T-P	3-0-0
Credits	3

Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BT L
1	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail formats.	1,6	2
2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. Further he/she can able to understand role of consumer in retail environment and various factors influencing consumer behavior. Identify consumer motivations, shopping behaviors, loyalty programs and decision processes for a retail consumer and accordingly designing strategies to give a robust experience to consumers	1	3
3	Apply HR programs and identify initiatives to improve operations and Employee retentions	6	3
4	Understand measures of financial performance including strategic profit model	6	2

Retailing, retail marketing, retail strategies, retail organization, CRM in retailing, social marketing in retailing, HRM in retailing, financial management in retailing.

SYLLABUS

Retailing – Meaning, Nature, and Classification- Emergence of Organized Retailing -Indian vs. Global Scenario- Factors Influencing Retailing- Functions of Retailing- Retail as a career -Types of Retailing- Store & Non-Store -Retail Formats- Multichannel Retailing-Issues & Challenges in Multichannel Retailing Servicing the Retail -Customers, Customer service- customer complaints.Retail marketing – and branding mix - Retail consumer and factors influencing buying behavior – Segmentation - Targeting- Positioning. Retail Strategies- Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail - Concept of Life cycle Retail. Retail pricing strategies.CRM in retailing – process – planning and implementing loyalty programs- Social Marketing in retailing-Impact of Technology E-tailing – Issues and Challenges.Human Resource Management in Retailing - Human Resource Planning - Role of Human Resources in Retail

Organizations; Recruitment - Selection - Training needs for Employees - Motivation and Performance Appraisal, Compensation and rewarding store Employees. Importance of Financial Management in Retailing - Financial Performances and Financial Strategy - Accounting Methods - Strategic Cost Management - Strategic Profit Model-Managing Diversity-Legal and Regulatory issues

RECOMMENDED TEXTBOOK:

1. Barry Berman Joel & R Evans, Retailing Management - A Strategic Approach, Pearson Education, 2009.

REFERENCE BOOKS

1. Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Management, 6/e, The McGraw -Hill Companies, 2008.
3. Itz, Ajay Pundit- Retailing Management, 6/e, The McGraw -Hill Companies, 2008.
4. Levy & Weitz, Retailing Management, TMH, 2009.
5. A. J. Lamba, The art of Retailing, TMH, 2009.
6. Andrew J Newman & Petes Cullen, Cengage Learning, 2009.
7. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
8. Chetan Bajaj, Rajnish Tuli, Srivastava, N.V, Retail Management, Oxford University Press, 2005

22MB62R10: MANAGEMENT OF RETAIL OPERATIONS

Course Code	22MB62R10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO/PSO	BT L
1	Understand the factors influencing store location and location strategies including store layout and space planning.	1,2	2
2	Understand store environment, the roles and responsibilities of a store manager and build strategies to enhance the store	1	2

	loyalty.		
3	Source, plan and procure merchandise for a retail organization and also able to analyze	2	4
4	Implement trends and practices of supply chain management in retail.	1	3

Setting up retail store, store management, store environment, inventory management, sales promotion, role and responsibilities of merchandiser, supply chain management, supply chain drivers and obstacles.

SYLLABUS

Setting up Retail Store - Size and space allocation- location strategy, factors affecting the Retail – Research techniques and store layout and space planning. Store Management- Responsibilities of Store Manager -Retail Image -Store Façade. Store environment- Exteriors, Interiors -Store ambience-Store Atmospherics- Visual Merchandising - Store Security. Inventory Management - EOQ - Rational of Discounts of Bulk Purchase. Sales Promotion – Importance& Types - Impact of Sales Promotions - Forecasting– Different Forecasting Techniques in Estimating Demand - Retail Merchandising. Role and responsibilities of merchandiser-The process of Merchandise Planning- Merchandise Procurement- Sourcing, Vender selection - Category management – process – manufacturer’s brands Vs private label brands. Supply chain management – Definition, Scope, Need & Challenges; Role of Logistics in SCM– Retail & Manufacturing; Differences in SCM and Logistics - Integrated supply chain planning Uncertainty and supply chain management. Supply chain Drivers and Obstacles- Supply chain Network- Different types of Supply Chain Networks. Cross Docking and Collaborative Planning- Bull Whip Effect. Innovations in Supply chain management.

RECOMMENDED TEXTBOOK:

Swapna Pradhan, Retailing Management Texts & Cases, 3/e-McGraw Hill, 2009.

REFERENCE BOOKS:

1. Retail Logistics and Supply Chain Management, Rajesh Ray, The Mc Graw Hill Companies
2. Michael Levy, Burton A Weitz, Ajay Pundit- Retailing Mngement,6/e, The Mc Graw -HillCompanies, 2008.
3. Barry Berman Joel &R Evans, Retailing Management-A Strategic Approach, Pearson Education, 2009.
4. Sinha, P.K and Uniyal D.P, Managing Retail, 2/e, Oxford University Press, 2007
5. Sunil Chopra and Peter Meindl: Supply chain Management: Strategy, Planning and Operation, Third edition, Pearson Education, New Delhi 2009.
6. Narayan Rangaraj, G Raghuram and Srinivasan, Supply Chain Management for Competitive Advantage Concepts and cases, TMH, 2009.
7. Rahul V. Altekar, Supply Chain Management, Concepts and Cases, PHI , 2008.

**SECTORAL SPECIAIZATION
HEALTHCARE&HOSPITALITYMANAGEMENT**

22MB61D00: OVERVIEW OF HEALTHCARE MANAGEMENT

Course Code	22MB61D00
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BT L
1	Understand basics of Healthcare Sector	1	2
2	Analyze the role of clinical and diagnostic services	1	4
3	Evaluate the impact of hospital operations management	6	5
4	Evaluate the components and process of maintaining medical record	6	5

Introduction to Healthcare systems, overview of healthcare sector in India, specialities in healthcare, hospital code of ethics, clinical & diagnostic services, hospital operations management, medical records.

SYLLABUS

A Conceptual Approach to Understanding the Healthcare Systems – Evolution – Institutional Settings. Overview of Healthcare Sector in India – Understanding the Hospital Management – Health Policy – levels of healthcare; primary, secondary and tertiary – systems of medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, etc. – Preventive and Curative medical care – General and specialty Hospitals-Pharmacopia. specialties: Overview of the functions and sphere of each specialty: oncology, general medicine, cardiothoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre,

maternity services, dental services. Hospital code of ethics, medical ethics, standards for hospitals accreditation, accreditation standards for extended care facilities. **Clinical & Diagnostic Services:** Outpatient Services – Accident and Emergency Services – Inpatient Services – Operation Theatre Services – Intensive Care Unit Services – Nursing Services. Diagnostic and Therapeutic Services: Laboratory Services – Radio Diagnosis and Imaging Services – Radiation Hazards – Blood Transfusion Services – infection control, mortuary services, Pharmacy Services: Role of pharmacy manager, analyzer for pharmacy, drugs management. **Hospital operations management:** productive systems in a hospital, Facility Location and Layout, importance of location, factors, Productivity measures, value addition, capacity utilization, productivity – capital operations, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services. **Medical Records** – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Operation Theatres Records – Maintenance of Intensive Care Units Records; Clinical Records – Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico Legal Records, Healthcare Information System.

RECOMMENDED TEXTBOOK:

1. B M Sakharkar, Principles of Hospital Administration & Planning, 2nd Edition, Jaypee Brothers Medical Publishers, New Delhi, 2009

b) REFERENCE BOOKS:

1. A G Chandorkar, Hospital Administration & Planning, 2ⁿ edition, Paras Medical Publishers, Hyderabad, 2009
2. Srinivasan, A.V. (ed), Managing a Modern Hospital, Response Books, New Delhi, 2000
3. Hospital Planning, WHO, Geneva, 1984.
4. Madhuri Sharma, “Essentials for hospital support services and physical infrastructure”, Jaypee publications, New Delhi.
5. S.L. GOEL, Healthcare Management and Administration, Deep & Deep publications pvt. Ltd., New Delhi
6. KeiranWalshe& Judith Smith, Healthcare Management, TMH, New Delhi, 2010
7. K Park, Preventive & Social Medicine, 15th Edition, BanarasidasBhanot Publishers, New Delhi, 1997

22MB62D10:MANAGEMENT OF HEALTHCARE OPERATIONS

Course Code	22MB62D10
L-T-P	3-0-0
Credits	3
Contact Hours	3
Pre requisite	Nil

Mapping of Course Outcomes with PO/PSO :

CO#.	Course Outcome	PO	BT L
1	Implement the best practices of the health care Services	6	3
2	Apply knowledge of financial management techniques in the corporate hospitals	6	3
3	Analyze, interpret and solve HR related issues in the hospitals	6	4
4	Perform lifelong learning and professional development to enrich the professionalism by learning production functions and store	6	4

Marketing of health care services, financial management in hospitals, human resource management in health care, labor laws applicable to hospitals, production and cost functions, ethics and healthcare marketing in twenty first century.

SYLLABUS

Marketing of Health care Services: Over view of services sector, healthcare services marketing; socio-economic factors, choices and preferences of the customers of health services and the factors influencing them in the selection of hospitals. Healthcare Products and Services, seven Ps of Health care services; service quality in selected hospitals with a quantitative approach. Customer Relations management, Marketing practices of the selected corporate hospitals Escorts, Apollo, Bhatia; **Financial Management in Hospitals:** Over view of managing finance in Hospitals. Techniques of Financial analysis – Funds flow analysis, break-even analysis and ratio analysis. Investment Decision: Criteria for investment evaluation – Pay back period –Discounted cash flow techniques, NPV, P I and I R R Working Capital Management: Concept of working capital and operating cycle – Determinants of working, capital in Hospitals – Estimating working capital requirements financing of working capital – Management of inventories – Inventory control systems – Receivables Management, Cash Management in Hospitals. **Human Resources Management:** Role of HRM in hospitals – Human Resource Planning: process –Recruitment Selection: Recruitment policy – Sources, methods – Selection Process: Training of Employees in hospitals; Wage and Salary Administration; developing wage and salary structure – Working conditions – Safety – Welfare – Employees’ health services. **Labor Laws Applicable to Hospitals:** Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954 – Employment’s State Insurance Act, 1948 – Employees’ Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961-: Minimum Wages Act, 1948 – Payment of Wages Act ,1936 – Payment of Bonus Act, 1965. Consumer Protection Act 1986.**Production and Costs functions:** Introduction to Productivity and Work Measurement:, Hospital layout, setting work standards, techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment, Ancillary services. Store management, Bio-medical waste

management, Critical care services, Media management during crisis, Ethics in Health care Business, Medical Insurance, Healthcare Marketing in the Twenty-First Century

REFERENCE BOOKS:

- A V Srinivasan, *Managing Modern Hospitals*, 2008, Sage India
- P G Ramanujam, *Marketing of Healthcare Services*, Excell Books, New Delhi
- Don H. Hockenbury, *Marketing of Healthcare Services*, Excell Books, New Delhi
- Richard K. Thomas "Marketing Health Services, Health Administration Press
Beaufort B. Longest, Jr., Jonathon S. Rakich, and Kurt Darr. *Managing Health Services Organizations and Systems, Fourth Edition*, Health Profession Press.