

REGULATIONS, SCHEME AND SYLLABUS FOR
FIVE YEAR MBA (INTEGRATED)
FROM 2022 ADMISSION ONWARDS
(OUTCOME BASED EDUCATION)



UNIVERSITY OF KERALA
THIRUVANANTHAPURAM

FIVE YEAR MBA (Integrated) PROGRAMME

Regulations, Scheme & Syllabus

1. INTRODUCTION

FIVE YEAR MBA(INTEGRATED) of the University of Kerala is designed to meet the following objectives:

A. To educate and groom the students to get entry level managerial positions in manufacturing / services organizations or to start and run own ventures with good business knowledge.

B. To facilitate the development of students to take up growing challenges and find and implement solutions those are environmentally viable, ethically correct, and socially acceptable.

C.To focus on each individual career aspirations, Five year MBA is focusing on both Professional and Behavioral fitness of the students. Professional Fitness contains Career fitness and Subject proficiency and Behavioral fitness focuses on Communicational proficiency along with core competencies to fit in any organization.

2. PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEO1. Managerial Skills:- To impart adequate knowledge of management theories and concepts to enhance research and learning for continuous growth and development.

PEO2. Professional Effectiveness:- To provide the learners with exposure to solve business situations using management tools, to analyse and create newer opportunities in industry.

PEO3. Professional Education:- To achieve appropriate communication skills and higher levels of proficiency for successful career in Industry, Business and Entrepreneurship.

PEO4. Exercising Leadership:-To inculcate the spirit of teamwork, integrity, professional values so that the student will be able to perform effectively in an organizational set up or on their own entrepreneurial ventures.

PEO5. Contribution to Society:- This programme will equip the candidate to be socially responsible and value driven citizens committed to sustainable development.

3. PROGRAMME OUTCOMES (POs)

PO1. Demonstrate the ability to perform professionally in organizations or start-ups. PO2- Perform in a social, cultural, and ethical responsibility as an individual or as a member of a team in a professional manner.

PO3.- Exude positive attitude in all the sectors and are willing to support any professional initiatives with positive mind-set.

PO4.- Adapt to sustain in emerging era and constantly upgrade skills towards independent and lifelong learning.

PO5- Communicate complex concepts with professionalism by adapting appropriate resources and modern tools.

PO6- Able to document their participation and contribution to student organizations, business or consulting projects, internship opportunities or other initiatives.

PO7- Able to conceptualize, organize and resolve complex business problems or issues by using the resources available under their discretion.

PO8- Understand the impact of the professional management solutions in societal and environmental contexts and demonstrate the knowledge of and need for sustainable development.

PO9- Apply ethical principles and commit to professional ethics and responsibilities and norms of the management practice.

PO10- Able to identify, assess and shape entrepreneurial opportunities and to evaluate their potential for business success.

4. PROGRAMME SPECIFIC OUTCOMES (PSOs)

PSO 1 Apply the knowledge gained during the program to identify, Formulate and solve real life problems to meet the core competency with continuous up

PSO 2 Apply the knowledge of ethical and management principles required to work in a team with stewardship of the society.

PSO 3 Consolidate the acquired theoretical knowledge into practical skills and wisdom.

PSO 4 Discharge his/her social responsibility to the community at large and participate in volatile and disaster situations.

5. Course Duration

FIVE YEAR MBA(INTEGRATED) of the University of Kerala shall be completed

in 5 years spread over ten semesters. Each semester shall consist of 16 Instructional weeks of 5 days each of 5 hours per day.

6. Eligibility for Admission

For admission to this course, a student should have passed 12th standard (or equivalent) examination and obtained at least 45% (40% marks for SC/ST students) and should have passed a Common Admission Test conducted for the purpose.

Admission taken at the first year shall be admission to “5 Year of FIVE YEAR MBA(Integrated) and he/she will not be required to take re-admission at any stage of the course unless he/she discontinues the course.

7. Admission Procedure

The students need to apply to the respective institutions based on the Common Admission Test score to qualify for admission. Based on the rank list prepared by the respective institutions, students will be selected upon approval of the Chairman-BOS in Business Management (PG) and Dean-Faculty of Management studies, University of Kerala.. If there are more than one institution offering the programme, University will conduct a Common Admission Test for admission under the supervision and approval of the Chairman-BOS in Business Management (PG) and Dean-Faculty of Management studies, University of Kerala.

However, the admission shall be effected on the basis of separate merit lists of students passed in various streams at standard 12th as,

Science	Commerce	Arts
20 seats	20 seats	20 seats

In case of non-availability of students from one stream, remaining seats in that stream may be allotted to students from other two streams on equal basis. In case of non availability of

students from two streams, remaining seats in those streams may be allotted to students from third stream.

8. Requirement of Attendance and Progress

A candidate will be permitted to register and appear for the examination at the end of each semester only if:

1. He /She has secured not less than 75% of attendance in each subject, in each semester,
2. His /Her progress is satisfactory in the continuous assessment in each subject, and
3. His /Her conduct has been satisfactory.

9. Subject Scheme and Evaluation

1. Each subject shall consist of 3 lectures per week (3 credits) and 2 hour tutorial per week (1 credit) for assignments, thus making it a 4 credit subject.
2. Regular Semester Examinations for three hours duration will be conducted for all subjects at the end of each semester by the University. The University will issue the semester mark list, after each semester examination.
3. Award of Five year MBA(Integrated) on successful completion at the end of five years
4. For each course, the end semester examination will have 60 marks while internal assessment will have 40. Thus the total marks for each course shall be 100.
5. The distribution of **internal assessment** marks will be:

(a) Periodical tests (Subject to minimum of three tests for each course) : 15 Marks

(b) Assignments/ Case analysis: 10 ”

(c) Seminar & Discussion: 10 ”

(d) Class Participation and attendance: 5 ”

Total: 40 Marks

6. A systematic record for the award of internal assessment marks shall be maintained in the department signed by the faculty member concerned and countersigned by the Head of the

Department/Institution.

7. In the fifth year Summer project shall be done by each student of Five year MBA (Integrated).

8. Candidates for Five year MBA(Integrated) shall be eligible to undergo the course of study in the next semester and take the examinations of that semester, irrespective of the results of the examination of the previous semester provided they have completed all the formalities of attendance, payment of all fees due to the University and registration for the examination in the earlier semester. However, a candidate who has failed in any course shall be given a maximum of two additional chances for securing a pass in the course.

10. Pattern of External examination:

PART A

Five questions to be answered. one question each from each unit to be included. (5 x 3 = 15 marks)

PART B

Seven questions to be asked. Five questions to be answered (5 x 5=25 marks)

PART C

Three questions to be asked. Two questions to be answered (2x10=20 marks)

(Apply to all course Upto Fifth Semester& Problem based Papers up to Tenth semester Five year MBA(Integrated).

OR

One case study/ research oriented questions(1x20=20 marks)

(Applyit from Sixth Semester onwards. Except Problem based Papers)

11. MOOC:

According to the guidelines of UGC, the students are encouraged to avail this option of enriching by enrolling themselves in the MOOC provided by various portals such as SWAYAM, NPTEL, etc. As per University Grants Commission (UGC) notification published in the gazette of India about UGC (Credit Framework for Online Learning Courses through SWAYAM) Regulation, 2016 on 19th July 2016, The Massive Open Online Course (MOOC)

through SWAYAM platform is compulsory. A student has to compulsorily undertake 5 MOOC Courses, One in each year, through the Swayam/NPTEL platform and successfully clear the papers for the course thus selected and it should be in the area related to their specialization but with focus on employability. The institute shall recommend courses in the first year and the student shall be given opportunity to select a course in the following years, with the advice of his/her mentor or faculty. The students must compulsorily submit the certificates of MOOC courses that they have opted during the comprehensive viva-voce examination at the end of the Tenth semester. If a student fails to undertake the courses or has successfully done only one course, they will not be permitted to appear for the Comprehensive Viva Voce Examination. The University will constitute a Board of Examiners for conducting the comprehensive viva-voce. Those who don't have the certificates of MOOC Courses will have to repeat the same during the next year.

12. Time Limit for the Completion of Programme

A candidate shall be required to complete the programme within a period of eight years after joining the programme.

13. Classification of Successful Candidates

A. A candidate who secures not less than 50% in the written examination of a paper subject to a minimum of 50 % of the aggregate of internal assessment and written examination together of a paper will be declared to have passed the examination.

B. The division of pass will be based on the aggregate marks of all the continuous assessment and university examinations in ten semesters.

1. Candidates who have secured 50% marks and above but below 60% of total marks for all papers in six/ten semester examinations shall be declared to have passed in second class.
2. Candidates who obtain 60% marks and above but less 75% total marks for all papers in
3. ten semester examinations shall be declared to have passed in First Class.
4. Candidates who obtain 75% and above of the total marks for all papers in ten semester examinations in first attempt shall be declared to have passed in First class with Distinction

14. PROGRAMME STRUCTURE:

SEMESTER -1						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 101	Business English-1-	40	60	100	4
Core-2	IMGT- 102	Principles & Practices of Management	40	60	100	4
Core-3	IMGT- 103	Managerial Economics	40	60	100	4
Core-4	IMGT- 104	Business Mathematics	40	60	100	4
Core-5	IMGT- 105	Fundamentals of Financial Accounting	40	60	100	4
Core-6	IMGT- 106	Business Environment	40	60	100	4
TOTAL			240	360	600	24

SEMESTER -1I						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 201	Business English-II	40	60	100	4
Core-2	IMGT- 202	Business Communication	40	60	100	4
Core-3	IMGT- 203	Business Ethics	40	60	100	4
Core-4	IMGT- 204	Fundamentals of Cost Accounting	40	60	100	4

Core-5	IMGT- 205	Legal aspects of Business	40	60	100	4
Core-6	IMGT- 206	Computer Applications in Management.	40	60	100	4
TOTAL			240	360	600	24

SEMESTER- 1II						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 301	Business English-III	40	60	100	4
Core-2	IMGT- 302	Management Accounting	40	60	100	4
Core-3	IMGT- 303	Business statistics	40	60	100	4
Core-4	IMGT- 304	Production and Operations management	40	60	100	4
Core-5	IMGT- 305	Personality Development & Soft Skills	40	60	100	4
Core-6	IMGT- 306	E-commerce	40	60	100	4
TOTAL			240	360	600	24

SEMESTER- 1V						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 401	Business English-IV	40	60	100	4
Core-2	IMGT- 402	Organisational Behaviour	40	60	100	4
Core-3	IMGT- 403	Commercial law	40	60	100	4
Core-4	IMGT- 404	Financial Management	40	60	100	4
Core-5	IMGT- 405	International Business	40	60	100	4

Core-6	IMGT- 406	Entrepreneurship Development	40	60	100	4
Core-7	IMGT- 407	SOCIAL INTERNSHIP	40	60	100	2
TOTAL			280	420	700	26

SEMESTER- V						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 501	Foreign Language- French- 1	40	60	100	4
Core-2	IMGT- 502	Operations research	40	60	100	4
Core-3	IMGT- 503	Macroeconomics	40	60	100	4
Core-4	IMGT- 504	Income tax law and practices.	40	60	100	4
Core-5	IMGT- 505	Research methods for managers	40	60	100	4
Core-6	IMGT- 506	Micro finance: perspectives and operations	40	60	100	4
TOTAL			240	360	600	24

SEMESTER- VI						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 601	Foreign Language - French II	40	60	100	4
Core-2	IMGT- 602	Environmental management	40	60	100	4
Core-3	IMGT- 603	Human Resource Management	40	60	100	4
Core-4	IMGT- 604	Marketing Management	40	60	100	4

Core-5	IMGT- 605	Goods and Services Tax (GST)	40	60	100	4
Core-6	IMGT- 606	Innovation Management.	40	60	100	4
Core-7	IMGT- 607	Corporate Internship 1	40	60	100	2
TOTAL			280	420	700	26

SEMESTER- VII						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 701	Project management	40	60	100	4
Core-2	IMGT- 702	Management information systems	40	60	100	4
Core-3	IMGT- 703	Intellectual Property Rights	40	60	100	4
Core-4	IMGT- 704	Strategic Management	40	60	100	4
Core-5	IMGT- 705	Advertising Management	40	60	100	4
Core-6	IMGT- 706	Management of inter-personal effectiveness	40	60	100	4
TOTAL			240	360	600	24

SEMESTER- VIII						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 801	Total quality Management	40	60	100	4
Core-2	IMGT- 802	Cross cultural management	40	60	100	4
Elective-I			40	60	100	3

Elective-I			40	60	100	3
Elective-II			40	60	100	3
Elective-II			40	60	100	3
Core-3	IMGT- 803	CORPORATE INTERNSHIP 1I	40	60	100	2
TOTAL			280	420	700	22

SEMESTER- 1X						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 901	Public relations management	40	60	100	4
Core-2	IMGT- 902	Data analytics	40	60	100	4
Elective-I			40	60	100	3
Elective-I			40	60	100	3
Elective-I			40	60	100	3
Elective-II			40	60	100	3
Elective-II			40	60	100	3
Elective-II			40	60	100	3
TOTAL			320	480	800	26

SEMESTER- X						
Part	Course Code	Name of the courses	Int	Ext	Total	Cr
Core-1	IMGT- 1001	Events Management	40	60	100	4
Core-2	IMGT- 1002	Supply chain Management	40	60	100	4
Elective-I			40	60	100	3
Elective-II			40	60	100	3
Core-3	IMGT- 1003	Research Project & Project viva-voce,	40	160	200	6
Core-4	IMGT- 1004	Comprehensive viva-voce	--	100	100	2
TOTAL			200	500	700	22
COMPREHENSIVE TOTAL			2480	3920	6400	236

SEMESTER -1

IMGT- 101 BUSINESSENGLISH-I

Semester: I

Course Code: IMGT- 101

Credit: 4

Course: Business English -I

Module Aim(s):

- To equip the students to use English Language effectively.
- To develop reading, presentation, writing skills.

Teaching Strategy:

Lecture sessions will be supplemented by Language lab based (tutorial) sessions, discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L) Tutotial (T) Library / Directed Other: FormalTotal

Hours: 20 10 Practical : 5 Study (DS): 58 5 Exams: 2 100

Course Outcomes

- Students will heighten their awareness of correct usage of English grammar in writing and speaking.
- Students will improve their speaking ability in English both in terms of fluency and comprehensibility.

- Students will give oral presentations and receive feedback on their performance.
- Students will increase their reading speed and comprehension of academic article.

Key Graduate Attributes

<u>Academic and professional Knowledge</u>	<u>Communication</u>	<u>Team Work & Leadership</u>	<u>IT Literacy</u>	<u>Global Perspective and Cross - Cultural Adaptability</u>	<u>Critical and Analytical thinking</u>	<u>Social Responsibility and Ethics</u>	<u>Entrepreneurship Skills</u>	<u>Life - long Learning</u>
<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>

Outline of Syllabus:

Unit I

(Basic Phonetic Skills)

Speech mechanism, Sounds in English, Phonemes and Allophones, Syllable.

Unit II

Stress, Intonation and Rhythm, connected speech

Unit III

Morphology and Syntax, Morphonemes and Allomorphs, process of word formation, Structure of Noun Phrase and Verb phrase.

Unit IV

Varieties of English

Unit V

Teaching of English in India

Pattern of Questions:

1. Five short questions to be answered each in a paragraph of 60 words.(5x4 = 20 marks)
2. Answer the following in about 150 words (1x10 = 10 marks)
3. Write an Essay on the following in about 300 words. (1x20 = 20 marks)
4. Questions on basic grammar such as parts of speech Subject and Predicate, Articles etc.
(Five questions carrying 1 mark each) (1x 5 = 5 marks)
5. phonetic transcription (A short passage in English to be transcribed into phonetics with word stress. (1x 5 = 5 marks)

Books Recommended:-

1. Hancock, Mark – English Pronunciation in use. New Delhi, Cambridge University Press, India
2. Lynch, Tony – Study Listening. A Course in Listening Lectures and Note Taking: Cambridge University Press, Chennai
3. A Practical English Grammar – Thomson A.J, Martinet A.V Exercise 2. New Delhi

IMGT- 102 Principles & Practices of Management
Semester: I

Course Code: IMGT- 102

Credit: 4

Course: Principles & Practices of Management

Module Aim(s):

To provide a fundamental exposure to the students on the theories and practices in management

To impart knowledge about the managerial skills required in a real time organization

To mould students in the functional areas of Management

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:Formal	Total
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Hours:	2010	Practical : 5	Study (DS): 58	5	Exams: 2100	
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Course Outcomes

- Develop a practical approach required to manage the resources of an organisation
- Analytical and logical thinking based on general management concepts and principles
- Categorize Departmentalization & Decentralization.
- Appraise Motivation & Leadership and Co-ordination functions in an organization

•Choose controlling technique & anticipate Global Challenges

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I - Management - Importance - Definition - Nature and Scope of Management Process - Role and function of a Manager - Levels of Management - Management Art or Science - Management as a Profession - Management Approaches.

Unit II -Planning - Nature - Importance - Forms - Types - Steps in Planning -Objectives - Policies - Procedures - and Methods - Nature and types of policies - Decision making - Process of decision making - Types of decision - Problems of involved in decision making.

Unit III -Organizing - Types of Organization structure - Span of Control - Use of Staff units and committees - Departmentalization - Informal Organization.

Unit IV -Authority - Delegation - Decentralization - Difference between authority and power - Uses of authority - Distinction between Centralization and Decentralization - Responsibility - Line and Staff relationship - Staffing - Sources of recruitment - Selection process - Training - Direction - Nature and purpose of Directing - Motivation.

Unit V - Co-ordination - Need of co-ordination - Types - Techniques - Distinction between co-ordination and co-operation - Requisites for excellent co-ordination - Systems Approaches and co-ordination - Controlling - Meaning and importance of Controls - Control Process.

References

Koontz & Weihrich, Essentials of Management, Tata McGraw Hill, 12th Edition.2013

Rao VSP, Hari Krishna V – Management: Text and Cases, Excel Books, 2012 Edition.P, C. Tripathi., & P, N. Reddy. Principles of Management; New Delhi: Tata McGraw-Hill.

R, N. Gupta. Principles of Management; New Delhi: Sultan Chand & Company Ltd.

Harold, Koontz. Aryasri., & Heniz, Weirich. Principles of Management; New Delhi: Tata McGraw-Hill.

Additional reading:

Stoner & Stoner A.F & James Freeman Edward R, Management, PHI.2011

Robert Krcitner, Management, ATTBS.2013

Weihrich & Koontz, Management - A Global perspective, McGraw Hill.2012

Hellrieger, Jackson & Slocum, Management - A Competency based approach , Thomson Learning, 13th Edition.2013

IMGT- 103 MANAGERIAL ECONOMICS

Semester: I

Course Code: IMGT- 103

Credit: 4

Course: Managerial economics

Module Aim(s):

- To introduce the concept of economics to potential managers
- To introduce the key economic concepts, principles and policy instruments in the context of the business environment.
- To enable the students to become effective business managers by attaining an understanding of the micro environments of business.
- To develop economic understanding of the debates related to macro-economic growth and sustainable economic development.
- To impart knowledge about the managerial skills required in a real time organization

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
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Hours: 20	10	Practical : 5	Study (DS): 58	5	Exams: 2	100	Course
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Outcomes

- Knowledge-Knowledge outcomes include familiarity with, and the ability to interpret, significant information, major issues and contemporary events in economics.
- Cognitive Skills-Cognitive skills include an understanding of, and ability to apply,

concepts, principles and theories in the analysis of issues and to solve uncomplicated problems. Cognitive skills are evidenced by familiarity with the major techniques of enquiry, and the ability to gather, analyses and report on qualitative and quantitative data.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Definition and scope of the subject - fundamental concepts and Methods - firm's objectives and the role of managerial economist.

Unit II- Demand analysis and Forecasting for consumer goods and capital goods- Concept of cardinal and ordinal utility - use of business indicators - type of elasticity.

Unit III- Concept and resources allocation - Cost Analysis - Short run and long run Cost functions - production functions - cost price - Output relations.

Unit IV- Economics of size and capacity Utilization - Input - Output analysis - Market Structure - Pricing and output general equilibrium.

Unit V- Pricing Objectives - pricing methods and approaches - price discrimination, Product line pricing - profit planning and Cost control - Business cycle and Policies- Game Theory.

References

1. Sankaran, S. Managerial Economics; Chennai: Margham Publications.
2. V, G. Mankar., & S, P. Denkar, Business Economics; Bombay: Himalaya Publishing House.
3. Joel, Dean. Managerial Economics; New Delhi: Prentice-Hall of India.
4. R, L. Varshney., & K, L. Maheshwari. Managerial Economics; New Delhi: Sultan Chand& Sons.

IMGT- 104 BUSINESS MATHEMATICS

Semester: I

Course Code: IMGT- 104

Credit: 4

Course: Business mathematics

Module Aim(s):

- To provide students with reinforcement of mathematical computation.
- Develop proficiency in the application to solve business math problems.
- Under the important role math plays in all facts of the business world.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other	:Formal	Total
Hours:	20	10	Practical : 5	Study (DS): 58	5	Exams: 2	100

Course Outcomes

- Analyze real world scenarios formulate problems about the scenarios, creatively

model these scenario, in order to solve the problems using multiple approaches, judge of the result are reasonable, and then interpret and clearly communicate the result.

- Ability to make critical observations.
- Ability to understand both concrete and abstract problems.
- Ability to work independently.
- Asses and solve quantitative problems.

Key Graduate Attributes

Acade mic and professi onal Knowle dge	Communi cation	Team Work & Leader ship	IT Liter acy	Global Perspec tive and Cross - Cultura l Adapta bility	Critic al and Analy tical thinki ng	Social Responsi bility and Ethics	Entrepr eneu- rship Skills	Life - long Lear ning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I -Set Theory and Binary Operations - Introduction, Types of Sets - Venn-Euler Diagram, Operations on Sets, De-Morgan's law, Relations, Binary Operations.

Unit II- Matrix : Concept of matrix : types of matrices Square matrix, Diagonal matrix, Scalar matrix, identity matrix, Zero matrix and symmetric matrix : Addition Subtraction and multiplication of matrices : determinants : inverse of a matrix : Solving homogeneous linear equations (Gauss - Jordan methods) : Solving non homogeneous equations (Matrix inverse, Cramers and Gauss Jordan methods) : Problems to management application.

Unit III- Limits and Continuity: Concepts and applications. Differential Calculus: Differentiation and integration of simple algebraic functions, applications.

Unit IV- Permutations and Combinations: Concepts only (to apply it in probability and

distributions). Probability: Concept of random experiment: outcomes, sample space, events disjoint events : Definitions probability (classical, frequency and axiomatic). Addition rule: Conditional probability: Multiplication theorem Baye's theorem: Problem solving with these concepts.

Unit V- Mathematics for finance - Introduction, Types of Interest, Discounting - Simple, Compound and Continuous, Depreciation.

References

1. Sharma, J. K. Business Mathematics: Theory & Applications; New Delhi: Ane's Book Pvt Ltd.
2. Sansheti, D.C., & Kapoor, V.K. Business Mathematics; New Delhi: Sultan Chand & Sons.
3. Brooks, Lloyd. D. Business Math; New Delhi: AITBS Publishers & Distributors.
4. Mathematics for Economics and Finance Martin Anthony, Norman Biggs, Cambridge lowprice editions, 2000.
5. Business Mathematics, J.K. Singh, Himalaya Publishing House.

Additional Reading

- Mathematics of Finance: 2nd Edition Schaum Outline Series Peter Zima, Robert Browns Tata McGraw Hill Publishing Company Ltd.
- Business Mathematics: Dr. Amarnath & Dr. Jinendra Kumar Jain.
- Business Mathematics: Bari-New Literature publishing company, Mumbai Mathematics for Economics and Business: RS Bhardwaj, 2010, Excel Books.
- Business Mathematics: Zameerudin, Qazi, V.K. Khanna & S.K. Bhambri, Vikas Publishing House Pvt. Ltd, New Delhi.

IMGT- 105- FUNDAMENTALS OF FINANCIAL ACCOUNTING

Semester: I

Course Code: IMGT- 105

Credit: 4

Course: Fundamentals of Financial Accounting

Module Aim(s):

1. This course will enable the students to combine practice and theoretical knowledge of financial accounting.
2. The course will provide decision making skills to the students in the financial analysis context,
3. The students of this course will have the ability to identify and analyze financial accounting problems and opportunities in real life situation.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L) Tutotial (T) Library / Directed Other :Formal Total Hours:

20 10 Practical : 5 Study (DS): 58 5 Exams: 2 100

Course Outcomes

- Acquire conceptual knowledge of basics of accounting
- Identify events that need to be recorded in the accounting records
- Develop the skill of recording financial transactions and preparation of reports in accordance with GAAP
- Describe the role of accounting information and its limitations
- Equip with the knowledge of accounting process and preparation of final accounts of sole trader.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit- 1 -Meaning and definition of accounting-functions of accounting-Book-keeping and accounting-Branched of accounting- users of accounting-accounting principles- GAAP – accounting standards – international Accounting standard committees / Boards - IAS – IFRS..

Unit –2-What is journal– rules and debit and credit- and journalizing-general journal and special journal – cash book – types of cash book – ledger – different types of ledger – posting and balancing of ledger accounts preparation of trial balance – accounting errors – rectification of errors.

Unit – 3 Trading and profit & loss account – balance sheet - manufacturing account - adjustments in final accounts – adjusting entries.

Unit -4-Depreciation – meaning -definition-causes-reasons – methods. Capital and revenue-receipts – expenditure =profit – losses and deferred revenue expenditure

Unit -5- Meaning and definition of company – Company’ Act of 2013 – financial statements of joint stock companies as per schedule III of Company’s Act.

References

- 1, A text book on accounting for managers -S-N Mahewsri, Suneel K.Mahewari, Shalad.K. Mahawari -Vikas Publishing house Ltd.
2. Advance accounting- M.C Shukala and T.S.Grewal.
3. Financial Accounting K.G .C. Nair.

IMGT- 106 BUSINESS ENVIRONMENT

Semester: I

Course Code: IMGT- 106

Credit: 4

Course: Business Environment

Module Aim(s):

- Understand Economic ,Social, Cultural, Political and Ethical Environment in which Businesses function
- The course seeks to examine the interaction between the economies, polity and enable the students to be more effective managers.
- To get an exposure on the domestic business environment and recent trends.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	
Total						
Hours:	18	12	Practical : 5	Study (DS): 65	0 Exams: 2	100

Course Outcome:

- Gaining Basic knowledge about the prevailing environment of business
- Creating awareness about the changing environmental scenario
- Providing light into the importance of society and ethics in business
- Explaining the importance of scanning and scanning tools in business to face global challenges

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Lif e - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I-Understanding Business Environment - Concept- Significance-environmental factors- Relationship between business and environment – Scanning - Rural development – Scanning of Business Environment

Unit II -Social and cultural Environment of Business - Indian society - Demographic trend and social structure in India - Significance of growing middle class - social & cultural factor - social change and development - Role of Manager in the social context. Ethics: Principles and characteristics of ethics - the concept of business ethics - factors affecting business ethics -importance of business ethics - advantages of business ethics

Unit III- Political Environment of Business : Business - government interface - Strategies followed by business influencing public policies- Indian financial system- Money market - Components - Mutual Funds- Capital Market: Development Banks, Role- institutions : IDBI, IFCI, SIDBI, etc- SEBI : OTCEI, NSE and BSE

Unit IV -Economic Environment- Fiscal Management – Budget and Economic Survey - Direct Taxes vs Indirect Taxes - Goods and Services Tax (GST) Concepts and Features– Monetary Policy and Tools- Sectors of economy and their relative changing importance – LPG- Post Liberalization Developments

Unit V- Technological Environment - R & D in India- implications to business – National Knowledge Commission – Concept of BPO, KPO and LPO – NITI AYOOG

References

1. Cherunilam ,F. (2018). Business Environment – Text and Cases, Mumbai, Himalaya Publishing house.
2. Saleem, S. (2010). Business Environment (2nd Ed). New Delhi, Pearson India.
3. Mittal, V. (2011). Business Environment. New Delhi, Excel Books
4. Senthil, K. and Senthil, R. (2006). Business Ethics and Values, Mumbai, Himalaya Publishing House.
5. Marianne, J.M. (2008). Cases in Business Ethics. New Delhi, Cengage Learning India Pvt Ltd.
6. www.swayam.gov.in

Additional Reading

Porter, R, (2013) ‘*Creating shared Value as Business Strategy*’
file:///C:/Users/Dell/Desktop/CreatingShared%20Value.pdf

Meyer, H (2018) ‘*Creating Shared Value*’ Cambridge University
file:///C:/Users/Dell/Desktop/specialreport-creatingsharedvalue.pdf

<https://www.sebi.gov.in/>

SEMESTER- II

IMGT- 201 BUSINESS ENGLISH -II

Semester: II

Course Code: IMGT- 201

Credit: 4

Course: Business English -II

Module Aim(s):

- To equip the students to use English Language effectively.
- To develop reading, presentation, writing skills.

Teaching Strategy:

Lecture sessions will be supplemented by Language lab based (tutorial) sessions, discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	TotalHours:
20	10 Practical : 5	Study (DS): 58	5	Exams: 2	100

Course Outcomes

- Students will heighten their awareness of correct usage of English grammar in writing and speaking.
- Students will improve their speaking ability in English both in terms of fluency and comprehensibility.
- Students will give oral presentations and receive feedback on their performance.
- Students will increase their reading speed and comprehension of academic article.

Key Graduate Attributes

<u>Academic and professional Knowledge</u>	<u>Communication</u>	<u>Team Work & Leadership</u>	<u>IT Literacy</u>	<u>Global Perspective and Cross - Cultural Adaptability</u>	<u>Critical and Analytical thinking</u>	<u>Social Responsibility and Ethics</u>	<u>Entrepreneurship Skills</u>	<u>Life - long Learning</u>
<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>

Outline Syllabus:

Unit I - Definition of Communication, Features of successful Professional Communication, Different forms of communication, Barriers to communication.

Unit II- Listening Skills – Listening is an Art,Poor listening Vs Effective listening, Advantages of good listening, Barriers to Effective Listening, Listening and Note Taking.

Unit III- Everyday Interactions, Exchanging Everyday Greetings, Making Requests, Inviting and Apologizing.

Unit IV- Group Discussion - Definitions, Difference between GD and Debate, Conversations and Dialogues, Features of good conversation.

Unit V - Writing skills – Business Letters and Resume’s, Business Reports, E-mail writing.

Books Recommended:

- (1) English for Effective Communication – Sanjay Kumar,Pushp Lata. Oxford University Press, New Delhi.
- (2) The Ace of Soft Skills - Gopalaswamy Ramesh, Mahadevan Remesh, Pearson, New Delhi.

IMGT- 202 BUSINESS COMMUNICATION

Semester: II

Course Code: IMGT- 202

Credit: 4

Course: Business Communication

Module Aim(s):

- Make the students learn on the subject matter of business communication, its nature and importance, thus enable them to avoid the occurrence of communication gap.
- To know the relevance of communication skills.
- To provide the basic skills necessary to write various types of commercial or business letters, enabling them to draft various agency related letters, etc.
- To make them understand how effective reports are written
- Provide basics of public speaking aspects in business communication and thereby enable them to increase the value of the speaker.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
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Hours:	20	10	Practical : 5	Study (DS): 58	5	Exams: 2	100
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Course Outcomes

- Develop knowledge, skills around human communication.
- Facilitate the ability to work collaboratively with others

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Nature and purpose of communication; Process and Elements -

Classification of Communication- Intrapersonal, Interpersonal, Written, Verbal, Nonverbal, Visual, etc; Barriers to Communication; Principles of Effective Communication; Business Communication - Role, Importance, Types, Case Analysis.

Unit II Written Communication, Principles of Effective Writing; Business Letters – Types, Layout; Application Letter; Resume, Reference; Appointment, Orders, Letter of Resignation; Business Enquiries, Offer and Quotations, Order Execution and Cancellation of Orders, Letter of Complaints.

Unit III Persuasive Communication- Circulars, Publicity, Material, Newsletters, Notice and Advertisement, Leaflets, Invitation; Internal Communication- Memoranda, Meeting, Documentation, Reports, Types of Reports, Writing of Report.

Unit IV Oral Communication - Skills and Effectiveness, Principles, Planning a Talk, Presentation, Extempore Speech, Group Discussion, Interviewing Skills- Appearing in Interview, Concluding Interview, Charing, Attending Meeting, Conference, Seminar, Negotiation Skill, Conversation Control.

Unit V Non Verbal Communication, Body Language, Kenesis, Proximics, Para Language, NPL; Listening- Principle of Effective Listening; Visual Communication- Use of AVAs, Technology and Communication- Communication Digitally- Fax, Electronic Mail, Tele Conferencing, Video Conferencing.

References

- Rajendra, Pal., korlahalli, J.S. essential 's of Business Communication; New Delhi: Sultan Chand & Sons.
- Poe, Roy.W., Fruehling, Rosemary. T. Business Communication: A Case Method Approach; New Delhi: AITBS Publishers and Distributors.
- Lesikar, Raymond.V., Pettit, John.D. Business Communication: Theory and Application; Illinois: Richard D Iswin Inc.
- Sharma, R. C., Business Communication and Report Writing. • Sinha, P., Business Communication.
- Business Communication by K. K. Sinha. Galgotia Publishing Company., New Delhi.
- Business Communication by C. C. Pattensheti. R. Chand and Company Publishers., New Delhi.
- Essentials of Business Communication by Rajindra Pal and J. S. Korlahalli. Sultan Chand and Sons., New Delhi. 16
- Effective Business Communication by Herta A. Murphy and Charles E. Peck. Tata McGraw Hill Publishing Company Limited., New Delhi

IMGT- 203 BUSINESS ETHICS

Semester: II

Course Code: IMGT- 203

Credit: 4

Course: Business Ethics

Module Aim(s):

To create a mindset of Value and Ethics among the participants

To help them implement the learned principles in their respective work place.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutotial (T)	Library /	Directed	Other:	Formal	Total
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Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100
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Course Outcomes

- To know the base behind both unethical and ethical behaviours at organizational level.
- To understand the theories of ethics and corporate governance
- To gain knowledge on business ethics

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I- Introduction to ethics, Definition of Ethics, Business Ethics. Ethics and Value - Importance of ethics and business ethics Factors affecting business ethics. Theories of ethics.

Unit II- Virtue, Virtue Ethics - Ethical dilemma, Ethical gap, Ethical leadership Whistle blowing Trade Secrets.

Unit III- Ethics in Finance, Ethics in Marketing, Ethics in HRD Ethics and Business Strategy - Influence of Organisational Culture in Ethics Ethics Committee Ethical Audit

Unit IV- Corporate Social Responsibility Social Audit Ethics and Government International Business Ethics.

Unit V- Corporate Governance: Corporate Board--Attributes, Duties, Responsibilities, Liabilities- Shaping Directorial Competence and Board Effectiveness-Corporate Disclosure and Investor Protection-Corporate Board Committees- Globalisation and Corporate Governance- Emerging Trends in Corporate Governance.

References

1. Manisha, Paliwal. Business Ethics; New Delhi: New Age International Press.
2. Patyrick, J. A., & Quinn, J. F. Management Ethics; New Delhi: Response Publishing.
3. S, A. Sherlekar. Ethics in Management; New Delhi: Himalaya Publishing House.

Additional reading:

1. A C Fernando. Business Ethics : An Indian Perspective | Third Edition | By Pearson
2. Business Ethics: Chandra Kumar Roy & Prabhat Kumar Roy, Vikas Publishing House

IMGT- 204 FUNDAMENTALS OF COST ACCOUNTING

Semester: II

Course Code: IMGT- 204

Credit: 4

Course: Fundamentals of Cost Accounting

Module Aim(s):

- To understand ascertainment of cost, fixation of selling price.
- To understand proper recording and presentation of cost data to management for measuring efficiency and for cost control and cost reduction.
- To know ascertaining the profit of each activity, assisting management in decision making and determination of break-even point.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Students would classify costs and would be able to prepare cost sheet for manufacturing and trading concerns
- Students would be able to reconcile cost and financial statements
- Students would be able to prepare contract account and understand various aspects of contract costing including treatment of profit on incomplete contracts.
- Students would be able to prepare process accounts and statement of joint products and by-products.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit –1 -Meaning and definition of cost, costing, cost accountancy – objectives of cost accounting – functions of cost accounting – prerequisites for the installation of cost accounting system – advantages of cost accounting.

Unit-II- Material - direct material – indirect material – material purchase control – material storage control – material issue control – methods of inventory controls.

Unit-III- Labour cost control – time – keeping - time booking idle time overtime and labor remuneration methods. – labour turnover.

Overhead – Collection, classification, allocation, apportionment, reapportionment and absorption of overheads.

Unit-III- Cost sheet,- unit costing – job costing – batch costing – contract costing .

Unit IV – Process costing – joint product costing operation costing.

Unit-V Marginal cost = marginal costing – marginal costing and differential costing – contribution – p/v ratio – margin of safety – cost-volume profit analysis – break-even analysis – application of marginal costing techniques.

References

1. Management and cost accounting, Colin Drury.
2. Cost accounting- Jawahar Lal, Tata Mc Graw-Hill co.
3. Cost accounting- M.C. Shukla, T. S. Grewal & Dr M. P. Gupta, Chand and Company Private Limited, New Delhi

IMGT- 205 LEGAL ASPECTS OF BUSINESS

Semester: II

Course Code: IMGT- 205

Credit: 4

Course: Legal Aspects of Business

Module Aim(s):

- To provide the students with practical legal knowledge of general business law issues.
- It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, latest techniques, ever changing procedure and practices in the field of law.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total Hours:
20	10	Practical : 5	Study (DS): 58	5 Exams: 2	100 Course

Outcomes

- Knowledge about the fundamental legal principles behind contractual agreements.
- The relevance of business law to individuals and businesses and the role of law in economic, political and social context.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I - Mercantile and Commercial Law: The Indian Contract Act 1872, Essential of a valid contract, Void Agreements, Definition of contract, Formation of a contract, performance of contracts, breach of contract and its remedies, Quasi contracts.

Unit II- The Sale of Goods Act 1930: Sales contract, Transfer of title and risk of loss, Guarantees and Warranties in sales contract, performance of sales contracts, conditional sales and rights of an unpaid seller.

UNIT III- Negotiable Instruments Act 1881: Nature and requisites of negotiable instruments. Transfer of negotiable instruments and liability of parties, enforcement of secondary liability, holder in due course, special rules for Cheque and drafts, discharge of negotiable instruments.

Unit IV- Agency: Nature of agency – Creation of agency, types of agents, Agent's authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of agents torts, termination of agency.

Unit V- Consumer Protection Act and Introduction of Cyber Laws: Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of Consumer redressal Machineries and Forums, Cyber crimes, IT Act 2000 and 2002, Cyber Laws, Introduction of IPR – Copy rights, Trade marks, Patent Act.

References

1. N, D. Kapoor. (2006). Elements of mercantile Law; New Delhi: Sultan Chand and Company.
2. P, K. Goel. Business Law for Managers; New Delhi: Bizentra Publishers.
3. P, P. S. Gogna.(2008). Mercantile Law, 4th Edition; New Delhi: Sulthan Chand & Company
4. Akhileshwar, Pathack. (2007). Legal Aspects of Business, 4th Edition; New Delhi: Tata
5. Gulshan, S. S. Company Law; New Delhi: Sulthan Chand & Company Ltd.
6. Richard, Stim. (2008). Intellectual Property - Copy Rights, Trade Marks, and Patents; New Delhi: Cengage Learning.

IMGT- 206 COMPUTER APPLICATIONS IN MANAGEMENT

Semester: II

Course Code: IMGT- 206

Credit: 4

Course: Computer Applications in Management

Module Aim(s):

- To introduce the fundamental concepts and application of computers in business decision making.
- To develop the skill of keeping documentations instead of bookkeeping methods.
- To adapt with the latest technologies in working Environments.
- To develop documentation & drafting skills.
- Understand the importance of computer application in daily life.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L) 18	Tutorial (T) 12	Lab / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- Awareness about Computer device & Technology.
- Knowledge required to work in an Automated Environment.
- Safe handling to data in digital formats.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I -Computer Hardware: CPU, Input devices, Output Devices, Communication devices, storage devices Generation of Computers, Computer Languages, Softwares, Types of Softwares

Unit II -Information Technology: Basic idea of LAN (Local Area Network), and WAN (Wide Area Network) E-mail: Internet Technologies, Access Devices, Concept of World Wide Web and Internet browsing, downloading, uploading, Web based storages (Overview Only).

Unit III- Word Processing: Introducing and working with MS Word in MS-Office - Word Basic Commands, Formatting - Text and documents, Sorting and Tables, Working with graphics, introduction to Mail merge, Digital Signature.

Unit IV -Spread Sheet: Working with EXCEL - Formatting functions, chart features, working with graphics in EXCEL using worksheets as database in accounting, Marketing, finance and personnel areas. Excel Functions (Overview Only)

Unit V -Presentation with Power Point: Power Point, basics creating Presentation of easy way: working with graphics in Power Point show time, sound effect and animation effects, Slide preparation using templates, Power point Slide Show.

Recommended:- Compulsory Computer Lab Sessions for Practical Knowledge.

References

1. Date, C.J. An Introduction to Data Base Systems; Massachesets: Addison Wesley.
2. Mansfield, Ron. The Compact Guide to Microsoft Office; New Delhi: BPB Publication.
3. Ullman, J. O. Principles of Data Base System; New Delhi: Galgotia Publication.

Additional Reading

1. www.swayam.gov.in
2. FaitheWempen, Computing Fundamentals : Introduction to Computers. Sybex Publishers
3. Niranjana Shrivastava, Computer Application in Management, dreamtech Press.
4. Ashok Arora, Computer Fundamentals, Vikas Publishing
5. R. Parameswaran, Computer Application In Business, S. Chand & Company Ltd

SEMESTER-III

IMGT- 301 BUSINESS ENGLISH -III(General English and Composition.)**Semester: III****Course Code: IMGT- 301****Credit: 4****Course: English Language- III(General English and Composition.)**

Module Aim(s):

- To equip the students to use English Language effectively.
- To develop reading, presentation, writing skills.

Teaching Strategy:

Lecture sessions will be supplemented by Language lab based (tutorial) sessions, discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L) Tutotial (T) Library / Directed Other: Formal TotalHours:

20 10 Practical : 5 Study (DS): 58 5 Exams: 2 100

Course Outcomes

- Students will heighten their awareness of correct usage of English grammar in writing and speaking.
- Students will improve their speaking ability in English both in terms of fluency and comprehensibility.
- Students will give oral presentations and receive feedback on their performance.
- Students will increase their reading speed and comprehension of academic article.

Key Graduate Attributes

<u>Academi</u> <u>c and</u> <u>professio</u> <u>nal</u>	<u>Com</u> <u>munic</u> <u>ation</u>	<u>Team</u> <u>Work</u> <u>&</u> <u>Leaders</u>	<u>IT</u> <u>Liter</u>	<u>Global</u> <u>Perspective</u> <u>and Cross</u> <u>-Cultural</u>	<u>Critic</u> <u>al and</u> <u>Analy</u> <u>tical</u>	<u>Social</u> <u>Respons</u> <u>ibility</u> <u>and</u>	<u>Entrepren</u> <u>neu-</u> <u>rship</u> <u>Skills</u>	<u>Life -</u> <u>long</u> <u>Learni</u> <u>ng</u>
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<u>Knowled</u> <u>ge</u>		<u>hip</u>	<u>acy</u>	<u>Adaptability</u>	<u>thinki</u> <u>ng</u>	<u>Ethics</u>		
<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>

Outline of Syllabus:

Unit.I Fill up with the suitable form of the words in bracket

(Ten questions of one mark each) (1x10 = 10 marks)

Unit.II (a) Use the correct tense form of the Verbs in bracket (2x3 = 6 marks)

(b) Turn into Indirect Speech (1x2 = 2 marks)

(c) Turn into Passive Voice (1x2 = 2 marks)

Unit-.III. Rewrite as directed (Ten Questions of One mark each) (1x10 = 10 marks)

Unit-.IV. Write a preceis of the following passage (1x10 = 10 marks)

Unit- V. Write an essay in 300 words about the following (1x20 = 20 marks)

Topics in Grammar- Agreement of the Verb with the Subject, Tenses, Direct and Indirect Speech, Passive Voice, Prepositions, Degrees of Comparison, Transformation of Sentences.

Books Recommended:

1. A Remedial English Grammar for Foreign Students – Frederick. T. Wood, Mac-millan, Chennai
2. A Comprehensive Grammar of Current English - Dr.C.J.Joseph, EG Myall. Interuniversity press (P) Ltd. Chennai.

IMGT- 302 MANAGEMENT ACCOUNTING

Semester: III

Course Code: IMGT- 302

Credit: 4

Course: Management Accounting

Module Aim(s):

- To enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting.
- To make the students develop competence with their usage in managerial decision Making control.
- To enhance the abilities of learners to analyze the financial statements.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussion assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Students would explain the significance of basic concept, importance & functions of Management Accounting Students would be able to reconcile cost and financial statements
- Students would calculate the various ratios and would be able to discuss the significance and use of the various ratios
- Students would illustrate the Vertical format of financial statements, and also tools of financial analysis such as Trend Analysis, Comparative Analysis and Common Size Statement..

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Financial statements-features, Financial statement analysis- objectives- tools of Financial statement analysis- limitations of Financial statement analysis

Unit II– Ratio analysis -Liquidity ratios, Solvency ratios, Leverage ratios and coverage ratios – Interpretation – Comparative financial statement – Financial analysis using accounting ratios – case study,

Unit-III Fund flow analysis -schedule of changes in working capital -fund from operation. Fund flow statement- uses of fund flow statement.

Unit IV Cash flow analysis -cash from operation-cash flow statement. Uses of cash flow statement-difference between cash flow statement and fund flow statement

Unit V Budgetary Control Concepts and Objectives, Merits and Demerits of Budgetary Control, Fixed and Flexible Budget, Cash Budget and master Budget, Zero based Budgeting.

References

1. Cost and Management Accounting - Colinn Dury 7th Edition
2. Cost and Management Accounting- Dbarshi Bhattacharyya pearson Publications 2013 edition
3. Management Accounting - M.Y.Khan 4. Management Accounting - I.M.pandey

IMGT- 303 BUSINESS STATISTICS

Semester: III

Course Code: IMGT- 303

Credit: 4

Course: Business Statistics

Module Aim(s):

- To develop the students ability to deal with numerical and quantitative issues in business.
- To enable the use of statistical, graphical and algebraic techniques wherever relevant.
- To have a proper understanding of statistical applications in management.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours:	20	10	Practical : 5	Study (DS): 58	5 Exams: 2	100

Course Outcomes

- Acquire knowledge about the key terminology, concept, tools and techniques used in business statistical analysis.
- Knowledge about underlying assumptions of analysis tool.
- Understand the uses and limitations of statistical analysis.
- Conduct basic statistical analysis of data.
- Analysis of statistical data using computer.

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p>Outline Syllabus:</p> <p>Unit I -Correlation and Regression: Correlation – different type of correlation – Karl Pearson’s correlation coefficient – spearman’s Rank correlation coefficient – concurrent deviation method – coefficient of determination – regression analysis – line of best fit – least square method – business applications.</p> <p>Unit II- Probability distribution - Introduction, Probability density function, expected value and variance of a random variable - Discrete - Binomial, Poisson, Continuous - Normal,Exponential Distributions.</p> <p>Unit III- Sampling - sampling methods - sampling error and standard error - relationship between sample size and standard error. Testing hypothesis - testing of means and proportions - large and small samples - Z test and t test.</p> <p>Unit IV- Chi square distribution - Characteristics and application - test of goodness of fit and test of independence - Test of Homogeneity and test of population variance.</p> <p>Unit V- F distribution - testing equality of population variances - Analysis of Variance - one way and two way classification. , Software Packages SPSS, AMOS.</p>								
<p>References</p> <p>1. Levin R.L. and Rubin, D.S. (2010).Statistics for Management, New York, Pearson Education (7th Ed.),</p>								

2. Tulsian, P.C. and Pandey, V. (2004). Quantitative Techniques. New Delhi, Pearson Education.
3. Vora, N. D. (2006). Quantitative Techniques in Management. New Delhi, Tata Mc. Graw Hill Education. Beri, G. C. (2005). Business Statistics. New Delhi, Tata Mc. Graw Hill Education.
4. Beri, G. C. (2005). Business Statistics. New Delhi, Tata Mc. Graw Hill Education.
5. Gupta, S.P.(2010). Statistical Methods. New Delhi, Sultan Chand & Sons.
6. Kothari, C.R.(2004). Research Methodology (2nd Ed.), New Delhi, New Age International (
- 7..Jasrai, L. (2020). Data analysis using SPSS, New Delhi, Sage books.
8. www.swayam.gov.in

Additional Reading

1. Beri, G.C., Business Statistics, Tata Mc.Graw Hall Education, New Delhi, 2005.
2. Kothari, C.R., Research Methodology (2nd Ed.), New Age International (P) Lt., 2004.
3. Srivastava, U.K., Shenoy, G.V., Sharma. S.C., New Age International (P) Lt., 2011.
4. Gupta, S.C. and Kapoor, V.K., Fundamentals of Mathematical Statistics, Sultan Chand & Sons.

IMGT- 304 PRODUCTION AND OPERATIONS MANAGEMENT

Semester:III

Course Code: IMGT- 304

Credit: 4

Course: Production and Operations Management

Module Aim(s):

- To introduce the operations function, in service and manufacturing organizations
- To address key aspects of design,
- To plan and control operations
- To understand operations in a global context.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total		
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Understand effective operations management along with analytical techniques and their applications across domains
- Learn about project lifecycles and various project planning and management techniques like PERT, CPM, among others
- Gain expertise in economic order quantity, inventory classification and other inventory management techniques
- Develop an in-depth proficiency in supply chain management including network strategy, sustainability and forecasting
- Learn quality management principles like total quality management along with in-demand tools and methodologies

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurial Skills	Life long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p><u>Outline of Syllabus:</u></p> <p>UNIT I Production as an organization function - Importance of Production Function - Scope of Production and Operations Management, Types of Production Systems, Strategic Operations Management, Operations Strategies, Elements of Operations Strategy, 5 Ps of Operations</p> <p>UNIT II Plant location & Layout, Nature - Location Theories, Steps in Location, Location Models, Plant Layout, Factors influencing lay out, Principles of lay out, Lay out Tools and Techniques, Materials Handling, Material Handling Principles, Types, Selection and Design of Handling System.</p> <p>Unit-III-Materials Management, Vendor rating, Inventory Models, EOQ, Reorder point, EOQ with Discounts, MRP-I, MRP-II, Selective Inventory Control (SIC), Just In Time (JIT), Basics of Kanban, VMI and ERP, Work Study, Work Measurement. Quality Management, Statistical Quality Control (SQC), Total Quality Management (TQM), Kaizen, Six sigma, ISO Systems, SCM Basic Concepts'</p> <p>UNIT IV-Production /Operations Planning & Control, Role of production planning & control in Operations Management, Factors determining production planning, Aggregate Planning, Master Production Schedule, Scheduling, Loading, Routing, Product Planning for Various Production Systems, Line Balancing and sequencing, EBQ, Capacity Planning, Basics of Maintenance management, Maintenance Decisions, overview of FMS and Robotics'</p> <p>UNIT-V- Logistics: Definition, History and Evolution- Objectives, Logistics Management: Definition and Evolution -Achievement of competitive advantage through logistics Framework- Role of Logistics management-Integrated Logistics Management - Model – Flow of process activities (in brief), Third party logistics provider-Fourth party Logistics providers (4 pl)- Stages- Role of logistics providers, Strategic role of Logistics Management.</p> <p>References</p> <ul style="list-style-type: none"> • Starr. M. K. (1972). Production Management - Systems and Synthesis, New York, Prentice Hall • Pannerselvam, R. (2012). Production and Operations Management, New Delhi, Prentice Hall of India • Buffa, E.S. and Sarin, R.K. (2007). Modern Production/Operations Management, New Delhi, Wiley India • Gaither, N. (2002). Production and Operations Management. Cincinnati, South Western College Publications 								

IMGT- 305 PERSONALITY DEVELOPMENT & SOFT SKILLS

Semester: III

Course Code: IMGT- 305

Credit: 4

Course: Personality Development & Soft Skills

Module Aim(s):

- ☐ Develop and nurture a deep understanding of personal motivation.
- ☐ Develop effective communication skills (spoken and written).
- ☐ Develop effective presentation skills.
- ☐ Develop an understanding of and practice personal and professional responsibility.
- ☐ Demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours: 20	10	Practical : 5	Study (DS): 58	5	Exams: 2 100

Course Outcomes

- The student will be able to understand, analyse develop and exhibit accurate sense of self
- Think critically. demonstrate knowledge of personal beliefs and values and a commitment to continuing personal reflection and reassessment.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p>Outline Syllabus:</p> <p>Unit - I Introduction to Personality- Basic of Personality, Human Growth and Behavior, Theories in Personality, Motivation; Attitudes: Types of Attitudes, Formation – importance of positive attitudes – steps in developing positive attitudes</p> <p>Unit - II Communication Skills – Definition, Significance of communication, disasters of non communication, communication Gap, process of communication, forms of communication; listening skills, active and attentive listening, benefit of listening; Body Language, Right Posture and its importance – effects of right body language, Inter personal communication and relationships, leadership skills, team building and public speaking.</p> <p>Unit - III Goal Setting and Time Management: Goals – importance of goal setting periodicity in goal setting – short, medium, long term-methods to achieve set goals – Activity in goal setting techniques of Time management – prioritization of activities – awareness of time wasters and how to avoid them.</p> <p>Unit - IV Creativity: The Creative mind-importance of creativity-Elements of Creativity –Influence of Flexibility – Factors influencing creativity – Methods of enhancing creativity – techniques of creativity – Brainstorming – attributes listing etc. General ideas in creative problem solving – creativity exercises and games.</p> <p>Unit - V Stress Management and Personality Development: Definition – General Principles of Stress Management, linkage between stress and time management – identification of the sources of stress – measure to manage stress, Meditation and concentration techniques, self hypnotism, self acceptance and self growth; Techniques in personality development - self confidence, Mnemonics, Goal setting, Time Management and effective planning;</p> <p>Activities:-</p> <p>Informal speeches , Conducting Stress Interviews. , Creative Exercise, Role plays – Sellingskills – Body Language.</p>								
<p>References</p> <ol style="list-style-type: none"> 1. Personality Development by Rajiv K. Mishra. Rupa & Co. 2. Public Speaking – Collins. 3. Your Personal Pinnacle of Success - D.D. Sharma 4. Self development - Devesh. 								

IMGT- 306 - E-COMMERCE

Semester: III

Course Code: IMGT- 306

Credit: 4

Course: E-Commerce

Module Aim(s):

- The objective of the course is to familiarize the students with E -Commerce and its application.
- To familiarize the students with Concept and Application of E-commerce.
- Awareness about latest network technologies to extend business limits
- Scope of implementing Technology in data base management.
- Implementation of e-payments and Attract consumers through customized business promotion channels
- Risk factors like cyber-attacks, threats in online fund transfers and recovery measures to protect Cyberspace.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal
Total Hours:	18	12	Practical : 5	Study (DS): 65
100				0 Exams: 2

Course Outcomes

- Updated with the latest technologies in the Market to promote business in online Mode.
- Awareness Internet, Network Technologies, Business trends.
- Security threads and Recovery measures
- Skill to handle Business from remote area. Also help to extend business beyond boundaries

- To come up with innovative idea in world class business field.
- Introduction of efficient automated system helps to handle Business online, Track Orders, Receive Funds, Generate Reports and CRM.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I -Telecommunication Networks: Introduction - LAN - WAN- Internet - What is Electronic Commerce - Brief history of Electronic Commerce - Advantages and Limitations of Electronic Commerce - Types of Electronic commerce - Integrating Electronic Commerce- Key questions for Management.

Unit II -The Internet and the World Wide Web: The Internet Today - History of the Web - Unique benefits of the Internet - Internet Architecture - World Wide Web - Concepts and Technology - Creating Web pages - Launching a Business on the Internet.

Unit III -Electronic Payment Systems: Overview of the Electronic payment Technology - Requirements for Internet Based payments - Electronic payment Medias, Different Card Systems - Electronic commerce and banking.

Unit IV -E-security: Security in the cyberspace - Designing for security - Virus - Security Protection and Recovery - Encryption - The Basic Algorithm System - Authentication and Trust - Key management - Internet Security Protocols and Standards - Other Encryption issues.

Unit V -Web based Business: E-Business Registration, Intellectual Property Right, Business-to-

Business Electronic Commerce-Intranets and Extranets - Intranets and Supply Chain Management
- Legal and Ethical issues - Case studies, Cyber Crime, IT ACT 2000, ITAA 2008.

References

1. Elias. M. Awad, " Electronic Commerce", Prentice - Hall of India Pvt Ltd, 2002.
2. Ravi Kalakota, Andrew B. Whinston, "Electronic Commerce - A Manager's guide", Addison
- Wesley, 2000.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce - A Managerial
Perspective", Addison - Wesley, 2001.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI, 2006
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", 3RD Edition, Pearson Education,
2003
6. Ravi Kalakota, Andrew B. Whinston, "Frontiers of Electronic Commerce", Addition - Wesley,
2000.

Additional Reading

1. Janice Reynolds, 2nd Edition, *The Complete E-Commerce Book: Design, Build & Maintain a
successful web-based business*. Published b CRC Press
2. Jim work, George BAND *E-COMMERCE Business Model 2020*
3. Dave Chaffey, *E-Business and E-Commerce Management: Strategy, Implementation and
Practice (4th Edition)* , Published by Prentice Hall

SEMESTER: IV

IMGT- 401 BUSINESS ENGLISH -IV(General English and Composition.)

Semester: IV

Course Code: IMGT- 401

Credit: 4

Course: Business English- IV (General English and Composition.)

Module Aim(s):

- To equip the students to use English Language effectively.
- To develop reading, presentation, writing skills.

Teaching Strategy:

Lecture sessions will be supplemented by Language lab based (tutorial) sessions, discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutotial (T)	Library /	Directed	Other: Formal	Total
Hours: 20	10 Practical : 5	Study (DS): 58	5	Exams: 2	100

Course Outcomes

- Students will heighten their awareness of correct usage of English grammar in writing and speaking.
- Students will improve their speaking ability in English both in terms of fluency and comprehensibility.
- Students will give oral presentations and receive feedback on their performance.

Students will increase their reading speed and comprehension of academic article.

Key Graduate Attributes

<u>Academi</u> <u>c and</u> <u>professio</u> <u>nal</u> <u>Knowled</u> <u>ge</u>	<u>Com</u> <u>munic</u> <u>ation</u>	<u>Team</u> <u>Work</u> <u>&</u> <u>Leaders</u> <u>hip</u>	<u>IT</u> <u>Liter</u> <u>acy</u>	<u>Global</u> <u>Perspective</u> <u>and Cross -</u> <u>Cultural</u> <u>Adaptability</u>	<u>Critic</u> <u>al and</u> <u>Analy</u> <u>tical</u> <u>thinki</u> <u>ng</u>	<u>Social</u> <u>Respons</u> <u>ibility</u> <u>and</u> <u>Ethics</u>	<u>Entrepre</u> <u>neu-</u> <u>rship</u> <u>Skills</u>	<u>Life -</u> <u>long</u> <u>Learni</u> <u>ng</u>
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<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>
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Outline of Syllabus:

Pattern of Questions based on the Prescribed Text Books.

Text Books

One Modern Drama and One Novel

Unit-.I 10 short questions that require one word / one sentence as answers.

(1x10 = 10 Marks)

Unit-.II Five questions to be answered each in a paragraph of about 60 words (5x2 = 10)

Unit-.III. One Essay of about 300 words from the prescribed Drama. (1x20 = 20 marks)

Unit-.IV. One Essay of about 300 words from the prescribed novel. (1x20= 20 marks)

Text Books Recommended:-

1. Doll's House (Drama) – Henrik Ibsen (Orient Longmans), Chennai.
2. Animal Farm (Novel) – George Orwell (Penguin)

IMGT- 402 ORGANISATIONAL BEHAVIOUR

Semester: IV

Course Code: IMGT- 402

Credit: 4

Course: Organisational Behavior

Module Aim(s):

1. To help the students to develop cognizance of the importance of human behaviour.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
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Hours: 20	10	Practical : 5	Study (DS): 58	5	Exams: 2	100
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Course Outcomes

- Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
- Demonstrate the applicability of analyzing the complexities associated with management individual behavior in the organization.
- Analyze the complexities associated with management of the group behavior in the organization. C
- Demonstrate how the organizational behavior can integrate in understanding the motivation (why) behind behavior of people in the organization

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Organizational Behavior - Fundamental concepts - nature and scope - OB in the new millennium - Foundations of Individual behavior - Personality, Perception, Learning, Values and Attitudes.

Unit II- Motivation - Early theories - Contemporary theories - Motivation at work - Designing and Motivating for jobs.

Unit III- Group Dynamics - Group Behaviour, - Inter-group relations - Communication and Group - Decision making.

Unit IV- Leadership - Trait, behaviour and contingency theories- Power and Politics - Conflict -causes, conflict management, Transactional Analysis (TA) - Work Stress.

Unit V- Organizational Structure And Design: Organizational changes and development - Organizational culture and climate -Organizational effectiveness.

References

1. Fred, Luthans. (1998). Organizational Behavior; New York: McGraw Hill.
2. Robbins, S.P. (2019) . Essentials of Organisational Behaviour. New Delhi, Pearson education
3. S, S. Khanka. (2007). Organisational Behaviour; New Delhi: Sulthan Chand & Company Ltd.
4. S, Shajahan., & Linu, Shajahan. Organisational Behaviour; New Delhi: New Age International Publishers, New Delhi.

IMGT403 - COMMERCIAL LAW

Semester: IV

Course Code: IMGT- 403

Credit: 4

Course: Commercial Law

Module Aim(s):

- To provide the students with practical legal knowledge of general business law issues.
- It aims at providing a rich fund of contemporary knowledge, time tested principles, basic concepts, emerging ideas, latest techniques, ever changing procedure and practices in the field of law.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours: 20	10 Practical : 5	Study (DS): 58	5	Exams: 2	100

Course Outcomes

- Knowledge about important features of law relating to business like Administrative Law Company Law etc.
- The relevance of business law to individuals and businesses and the role of law in economic, political and social context.
- Understand the legal and fiscal structure of different forms of business organizations and responsibilities as an employer.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural	Critical and Analytical thinking	Social Responsibility And Ethics	Entrepreneurship	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Administrative Law-Welfare State and Administrative Law: Delegated Legislation, Principle of Natural Justice, Constitution of India, fundamental rights and duties, Judicial Review, Suit Government - torts and contracts - control of public undertakings.

Unit II- Special Contracts : Indemnity, Guarantee, Bailment and pledge, Indian Partnership Act,
 - Important features - Formation of partnership firms, Kinds of partners - Rights and duties of partners
 - Dissolution of partnership.

UNIT III- Company Law: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Director winding up of companies.

Unit IV- Right to Information Act , Foreign Exchange Management Act 2000 : Definitions and provisions.

Unit V - Labour Laws: Major Provisions of Industrial Disputes Act 1947, Factories Act, 1948, minimum Wages Act, 1948, , Payment of Bonus Act 1965, Payment of Wages Act 1936

References

1. I. and Agnihotri , A (2020). Business Law Text and Problems, New Dagar Delhi, Sage Public
2. Kapoor, N.D.(2014). Elements of Mercantile Law(34TH Ed.), New Delhi, S.Chand & Sons.
3. Malik, P.L. (2018). A handbook of Labour and Industrial Law, Bengaluru, Eastern Book Co
4. Law for Business 19th edition, Ashcroft, Ashcroft, and Patterson, Cengage Learning, 2017, 9781305654921.

IMGT- 404 -FINANCIAL MANAGEMENT

Semester: IV

Course Code: IMGT- 404

Credit: 4

Course: Financial Management

Module Aim(s):

- Provide an in-depth view of the process in financial management of the firm
- Develop knowledge on the allocation, management and funding of financial resources.
- Improving students' understanding of the time value of money concept and the role of a financial manager in the current competitive business scenario.
- Enhancing student's ability in dealing short-term dealing with day-to-day working capital decision; and also longer-term dealing, which involves major capital investment decisions and raising long-term finance.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Explain the concept of fundamental financial concepts, especially time value of money.
- Apply capital budgeting projects using traditional methods.
- Analyze the main ways of raising capital and their respective advantages and disadvantages in different circumstances
- Integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit- 1 - Meaning of finance –importance of finance – Meaning of financial management – objectives of financial management – scope of financial management – role of finance manager – organization of the finance function.

Unit -II Financial planning, Meaning of financial planning – estimation of capital requirement – fixed capital working capital – capitalization – theories of capitalization

Unit -IIICapital structure, Meaning of capital structure – patterns of capital structure – capital structure theories – optimum capital structure – factors determining capital structure – leverage – operating leverage and financial leverage.

Unit -IV- Source of finance, Classification of the sources of finance – security finance – internal finance – loan financing – bridge financing – lease financing – loan syndication – new financial institutions and instruments.

Unit– V Dividend policy, Dividend – dividend policy – theories of dividend policy – bonus shares – right shares – sebi guidelines on the issue of bonus shares and right shares.

References

1. Van Horne, J. and Wachowicz Jr., J.M. (2008). Fundamentals of Financial Management, New Delhi, Prentice Hall of India.
2. Aravind.M. (2019). Principles of Financial Management: Practice and Decisions. New Delhi, Viva Books.
3. Pandey I. M.. (2016) . Financial Management. New Delhi, Vikas Publishing House Pvt. Ltd.

Additional Reading

1. Chandra, P. (2019). Financial Management – Theory and Practice. New Delhi, Tata McGraw Hill Publishing Company Ltd.
2. Khan M. Y., Jain P. K. (2018) .Financial Management – Text and Problems. New Delhi, Tata McGraw Hill Publishing Company Ltd.

IMGT- 405 INTERNATIONAL BUSINESS

Semester: IV

Course Code: IMGT- 405

Credit: 4

Course: International business

Module Aim(s):

1. Knowledge: Basic and broad knowledge in international business environment, strategies and management. Ability to apply concepts, principles and theories to simple business situations.
2. Global Perspective: Awareness of the different thinking and viewpoints of diverse cultures.
3. Awareness of the global business environment and its impacts on businesses.
4. Practical Application: Use of excel tools in real world scenarios.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, debate, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours:	20	10 Practical : 5	Study (DS): 58	5	Exams: 2	100

Course Outcomes

- the students will be able to: explain the concepts in international business with respect to foreign trade/international business.
- Apply the current business phenomenon and to evaluate the global business environment in terms of economic, social and legal aspects
- Analyse the principle of international business and strategies adopted by firms to expand globally..

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Overview of global theory and practice – Terminology in international business- theories of international trade and investment- New trade Theory – International investment and product life cycle theory - Theory of international investment - Global forces effecting international business.

Unit II Trading and investing in international market – type of foreign investment – Need to enter foreign market – Methods to enter foreign market – Multi domestic or global strategy –Impact of culture on global business.

Unit III International organizations impacting global business – UNO and its role – International finance corporation – World bank – Regional financial institutions –Bank of international settlement – WTO – Regional trading blocks – organizing for economic co- operation and development

Unit IV Physical and Environmental forces and its impact on international business – Locational, topography, climate, natural resources – Political ideologies – Political forces and its impact on international business; political ideologies and state control and its impact on international business – Impact of legal forces on international business.

Unit V Global operation – Need and importance of outsourcing – global manufacturing system and practices – current issues and future developments.

References

1. Cherrunilam, Francis. International Business Environment; New Delhi: Himalaya Publishing House.
2. Shyam, Shukla. International Business; New Delhi: Excel Books.
2. Rakesh, Mohan. Joshi. International Business; New Delhi: Oxford University Press

IMGT- 406 ENTREPRENEURSHIP DEVELOPMENT

Semester: IV

Course Code: IMGT- 406

Credit: 4

Course: Entrepreneurship Development

Module Aim(s):

- To understand how the players are involved in the ecosystem
- To understand the roles of skill, experience, motivation and culture of Entrepreneurship
- To analyze how the Business plan is framed and the challenges involved in it• To reflect on the financial institutions and Venture feasibility analysis.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal Total
Hours:	18	12	Practical : 5	Study (DS): 65	0 Exams: 2 100

Course Outcomes

- Developing the spirit of starting new business among students
- Detailed information about various government schemes and institutions supporting small business

Gaining knowledge about the life history of many renowned entrepreneurs

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Small Business : meaning - role - Strengths and weaknesses - Defining an entrepreneur-entrepreneurial traits - Developing entrepreneurs -New ventures and Business Plan: Need for a Business

plan - Steps in the preparation of business plan - Need for marketing research - Operating plans and financial plans - Dynamics of small business environment - Causes for small business failure - Success factors for small business.

Unit II -Feasibility Planning : Planning paradigm for new ventures - Stages of growth model - Fundamental of a good feasibility plan - Components of feasibility plan - Relevance of marketing concept to new ventures - Marketing research of pre-start-up planning - Sources of marketing research information - Implication of market research - Marketing functions that new ventures must address - Establishing marketing and sales promotion infrastructure - Concept of pricing - Growth strategies - Marketing plan.

Unit III- Acquiring an Established venture: Advantages and disadvantages of acquiring established business - considerations for evaluation business opportunities - Methods of valuing a business - Franchising and franchisee's perspective.

Unit IV- Financing a new venture: Sources and types of finance available or small business- Venture capital and new venture financing - working out working capital requirement - Government agencies assisting in financing the project- Government schemes supporting new ventures

Unit V - Life cycle of an entrepreneurial venture - Role of entrepreneur during various transition stages , growth- Requirements for successful patent grants - steps in obtaining a patent - Registration of trademark - copy right and the concept of fair use - Protection of intellectual property.

References

1. Sahay, A. Entrepreneurship and New Venture Creation; New Delhi: Excel Books.
2. Lall, Madhurima. Entrepreneurship; New Delhi: Excel Books.
3. Kuratko,Donald. F., Hodgetts, Richard. M. Entrepreneurship in the New Millennium; New Delhi: Cengage Learning.
4. Hisrich, Robert. D., Peters, Michael. P. Entrepreneurship; New Delhi:Tata McGraw-Hill.

Additional Reading

- Rajshankar, Entrepreneurship Theory and practice, Vijay Nicole Imprints Private limited, 2015.
- Rajeev Roy, Entrepreneurship, Oxford University Press, 2011
- Jayshree Suresh, Entrepreneurial Development, Margam Publications, 2015

IMGT- 407 SOCIAL INTERNSHIP

Semester: IV

Course Code: IMGT- 407

Credit: 2

Course: Social internship

Module Aim(s):

- Social internship aims at creating effective managers who are responsible to society and humanity.
- To sensitize the students about social issues so as to develop socially conscious potential managers.

Teaching Strategy

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Social Internship Outcome

- Understand the gravity of the social issue, its magnitude and its implications for the society.
- Study the Government policy and also the initiatives taken by the public/private institutions and the role that NGO's are playing.
- To know areas of activity of the NGO and the issues which the NGO is addressing.
- To study Possible initiatives that corporate sector can take to address the social issues.:

Key Graduate Attributes								
Academ ic and professi onal Knowle dge	Communica tion	Team Work & Leader ship	IT Liter acy	Global Perspect ive and Cross - Cultural Adaptab ility	Critica l and Analyt ical thinkin g	Social Responsi bility and Ethics	Entrepre neur- ship Skills	Life - long Learn ing
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Guidelines for Social internship:

Each student in Five year MBA(Integrated) programme is required to do a social internship for at least four weeks to develop sensitivity towards the social responsibility. It requires each student to seek out a relevant NGO and to work with them to learn about the social issues/activities and finally apply their managerial learning to improve the effectiveness of the NGO. On completion of internship each student is required to submit an internship report. Prepare your “Individual Social Internship Report” according to format mentioned below. Use font type as Times New Roman and 1.5 lines spacing only. All the reports need to be hard bound only. The complete report should be of approximately 50 pages.

Report Format

Social Internship Report should be prepared as follows 1 Cover Page(word file attached) 2 Self declaration 3 Certificate from NGO 4 Acknowledgement 5 Table of Content 6 Executive Summary 7 The study of the gravity of the social issue, its magnitude and implications on the society. 8. The study of the Government policy and its significance. Also the initiatives taken by the private institutions as part of corporate governance and social responsibility and its impact on society. 9- 9.1 Introduction of NGO (including organizational structure) 9.2A Project assigned by NGO 9.2A-i Introduction of the Project 9.2A-ii Objectives 9.2A-iii Methodology 9.2A-iv Analysis 9.2A-v Results/Findings OR 9.2B General study of NGO 9.2B-i Activities of NGO 9.2B-ii Analysis (SWOT/SWORT/ETOP) 9.2B-iii Functional Issues/Problems (HR, Finance, Operations, Marketing) 10 Conclusions/Recommendations 11 Key Learnings 12 References/ Bibliography 13 Appendix/ Annexure,

Evaluation:

The Social Internship will be evaluated for 100 marks. There will be internal and external valuation for the internship and report. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the head of the department. The external evaluation for 60 marks will be conducted by examiners duly appointed by the University for the purpose. 20 marks will be awarded for viva voce and 40 marks for the project totalling to 60 marks.

SEMESTER: V

IMGT- 501 FOREIGN LANGUAGE – FRENCH -I

Semester: V

Course Code: IMGT- 501

Credit: 4

Course: Foreign language – FRENCH -I

Module Aim(s):

- To introduce students to a modern foreign language.
- To develop basic communication skills in French.
- To prepare the students to communicate successfully in French in some common basic everyday social situations.
- To enable students to write simple descriptions & narrations in French..

Teaching Strategy:

Lecture sessions will be supplemented by Language lab based (tutorial) sessions, discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours: 20	10	Practical : 5	Study (DS): 58	5 Exams: 2	100

Course Outcomes

- Upon successful completion of the course, the students will be able to use french for basic communication in daily life situations

Key Graduate Attributes

<u>Academic and professional Knowledge</u>	<u>Communication</u>	<u>Team Work & Leadership</u>	<u>IT Literacy</u>	<u>Global Perspective and Cross - Cultural Adaptability</u>	<u>Critical and Analytical thinking</u>	<u>Social Responsibility and Ethics</u>	<u>Entrepreneurship Skills</u>	<u>Life - long Learning</u>
<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>

Outline of Syllabus:

NAME OF TEXT: ECHO-A1 méthode de français

Authors: J. Girardet & J. Pecheur

Publisher: CLE INTERNATIONALE

- Leçon- 0 : Parcours d'initiation (Pages : IX – XVI)
- Leçon – 1 : Vous Comprenez ? (Pages : 6 – 13)
- Leçon 2 : Au Travail ! (Pages : 14 – 21)

Reference:

1. Le Nouveau Sans Frontières Vol I by Philippe Dominique
2. Panorama Vol I by Jacky Girardet

The Question Paper is divided into four Sections:

Section A (remembering and analysing): Very Short Answers : Based on the content of the first three lessons, Leçon :0 , 1 and 2 , twelve short questions will be asked to answer ten. Each question carries one mark. (10x1=10 marks)

Section B (understanding and application): Short Answers: Questions based on the content of the lessons. Answer any 7 questions from the 12 questions given. Each question carries 2 marks. (7x2=14 marks)

Section C(understanding and application): Short Answers /Dialogues based on language elements
Answer any 5 questions from the 9 questions given. Each question carries 4 marks. (4x5=20 marks)

Section D (Creating): Short compositions and messages . Answer any 2 questions from the 4 questions given. Each question carries 8 marks.
(8x2=16 marks)

Model Question Paper

Score:60

Time: 3h

Section A Répondez aux 10 questions: (1x10=10)

- 1) Comment vous vous appelez?
- 2) Vous êtes Américain?
- 3) Où habitez-vous ?
- 4) Où est le Colisée ?
- 5) Nommez un pays francophone
- 6) Qui est Audrey Pulver ?
- 7) Est-ce que vous avez un livre français ?
- 8) Chanel ,qu'est-ce que c'est ?
- 9) Est-ce que vous aimez le sport ?
- 10) Est-ce que vous comprenez le français ?
- 11) Qui est Amélie Poulain ?
- 12) La Bourgogne, qu'est-ce que c'est ?

Section B Répondez aux 8 questions: (2x8=14)

- 13) Complétez avec le masculin ou le féminin
a) -Il est italien ; Elle est -----
b) -Il est ----- ; elle est américaine
 - 14) Mettez au négatif
a) -Vous êtes ensemble.
b) -Je suis de Paris
 - 15) Traduisez en anglais :
a) Tout va bien b) Je suis belge
 - 16) Traduisez en français :
a) This is a restaurant. B) This is the President of India
 - 17) Quelle est leur nationalité :
a) Celine Dion b) Michael Jackson
 - 18) Mettez à l'interrogatif :
a) Il aime les films. b) Nous parlons l'anglais
 - 19) Ecrivez au féminin :
a) un ami b) un chanteur
 - 20) complétez :
a) une Brésilienne - un ----- b) un acteur - une -----
 - 21) Ecrivez les numéros en lettres : 5 ; 7 ; 8 ; 10
 - 22) Accordez :
a) Il aime les (bon) (restaurant) b) Il aime les (grand) (voiture)
 - 23) Mettez les verbes au présent :
a) Tu (parler) à Preethy b) Ils (demander) la question.
 - 24) Completez avec un /une/des:
a) -----rue ; ----café ; -----avenues ; -----quartier
- Section C Répondez aux 6 questions: (4x5=20)**
- 25) complétez avec : à / au /en
Où habite Adriano ?-----Brésil ?-----Argentine ?

Il habite -----Sao Paulo-----Brésil.

26) Complétez avec de-du-dela-del'-des

-La pyramide ---Louvre

-la maison ----étudiants

-Le cinéma ---rue Champollion

-Le nom ----étudiant

27) Répondez :

-Tu connais des pays étrangers ?

- Tu apprends une langue étrangère ?

-Tu as un livre de français ?

-Tu aimes les chansons françaises ?

28) Traduisez en anglais :

- < A Paris comme à Mumbai je ne suis pas un étranger. J'habite où on m'aime. En Chine , en Bohème.....(à Melissa) Tu aimes ?

-J'aime beaucoup. Qu'est-ce que c'est ?

-Une chanson de Lucas Marti

-Mais Lucas Marti c'est toi ! Tu écris des chansons.

29) Traduisez en français :

a) I am working in a café

c) Do you like French films?

b) This is the text of the boy

d) I have a big car.

30) Complétez avec < un, une, des , du, dela ,.....>

- Aix en Provence est -----belle ville avec ---- beau musée de -----grande université.C'est ----ville de Paul Cézanne, -----célèbre peintre.

31) Conjuguez les verbes :

-Vous (être) français ?

-Non je (être) espagnol mais je (comprendre) le français

- J'habite à Marseille.

-Ah Nous (connaître) bien Marseille

32) Complétez avec < un, une, des, le la l' les

-Bono qui est-ce ?

- C'est ----chanteur. C'est ----- chanteur du groupe U2.

-Qui est -----Président de la France.

-Comment s'appelle -----guide de groupe ?

33) Accordez les mots entre parenthèses :

(Cher) Eva,

Je suis à Paris pour quinze (jour) avec de (copain).C'est une très (beau) ville.

Section D Ecrivez un para à propos de deux sujets (2x15=30)

34) Présentez votre ami !

35) Votre Ville

36) Vous êtes à Delhi. Envoyez une carte postale à votre ami !

37) Votre Collège

Additional Questions For Section A and C of First Semester Exam

Section A Répondez aux questions:

17) Comment vous vous appelez?

18) Comment s'appelle votre ami/amie ?

19) Est-ce que vous parlez le français ?

20) Vous êtes Chinois ?

- 21) Où habitez-vous ?
- 22) Où est le musée du Louvre ?
- 23) Où est l'Empire State Building?
- 24) Où est le Colisée ?
- 25) Qui est le Président de la France ?
- 26) Nommez un pays francophone !
- 27) Nommez le chant national français !
- 28) Vous parlez quelles langues ?
- 29) Qui est Audrey Pulver ?
- 30) Est-ce que vous avez un livre français ?
- 31) Le Titanic , qu'est-ce que c'est ?
- 32) Chanel ,qu'est-ce que c'est ?
- 33) Le Prado, qu'est-ce que c'est ?
- 34) Est-ce que vous aimez le sport ?
- 35) Est-ce que vous comprenez le français ?
- 36) Est-ce que vous connaissez la Chine ?
- 37) Vous êtes professeur ?
- 38) Qui est harles Baudelaire ?
- 39) Qui est Amélie Poulain ?
- 40) La Bourgogne, qu'est-ce que c'est ?
- 41) Est-ce que vous aimez les chansons françaises ?

Section D Ecrivez un para à propos de :

- 1) Présentez-vous
- 2) Présentez votre ami !
- 3) Votre Ville
- 4) Voue êtes à Delhi. Envoyez une carte postale à votre ami !
- 5) Votre pays
- 6) Votre carte d'identité
- 7) Votre Collège
- 8) Vous cherchez des amis français .Vous écrivez un message .

IMGT- 502 OPERATIONS RESEARCH

Semester: V

Course Code: IMGT- 502

Credit: 4

Course: Operations Research

Module Aim(s):

- To reduce decisions to mathematical model, and identify one or more optimal solutions.
- To solve problems in different environment that needs decisions.
- To introduce students to use quantitative methods and techniques for effective decision making mode formulation and applications that are used in solving business decision problems.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written

feedback is given for both individual and group tasks.

Study Lect(L) Tutotial (T) Library / Directed Other: Formal Total

Hours: 18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100

Course Outcomes

- Be able to understand the characteristics of different types of decision making environments and the appropriate decision making approaches and tools to be used in each type.

Key Graduate Attributes

Acade mic and profess ional Knowle dge	Communi cation	Team Work & Leader ship	IT Liter acy	Global Perspec tive and Cross - Cultura l Adapta bility	Critic al and Analy tical thinki ng	Social Responsi bility and Ethics	Entrepre neur- ship Skills	Life - long Lear ning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Decision making with O.R. Nature and significance of O.R; Scientific methods in O.R.; Models and relevance of modelling in O.R. Linear Programming: Formulation of the problem; Methods of solution: Graphic method, Simplex algorithm, Degeneracy; Concept of Duality; Sensitivity analysis.

Unit II Transportation Problem: Formulation; Methods of Solution (Initial solution by North-West corner Rule & Vogel's method; Modi method for final solution). Unbalanced T.P., Degeneracy. Assignment Problem: Formulation; Methods of solution: Enumeration method, Hungarian method; Multiple optional solution; Restrictions on assignments; Unbalanced problems; Travelling Salesman problem

Unit III -PERT and CPM: Concepts of Network, Critical Path analysis; probability PERT

Analysis; project time cost trade off-Resource Scheduling.

Unit IV- Simulation: Introduction to Simulation and modeling. Queuing Theory: M/M/1 Queue (System with

Single Server), M/M/2 (System with Two Servers)

Unit V - Decision Theory: Concepts of decision making; Decision environments; Decision under uncertainty: maximin criterion, Minimax criterion, Laplace criterion, Hurvicz criterion; Decision making under Risk; Expected monetary value, Expected value of perfect information, opportunity loss. Game Theory, , OR, Softwares.

References

1. Hamdy, A. Taha. An Introduction to Operations Research; New Delhi: Prentice Hall of India.
2. Ronald, L. Rardin. Optimization in Operations Research; New Delhi: Pearson Education.
3. J, K. Sharma. Operations Research; New Delhi: Macmillan India Ltd.
4. Taha, H.A., Operations Research,- An Introduction, Pearson Education, India, 2008
5. Kanti Swarup, Gupta, P.K., Mamohan, Operations Research – Principles and Practice, (10th Ed.), Sulthan Chand & Sons, New Delhi, 2010

Additional Reading

- Mital, K.V. and Mohan C., Optimization Methods in OR System Analysis, New Age (P) Ltd., (3rd Ed.), 2004.
- Operations Research, Philips and Raveendran, Wiley Eastern Ltd.
- Quantitative Techniques for Management, N.D.Vohra, Tata McGraw Hill, New Delhi.
- Andrew W. shogan, Management Science, Prentice hall, New Delhi, 19

IMGT- 503 MACRO ECONOMICS

Semester: V

Course Code: IMGT- 503

Credit: 4

Course: Macro Economics

Module Aim(s):

- The aim of this course is to provide learners with a basic understanding of the principles of macroeconomics as they relate to how a country's economy works including the outputs of the economy, unemployment, inflation, fiscal policy, monetary policy and international trade.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L) Tutotial (T) Library /Directed Other:Formal Total

Hours: 18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100

Course Outcomes

1. Describe the principles of macroeconomics in relation to measuring national economic goals of economic growth, full employment and price-level stability
2. Apply macroeconomic measures to analyse unemployment and inflation including contrasting economic views on unemployment.
3. Explain the components of aggregate economic activity, fluctuations and effects for the national economy and how fiscal policy is used to achieve economic goals.
4. Explain how the components of monetary policy are used to influence financial markets in achieving national economic goals.
5. Explain the functioning of international trade in relation to a country's trade balances, exchange rates and other aspects of macroeconomic performance.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Introduction: Economic Decision makers, The Art of Economic Analysis, Economies production possibility, Circular flow of income in two, three and four sector economics
Consumption function: Keynes's psychological law of consumption, implications of law, short run and long run consumption function. Income consumption relationship – Absolute income, Relative income, lifecycle and permanent income hypotheses.

Unit II Capital, Technical Progress & Investment: Effects of capital on output, Determinants of technical progress, Technical progress and growth, Theories of Investment, Marginal efficiency of capital and investment, Accelerator, Investment multiplier, crowding out, Elements of Growth: Labour, capital, total factor productivity, optimal investment, golden rule level of capital.

Unit III Financial Market & Expectation: Bond price and bond yield, yield curve and economic activity, stock market and economic activity, determinants of stock prices, bubbles, fads and stock prices, business cycles, Inflation; types, causes, effects, Unemployment; types, Natural rate of unemployment, Philips Curve, Rational Expectations, Adaptive expectations, Risk and speculation

Unit IV Business Implications of Economic Instabilities: Great Depression, Oil shocks, East Asian Crisis, Japanese Recession, Banking and financial turmoil, Euro zone crisis, bail out and stimulus packages

Unit V Understanding the Indian Economy: New Economic policy, Redefining the role of state, Parallel Economy in India: causes, extent, policy packages, Understanding India's budget, India's public debt, deficit financing in India, India's industrial scenario, Nava Ratnas, Familiarisation of ASSOCHAM, FICCI, SEBI, SIDBI, IFCI, SFCS, ICICI, IDBI, EXIM Bank

References

1. Oliver, B. (2009). Macro Economics, 4th edn. New Delhi: Pearson Education
2. Miles, D. & Scott, A. (2005). Macro Economics and the Global Business Environment, England: John Willey & Sons
3. McEachern, William A. (2012). Macro Economics: A Contemporary Introduction, 9th edn, USA: South-Western Cengage Learning
4. Levacic, R. & Rebmann, A. 1982. Macro Economics: An Introduction to Keynesian-Neoclassical Controversies, Macmillan
5. Datt, R. & Sundaram, K. P. M. (2009). Indian Economy, New Delhi: S. Chand & Company

IMGT- 504 INCOME TAX LAW AND PRACTICE

Semester: V

Course Code: IMGT- 504

Credit: 4

Course: Income tax law and Practice

Module Aim(s):

- To enable the students to identify the basic concepts, definitions and terms related to Income Tax.
- To enable the students to determine the residential status of an individual and scope of total income.
- To enable the students to compute income under various heads namely income from salaries, house property, business/ profession, capital gains and income from other sources.
- To enable the students to compute the net total taxable income of an individual.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal
Total					
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2
					100

Course Outcomes

- Students would identify the technical terms related to Income Tax.
- Students would determine the residential status of an individual and scope of total income.
- Students would compute income from salaries, house property, business/profession, capital gains and income from other sources.
- Students would compute the net total income of an individual.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT-I Basic Concepts : Income, agricultural Income, casual income, assessment year, previous year, gross total income, total income, person. Basis of charge : Scope of total income, residence and tax liability, income which does not form part of total income.

UNIT-II Heads of Income : Salaries; Income from house property

UNIT-III Profit and gains of business or profession, including provisions relating to specific business; Capital gains, Income from other sources

UNIT-IV Computation of Tax Liability : Set-off and carry forward of losses; Deduction from gross total income. Aggregation of income; Computation of total income and tax liability of individual and & HUF,

UNIT-V Tax Management : Tax deduction at source; Advance payment of tax; Assessment procedures; Tax planning for individuals. Tax evasion, Tax Avoidance and Tax planning. Tax Administration : Authorities, appeals, penalties. Preparation of return of income -Manually and on line .

References

1. Singhanian V.K. : Students Guide to Income Tax; Taxmann, Delhi.
2. Prasad, Bhagwati : Income Tax Law & Practice; Wily Publication, New Delhi.
3. Mehrotra H.C. : Income Tax Law & Accounts : Sahitya Bhawan, Agra.
4. Girish Ahuja and Ravi Gupta : Systematic approach to income tax : Sahitya Bhawan Publications, New Delhi.
5. Chandra Mahesh and Shukla D.C. : Income Tax Law and Practice; Pragati Publications, New Delhi.
6. R.K. Jain : Income Tax & Law (Hindi & English) Sahitya Bhavan, Publication, Agra

IMGT- 505 RESEARCH METHODS FOR MANAGERS

Semester: V

Course Code: IMGT- 505

Credit: 4

Course: Research methods for managers

Module Aim(s):

- understand some basic concepts of research and its methodologies
- identify appropriate research topics
- select and define appropriate research problem and parameters
- prepare a project proposal (to undertake a project)
- organize and conduct research (advanced project) in a more appropriate manner
- write a research report and thesis
- write a research proposal.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal
Total					
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2
					100

Course Outcomes

- Knowledge on laws and theories that explain a phenomenon or behavior of interest
Acquisition of knowledge using the scientific method
- Theory-building (inductive research) and Theory Testing (deductive research)
- Concepts, Constructs, and Variables, Operational definitions, Theorization Models

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT- I Business Research: Definition, meaning, concept, nature, scope, need and managerial value, Research as the application of scientific method, Importance of research in managerial decision making; the Research Process and types of Research, Defining the Research Problem: Problem Formulation and Statement of Research Problem .

UNIT II- Research Design: Exploratory, Descriptive, Diagnostic/ Conclusive and Experimental Research - Details and applications, Operational and administrative structure for research, Sampling and Sampling Designs.

UNIT III- Methods & Techniques of Data Collection: Primary and Secondary Data - Meaning, Observational and other survey methods of Data collection, Development and designing of tools of data collection, Measurement scales, Measurement of attitudes, Validity and Reliability of the tools of data collection.

UNIT IV -Fieldwork in research and data processing, Classification and Tabulation, Analysis and interpretation of Data, Testing of Hypothesis, an overview of Parametric and Non-parametric tests, Essential ideas of Multivariate analysis of data - an overview of dependence and interdependence methods , Statistical Packages - SPSS.

UNIT V Reporting of Research - Types of Reports - Substance of Reports - Format of Report, Presentation of Reports, – procedure of preparation of reference and bibliography

References

1. Wilson, J. (2017). Essentials of Business Research, 2e, New Delhi, Sage Publications
2. Jonathan, J. (2010). Essentials of Business Research. New Delhi, SagePublications.
3. Bryman A and Bell, E. (2018) .Business Research Methods (3rd Edn.). New Delhi, Oxford University Press
4. Kothari, C.R. (2013).Research Methodology - Methods & Techniques. New Delhi, New Age international.

IMGT- 506 MICRO - FINANCE: PERSPECTIVES AND OPERATIONS

Semester: V

Course Code: IMGT- 506

Credit: 4

Course: Micro - Finance: Perspectives and Operations

Module Aim(s):

- Understand the manner in which microfinance may be utilized to accelerate the expansion of local microbusinesses;
- Be familiar with the process of finding loan recipients and delivering a microfinance pitch;
- Be knowledgeable about the benefits and controversies of microfinance in modern economies;
- Have a general understanding of measuring the effects and value of individual microloans to businesses

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal
Total					
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2 100

Course Outcomes

After successfully completing the course the student will :

- Understand the policy debate about whether microfinance should be encouraged in

emerging markets

- Understand sources of market failure in credit markets in emerging markets
- Understand how certain lending practices minimise moral hazard in such markets
- Have a knowledge of the emerging structure of inclusive finance in emerging market

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Micro Finance: Introduction – Economic growth and Transformation – Micro Finance Definitions, Scope and Assumptions; Micro Finance: Lessons from International Experience; Micro Finance Services – Scope, Achievements and Challenges – Micro Finance and the poor : A critique.

Unit II- Current Debates and Challenges for Micro-Finance : An Overview; State Interventions in Rural Credit in India; NABARD and SHG – Bank Linkage Programmes; Constraints in Mainstreaming of MFIs; Governance and the Constitution of the Board of various Forms of MFI's; MicroFinance versus Informal Sources of Lending; Micro- Finance Delivery Methodologies; Legal and Regulatory Framework.

Unit III - Micro-Finance in India : Present and Future; Some innovative and Creative Micro-Finance Models; Impact of Micro-Finance; Emerging Issues; Impact Assessment and Social Assessment of MFIs

Unit IV- Financial Product and Services : Introduction – Minimalist vs Integrated – Financial services – Credit delivery methodologies – Non Financial Services – Fundamentals of Designing products – Sustainable Interest Rate; Financial Accounting and Reporting :

Characteristics of Financial Statement – Components of Financial Statement – The Accounting equation – Financial Report Format – Mechanics of Accounting.

Unit V -Revenue Models of Micro-Finance: Profitability, Efficiency and Productivity; Risk Management; Basics of Banking

References

1. Indian Institute of Banking & Finance “Micro-Finance Perspectives and Operations” – Mcmillan India.
2. Debadutta K.Panda “ Understanding Microfinance” – Willey India – 2009.

SEMESTER: VI

IMGT- 601 FOREIGN LANGUAGE – FRENCH- II

Semester: VI

Course Code: IMGT- 601

Credit: 4

Course: Foreign Language – FRENCH- II

Module Aim(s):

- To further develop basic communication skills in French.
- To enable students to manage communication in French in more basic everyday social situations.
- To further develop writing skills in French.

Teaching Strategy:

Lecture sessions will be supplemented by Language lab based (tutorial) sessions, discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
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Hours: 20	10	Practical : 5	Study (DS): 58	5 Exams: 2	100
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Course Outcomes

- Upon completion of this course, the students will be able to communicate proficiently in French.

Key Graduate Attributes

<u>Academic and professional Knowledge</u>	<u>Communication</u>	<u>Team Work & Leadership</u>	<u>IT Literacy</u>	<u>Global Perspective and Cross - Cultural Adaptability</u>	<u>Critical and Analytical thinking</u>	<u>Social Responsibility and Ethics</u>	<u>Entrepreneurship Skills</u>	<u>Life - long Learning</u>
<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>	<u>Yes</u>

Outline of Syllabus:

NAME OF TEXT: ECHO-A1 méthode de français

Authors: J. Girardet & J. Pecheur, Publisher: CLE INTERNATIONALE

Leçon 3 : On se détend ? (Pages : 22 -29)

Leçon 4 : Racontez-moi (Pages : 30 – 44)

Leçon 5 : Bon Voyage ! (Pages : 46 – 53)

Reference

Le Nouveau Sans Frontières Vol I by Philippe Dominique

Panorama Vol I by Jacky Girardet

Model Question Paper

Score:60

Time: 3hrs

Section A

Répondez aux 10 questions: (1x10=10)

- 1) Que pouvez-vous voir dans le Musée Grevin?
- 2) Est-ce que la France est un pays varié ?
- 3) En France quelle est la saison des festivals ?
- 4) Que savez-vous de Musée Grevin ?
- 5) Nommez deux montagnes en France !
- 6) Qui est Marie Antoinette?
- 7) Qui est Nancy Huston ?
- 8) Chanel ,qu'est-ce que c'est ?
- 9) Quand arrive les vacances de Paques ?
- 10) Est-ce que Clermont-Ferrand est un village ? ?
- 11) Avez-vous visité Paris ?
- 12) Nommez deux chaines en France ?

Section B

Répondez aux 8 questions: (2x7=14)

- 13) Ecrivez quatre mois !
- 14) Mettez au négatif
 - a) -Vous avez fini un cahier.
 - b) -Je suis allé à Paris
- 15) Traduisez en anglais :
 - a) Il y a le casting d'une nouvelle comédie musicale
 - b) Je ne sais pas. J'aime chanter et jouer

16) Traduisez en français :

a) You must learn well B) I love watching TV

17) Complétez avec les prépositions

a) Il est arrivé ----8h

b) Il habite----un ami.

18) Mettez à l'interrogatif :

a) Il a aimé les films. b) Nous sommes arrivés

19) Ecrivez en lettres :

a) 1999 b) 2020

20) complétez :

a) Je vais au collège. Et toi ? - -----

b) Je n'étudie pas. Et toi ? -----

21) Pourquoi apprenez-vous le français ? Répondez en deux phrases

22) Complétez avec les articles :

a) Le week-end, Marie fait -----(le/ du) sport.Elle aime -----((le/du)tennis

23) Mettez les verbes au présent :

a) Tu (mettre) la robe bleue

b) Ils (apprendre) toutl

24) Qu'est-ce que vous faites pendant le soir ? Ecrivez au moins deux phrases

Section C

Répondez aux 6 questions: (4x5=20)

25) Nommez les jours de la semaine

26) Conjuguez le verbe <Partir> au passé composé

27) Conjuguez le verbe ,Prendre> au présent

28) Traduisez en anglais :Aujourd'hui ,j'ai parlé à une voisine. Elle est au nord de la France et adore la Grèce.Elle s'appelle Elodie.Dans l'ascenseur j'ai rencontré un type pas mal mais bizarre.Il n'a pas dit un mot

36) Comment avez-vous passé le week-end dernier !

37) Envoyez une carte postale à votre ami à propos de votre visite de la ville de Cannes

<p align="center">IMGT- 602 ENVIRONMENTAL MANAGEMENT</p> <p>Semester: VI</p> <p>Course Code: IMGT- 602</p> <p>Credit: 4</p> <p>Course: Environmental Management</p>	
<p>Module Aim(s):</p> <ul style="list-style-type: none"> • To provide an understanding of issues in Environmental Management. • To provide tools in environmental management. • To study and propose appropriate solutions to environmental degradation issues. • To familiarize the student with the need and importance for environmental management, environmental policies and procedures of environmental auditing. 	
<p>Teaching Strategy:</p> <p>Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.</p> <p>Study Lect (L) Tutotial (T) Library / Directed Other: Formal TotalHours:</p> <p>18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100</p>	
<p>Course Outcomes</p> <ul style="list-style-type: none"> • To understand need and importance of various environmental laws implemented in India. • To understand Environmental management systems, its significance and certification procedure. • Knowledge on steps, procedures and methodologies of Environmental Impact Assessment. 	
<p>Key Graduate Attributes</p>	

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT-I Concept of Sustainable Development: 2030 Agenda for Sustainable Development Millennium Development Goals- Environmental Management: Introduction, definition, and scope. Need for EM. Ethics and Environment, Environmental policies and programmes in India.

UNIT II Environment Impact on Business: Social, Economic, Political, Cultural, Legal and constitutional sub-systems of environment and their impact on Business., Environmental Regulations –Importance of Environment Protection Act, Air Act, Water Act, Wildlife Protection act and Forest conservation act. Learning Outcome:

UNIT III Environmental Impact Assessment (EIA): Introduction, purpose and evolution of EIA, steps involved in EIA process. -Environmental clearance procedure. EIA methodologies in brief. Impact prediction, evaluation, and mitigation.

UNIT IV Environmental Auditing (EA): Introduction, objectives, and scope. Types of Environmental audits. Basic structure of EA. General steps in EA. Role of EA in industrial projects. Life Cycle Assessment (LCA) and its purpose. Procedure for LCA.

UNIT V Different applications of LCA. Environmental Management Systems (EMS): Significance and core elements of EMS. EMS standards – ISO 14000 – principles and structure, ISO 14001 and OHSAS 18001 certification procedure.

References

1. Singh K and Shishodia A (2007) Environmental Economics- Theory and Applications
Sage Text
2. Cherunilam ,F. (2018). Business Environment – Text and Cases, Mumbai, Himalaya
Publishing house.
3. Kulkarni V and Ramachandra T V,(2009). Environmental Management, TERI Press, New
Delhi

IMGT- 603 HUMAN RESOURCES MANAGEMENT

Semester: VI

Course Code: IMGT- 603

Credit: 4

Course: Human Resources Management

- To provide you with a repertoire of concepts, which will enhance understanding of organizational events and processes
- To enable to make judgments about behavior,
- To influence organizational phenomena effectively. Module Aim(s):
- To provide an understanding of modern organisations in terms of the management of people, the strategies and processes of HRM

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Alternative theories on how best to manage people in organisations
- Different models of HRM
- Theories and practices underlying performance management
- Contextualizing Concepts of culture, leadership, power and politics Decision making processes in HRM

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

: UNIT I Evolution & Growth of HRM –Significance of HRM, Definition, Scope, Functions & Objectives of HRM, Roles of HR Managers in Modern day Organizations, HRM vs. Personnel Management, HRM & Human Capital Management – Contemporary HR Practices & Challenges, Introduction to HR Analytics, HRAccounting, HR Audit, HRIS.

UNIT II Analysis & designing of jobs–Job Analysis – Definition, Process, Job Description vs. Specification – Job Design – Various Methods – Human Resource Planning(HRP)– Objective– factors affecting HRP – Process, Methods of Demand & Supply Forecasting– Recruitment – Definition, Methods, Process, Yield Ratio – Selection – Definition, Process & Methods, Selection Tests & its Importance – Interviews – Virtual interview–Placement – Induction/Orientation – Transfer – Promotion & Demotion – Definition & Types – Reasons for Demotion. CASE DISCUSSION

Unit-III -Performance Assessment &Human Resource Development: Performance appraisal – Definition, Process, Methods – Past Oriented & Future Oriented – Employee Training –

Definition, Importance of Training, Training Need Assessment/Identification (TNA/TNI) – On the Job vs. Off the Job Training – Evaluation of Training – Training vs. Development – Management Development – Definition, Process, CASE DISCUSSION

UNIT IV Wages & Salary Administration: Job evaluation – Definition, Process & Methods - Qualitative & Non Qualitative Methods, Basics of compensation – Definition, Types of Compensation – Direct / Indirect, Fixed / Variable Compensation – Wages vs. Salary – Wage Determination – Wage Theories & Concepts – Minimum Wage, Fair Wage, Living Wage, Wage Determination.

Unit-V- Employee Relations: Industrial Relations – Definition, Objectives of IR – Parties to IR – Trade Unions in India – Participative Management – Definition, Methods of WPM – Collective Bargaining – Definition, Types, Process – Employee Discipline & Grievance – Definition, Settlement of Grievance – Open Door vs. Step Ladder Technique – Industrial Disputes – Definition – Dispute Settlement Machinery – Bipartite & Tripartite bodies in India – Employee Separation Methods - Unethical Practices in HR. Industrial Disputes act, 1947, Factories act, 1948, The Trade Union Act, 1926 - CASE DISCUSSION

.

References

1. Crawshaw, J., Budhwar, P., & Davis, A. (Eds.). (2017). Human resource management: Strategic and international perspectives. Sage Publications.
2. Bhattacharya Kumar Dipak (2017). HR Analytics – Understanding Theories & Applications, Sage Publications.
3. Sanghi, S. (2014). Human Resource Management. Vikas Publications.
4. Aswathappa, K. (2013). Human Resource Management 7E. Tata McGraw Hill.
5. Rao, V. S. P. (2010). Human Resource Management 3E–Text and Cases Excel Books. New Delhi

IMGT- 604 MARKETING MANAGEMENT**Semester: VI****Course Code: IMGT- 604****Credit: 4****Course: Marketing Management****Module Aim(s):**

To equip management students to deal with various marketing task at same time.

To apply key marketing theories, frameworks and tools to solve marketing problems

To exercise critical judgment through engagement and reflection with existing marketing literature and new developments in the marketing environment

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- The students are expected to be familiar with the basic concepts and components of the marketing management and to be knowledgeable in marketing principles
- Develop skills in applying the analytic perspectives, decision tools, and concepts of marketing to decisions involving segmentation, targeting and positioning; product offering; pricing; distribution channels and marketing communications
- The students will be equipped with the concepts and practices of modern marketing and to provide the understanding of different marketing processes for an effective decision making.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I -Introduction to Marketing Management: Concept - nature and importance of marketing - evolution of marketing concept - marketing environment – Domestic versus international marketing – fundamentals of strategic marketing planning - marketing organization - customer lifetime value

Unit II -Consumer Behaviour: Consumer and business markets - buying roles - steps involved in buying process - factors influencing buying decision - consumer adoption process - changing pattern of consumer behaviour

Unit III -Marketing Research and Selecting the Target Markets: Marketing Information System and Research - demand estimation and sales forecasting - market segmentation - targeting and positioning – levels and patterns of segmentation - effective segmentation - market targeting - positioning methods and strategies

Unit IV -Product and Pricing Decisions: Concept of product - product line and product mix -new product development – packaging and labelling - Branding – Concepts of branding, brand types, brand equity, branding strategies- product life cycle stages and strategic marketing decisions - Services marketing - Pricing concepts, factors influencing price decisions - pricing strategies

Unit V -Promotion and Distribution Decisions: Promotion mix - integrated marketing communication – advertising - sales promotion - personal selling – publicity - public relations - direct marketing - distribution channels - physical distribution systems - channel intermediaries - channel management - wholesaling and retailing - retail marketing - emerging trends in marketing - social marketing – digital marketing - green marketing –Retro marketing- marketing analytics -- Current developments in Marketing, Ethics in Marketing

References

1. Chandrasekhar K.S (2010).Marketing Management: Text & Cases, Tata McGraw Hill.
2. Kotler Philip (2016), Marketing Management, Pearson India Education.
3. Saxena, Rajan (2004) Marketing Management, Tata McGraw Hill.
4. Ramaswamy, V.S. and Namakumari S (2018)Marketing Management, Sage.

Additional reading:

1. Stanton, W.J, Michael Etezel and Bruce J.Walker (1997) Fundamentals of Marketing, McGraw Hill
2. Kotler, Keller, Jha &Koshy(2003) Marketing Management - A South Asian Perspective, Pearson

IMGT- 605 GOODS AND SERVICES TAX (GST)

Semester: VI

Course Code: IMGT- 605

Credit: 4

Course: Goods and Services Tax

Module Aim(s):

- To enable the students to understand the GST Law, ITC, Valuation of supply and returns.
- To help the students develop a theoretical and practical exposure of GST and Customs Duty
- To acquire knowledge regarding the CGST/SGST in India

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- After the completion of the Course, students will be able to acquire deep knowledge on indirect taxes, GST and Customs Law.
- Understand the basic principles underlying the Indirect Taxation Statutes.
- After the completion of the Course, Students will be able to acquire knowledge on indirect taxes, GST and Customs Duty.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit-I Concept and types of Indirect Tax; Right to impose indirect tax by Centre (Union)/State and Union Territory Governments before and after 101st Amendment of the Constitution of India; Introduction of GST in India; Definition - Supply, Aggregate Turnover, Person, Business, Appropriate Government, Mixed Supply, Composite Supply, GSTN, GSTIN, E-Commerce Input Tax Credit etc. GST Models : Single GST & Dual GST; Types of GST:- CGST,SGST/UTGST,IGST ; Levy and Collection of GST.

Unit -IIRegistration under GST : Persons liable to get registered, Compulsory Registration, Registration Procedure, Reverse Charge Mechanism, Composition Scheme and assessment under composition scheme; Zero rated supply; Exemption from GST, GST tax rate.

Unit-III : Input Tax Credit (ITC), Eligibility and conditions for taking Input Tax Credit, Apportionment of ITC and Blocked Credit ;

Unit-IV -Various Documents under GST- Tax Invoice, Bill for Supply, Debit Note, Credit Note, Payment Voucher, Receipt Voucher, E-way bill, HSN Code and SAC Code.

Unit-V : Assessment and Administration of GST - Types of GST Returns, Types of Assessment & Assessment Procedures, Role and Functions of GST Council, Tax Authorities and their powers; Tax deduction at Source & Tax Collection at Source, Refund of Tax.

References

1. S.K. Shukla : GST in India (Hindi & English)
2. Bare Act
3. Taxman : Goods and Service Tax (Hindi & English)

IMGT- 606 INNOVATION MANAGEMENT

Semester: VI

Course Code: IMGT- 606

Credit: 4

Course: Innovation Management

Module Aim(s):

The aim of the course is to motivate students to innovate in business. In the first place, to achieve this goal, students will be introduced to the basic terminology, typology of innovations and historical context for better comprehension. Also issues of innovation management will be introduced. Students will become familiar with the impact of innovation on competitiveness. To maintain and sustain growth at a fast pace and help ease poverty the country has to give more opportunity to the dynamic and most vibrant youngsters so as to harness its innovation potential, and lead the country to a fast paced economic and social transformation.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0 Exams: 2	100

Course Outcomes

To understand the issues around defining 'technology', 'innovation' and 'innovation management' recognise the diversity of types of innovation, innovators and innovation settings. understand the nature and extent of technological change and innovation.

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Exploring innovations – Definition and basic concepts, the relationship of innovation and entrepreneurship - creation of competitive advantage based on innovation, Sources of innovation (push, pull, analogies), transfer of technology, models of innovation - framework for management of innovation.

UNIT II Types of Innovation -Product innovation & design - focus on the activities involved in new product development & product design., Service innovation & design - focus on exploring some of the new approaches through which firms develop and design new services, Information systems innovation & design - focus on the strategic issues involved in the design and development of new information systems, Business model innovation & design - examine the way in which firms can design their organizational and financial architecture to deliver and capture value from their innovations. .

UNIT III Approaches & Executing innovations - Creative methods and approaches used in innovation management., Approaches to management of the innovation process (agile management, Six Thinking Hats, NUF test), Project approach to innovation management, method Stage Gate, its essence, adaptation of access to selected business models, Innovation diffusion theories - Pearson’s uncertainty map - organizational characteristics that facilitate innovation -organizational structures and innovation - trademarks, copyrights, patents and their use in innovation management - remedy against infringement.

UNIT IV Exploiting innovations — the strategies for innovation, including innovation platforms that incorporate multiple product options, portfolios and standards. Technology trajectories- knowledge base of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing , In-house business development of the innovation process in the company, Open Innovation as a modern concept, the limits of this method and its benefits for business development, The strategy of innovation process, types and selection of appropriate strategies.

UNIT V Measurement and evaluation of the benefits of innovation for business (financial and non-financial metrics, their combination and choice), Barriers to innovation in business, innovation failure and its causes, post-audits of innovative projects., Organization and facilitation of an innovation workshop.

References

- Paul Trott, 1998 : Innovation Management and New Product Development, Pearson Publication
- Michael Z Brooke & William Ronald Mills, 2011, New Product Development: Innovation in the Market Place, JaicoBooks
- CLARK, T. – OSTERWALDER, A. – PIGNEUR, Y, 2010, Business model generation : a handbook for visionaries, game changers, and challengers, John Wiley & Sons, ISBN - 978-0-470-87641-1

IMGT- 606 CORPORATE INTERNSHIP -1

Semester: VI

Course Code: IMGT- 606

Credit: 2

Course: Corporate Internship -1

Module Aim(s):

- From the student perspective, an internship assists with career development by providing real work experiences that provide students with opportunities to explore their interests and develop professional skills and competencies. During internships, students are provided with opportunities to apply what they learned in classes to actual practice.
- From the organisation perspective, an internship provides a unique training experience designed to enhance the professional development and functioning of the student.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Corporate internship -1Outcome

- Integrate theory and practice.
- to gain first-hand exposure of working in the real world.
- to harness the skill, knowledge, and theoretical practice they learnt in the institute
- a nice learning curve for students with little experience of the professional world.

Guidelines for Corporate internship -1:

Corporate internship -1 will be considered as a core course in the Sixth semester. Students are advised to opt for live assignments / real-world experience that enables them to put everything they've learned into action. As part of the internship, a student will have work in an organisation for 45 days under a faculty as a supervisor and maintain a Log Book/Work Diary in which they will be making entries about the daily work assigned to them.

Evaluation:

The Corporate internship -1 will be evaluated for 100 marks. There will be internal and external valuation for the internship and report. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the head of the department. The external evaluation for 60 marks will be conducted by examiners duly appointed by the University for the purpose. 20 marks will be awarded for viva voce and 40 marks for the project totalling to 60 marks.

SEMESTER-VII

IMGT- 701 PROJECT MANAGEMENT

Semester: VII

Course Code: IMGT- 701

Credit: 4

Course: Project Management

Module Aim(s):

1. To understand the concepts of Project Management for planning to execution of projects.
2. To comprehend the fundamentals of Contract Administration, Costing and Budgeting.
3. To Make capable to analyze, apply and appreciate contemporary project management tools and methodologies in Indian context.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0 Exams: 2	100

Course Outcomes

- Understand project characteristics and various stages of a project.
- Analyze the learning and understand techniques for Project planning, scheduling and Execution Control.
- Apply the risk management plan and analyse the role of stakeholders.
- Understand the contract management, Project Procurement, Service level Agreements and productivity.
- Understand the How Subcontract Administration and Control are practiced in the Industry.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Concepts of project management - concept of a project categories of projects - project life - cycle phases - project management concepts - tools and techniques for project management. The project manager - roles and responsibilities of project manager.

Unit II Project formulation - formulation stages - bottlenecks - feasibility report - financing arrangements - finalization of project implementation schedule.

Unit III Administrative agencies for project approval Ministry of Finance - Bureau of public enterprises planning commission public investment board, Organizing human resources and contracting - delegation project manager's authority - project organization - accountability in project execution - contracts - 'R' of contracting - tendering and selection of contractors - team building.

Unit IV Organizing systems and procedures - working of systems - design of systems - project work system' design - work break down structure - project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and project diary.

Unit V Project implementation stages project direction - communications in a project - coordination guidelines for effective implementation reporting in project management - project evaluation and its objectives, types and methods.

References

1. Choudhary, S (1988). Project Management; New Delhi: TataMcGraw Hill Publication.
2. K, Nagarajan (2004). Project Management; New Delhi: New Age International.
3. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, implementation and Review: New Delhi: Tata Mc-Graw Hill Publishing Company Ltd.

IMGT- 702 MANAGEMENT INFORMATION SYSTEM

Semester: VII

Course Code: IMGT- 702

Credit: 4

Course: Management Information System

Module Aim(s):

- To develop information systems at different levels and functional areas of the organization.
- To Understand the functions & development of Information System
- To learn about the importance of Information System in an Organization
- To understand the working concept of Information System in an Organization.
- Upgrade the efficiency and Accuracy in Data Handling & Decision Making
- To develop skills of employees in handling Information in Management Information System

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical: 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Understand the Concept of Management Information System in Business Class.
- Limitation of traditional Information System when compared to Management Information System
- Traditional Information Management System Versus Management Information System

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus

Unit I The Competitive Business Environment - Introduction - Information Systems - Components - Resources - Classification - Organizational Foundation of Information Systems - Contemporary approach to information systems - System concept - The challenges - MIS concept - Role of MIS - impact - A tool for management process.

Unit II Building decision support system - decision making concepts- framework for developing DSS - The process of developing DSS- Individual and Organizational Model - MIS and decision making concepts - GDSS - EDSS.

Unit III Database Management System - Logical and physical view of data - data structure, Data trends - Data Base Types - Requirements for Data base systems - Systems analysis and design- structured system design - data flow diagram - data structure.

Unit IV Knowledge and information work - knowledge - work systems - Ensuring Quality with

information systems - Traditional tool and methodologies for quality assurance - new approaches.

Unit V Development of MIS - Implementation - prototype approach - lifecycle approach - system implementation success and failure- MIS application in manufacturing and service industry - Executive information system - marketing information system - manufacturing information system - financial information system - Human Resource information system - Information of Information System – General introduction to recent packages

References

1. O'Brien, James. A. Management Information Systems; New Delhi: Tata McGraw Hill.
2. Kenneth, C. Laudon., & Jane, P. Laudon. (2000). Management Information Systems: Organization and Technology in the Networked Enterprise, 6th Edition; Englewood Cliffs, New Jersey: Prentice Hall.

Additional Reading

1. Kenneth C. Laudon, Jane P. Laudon, *Management Information Systems: Managing the Digital Firm (15th Edition)*, Pearson.
2. Joe Peppard & John Ward, 4th edition, *The Strategic Management of Information Systems: Building a Digital Strategy*, Published by Wiley. Effy oz, Sixth Edition, Management Information Systems, Course Technology

IMGT- 703 INTELLECTUAL PROPERTY RIGHTS

Semester: VII

Course Code: IMGT- 703

Credit: 4

Course: Intellectual Property Rights

Module Aim(s):

- To introduce fundamental aspects of Intellectual property Rights to students who are going to play a major role in development and management of innovative projects in industries.
- To disseminate knowledge on copyrights and its related rights and registration aspects
- To disseminate knowledge on Design, Geographical Indication (GI), Plant Variety and Layout Design Protection and their registration aspects
- To aware about current trends in IPR and Govt. steps in fostering IPR

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L) Tutotial (Library / Directed Other: Formal Total

Hours: 18 12 Practical : 5 Study (DS): 65 0 Exams: 2100

Course Outcomes

- The relevance of business law to individuals and businesses and the role of law in economic, political and social context.
- Understand the legal and fiscal structure of different forms of business organizations and their responsibilities as an employer.

Key Graduate Attributes

Academ ic and professi onal Knowle dge	Communi cation	Team Work & Leader ship	IT Liter acy	Global Perspect ive and Cross - Cultural Adaptab	Critica l and Analyt ical thinkin g	Social Responsi bility and Ethics	Entrepre neu- rship Skills	Life - long Learn ing
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				ility				
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus

Unit I Introduction and the need for intellectual property right (IPR) - Kinds of Intellectual Property Rights: Patent, Copyright, Trade Mark, Design, Geographical Indication, Plant Varieties and Layout Design – Genetic Resources and Traditional Knowledge – Trade Secret - IPR in India

Unit II Patents - Registration Procedure, Rights and Duties of Patentee, Assignment and licence, Restoration of lapsed Patents, Surrender and Revocation of Patents, Infringement, Remedies & Penalties - Patent office and Appellate Board,

UNIT III Nature of Copyright - Subject matter of copyright: original literary, dramatic, musical, artistic works; cinematograph films and sound recordings - Registration Procedure, Term of protection, Ownership of copyright, Assignment and licence of copyright - Infringement, Remedies & Penalties – Related Rights - Distinction between related rights and copyrights.

Unit IV- Concept of Trademarks - Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks) - Non Registrable Trademarks - Registration of Trademarks - Rights of holder and assignment and licensing of marks - Infringement, Remedies & Penalties.

Unit V- Design: meaning and concept of novel and original - Procedure for registration, effect of registration and term of protection. Layout Design protection: meaning – Procedure for registration, effect of registration and term of protection.

References:

1. Nithyananda, K V. (2019). Intellectual Property Rights: Protection and Management. India, IN: Cengage Learning India Private Limited.
2. Neeraj, P., & Khusdeep, D. (2014). Intellectual Property Rights. India, IN: PHI learning Private Limited.
3. Ahuja, V K. (2017). Law relating to Intellectual Property Rights. India, IN: Lexis Nexis.

Websites:

1. Cell for IPR Promotion and Management (<http://cipam.gov.in/>)
2. World Intellectual Property Organisation (<https://www.wipo.int/about-ip/en/>)
3. Office of the Controller General of Patents, Designs & Trademarks (<http://www.ipindia.nic.in>)

IMGT- 704 STRATEGIC MANAGEMENT

Semester: VII

Course Code: IMGT- 704

Credit: 4

Course: Strategic Management

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in Strategic management
- To provide the students with consistent framework across strategic analysis, strategy formulation and strategy implementation.
- To mould students in the area of developing strategies in different functional areas of Management

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- The theoretical perspectives of authors who have been key influences in the field of management and strategy (e.g. Prahalad, Porter, Mintzberg).
- Differences in the way that social, political, economic, technical, and environmental factors affect business activity across different cultures and society.
- Scenario planning as a method for analyzing complex ambiguous contexts.
- Use alternative theoretical conceptualizations of power to understand and manage organizational change.

- Appreciate the complexity associated with managing across organizational boundaries.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus

Unit I Strategy- meaning, nature, essence, Strategic Management – characteristics, process, strategic framework - strategic analysis- functional areas production - marketing - human resources - finance - analyzing corporate capabilities - elements of strategy.

Unit II Corporate strategy - nature and scope - process of strategic planning - formulation of strategy - project life cycle - portfolio analysis: BCG matrix - G.E matrix - step high strategy - directional policy matrix (DPM Model) strategic management - strategic decision making

Unit III Business Level strategies- Growth, Reduction, Turnaround, Organizational level strategies – Corporate, Stability, Generic strategic alternatives - horizontal, vertical diversification - active and passive alternatives.

Unit IV Expansion strategies- merger acquisition - amalgamation - joint venture - problems organizational structure and corporate development - line and staff function - evaluation of organization structure – Strategic alliance

Unit V Implementation of strategy, Process, Approach - leadership in strategic management- leadership and corporate culture- Strategies for Global market- Management of Change.

References

1. C, B. Matoria., Satish, Matoria. (1987). Business Planning and Policy; Mumbai: HimalayaaPublishing House.

2. S, C. Bhattacharya. Strategic Management Concepts & Cases; New Delhi: Sultan Chand & Company Ltd.
3. David, Fred. R. Strategic Management - Concepts and Cases, 13th Edition, PHI Learning Private Ltd.
4. Francis Cherunilam. Strategic Management – A book on Business Policy/Corporate Planning.

IMGT- 705 ADVERTISING MANAGEMENT

Semester: VII

Course Code: IMGT- 705

Credit: 4

Course: Advertising Management

Module Aim(s):

- Demonstrate an understanding of the overall role advertising plays in the business world.
- Demonstrate an understanding of advertising strategies and budgets.
- Identify and understand the various advertising media.
- Demonstrate an understanding of how an advertising agency operates

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal
Total					
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2
					100

Course Outcomes

Students will be expected to demonstrate knowledge of the concepts described in the required competencies by any combination of the following:

- Participation
- Case study analysis
- Individual or group projects
- Presentations
- Completion of assessment or certification-style examinations

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit – I: Advertising: Advertising communication, stages in Advertising communication, Integrated Marketing Communication, Types of Advertising, Advertising Exposure Model History of Advertising.

Unit – II: Objectives Setting & Marketing Positioning: Functions of Advertising, Objectives of Advertising, Sales as objective, operational objectives, Communication objectives, Hierarchy of Effects, FCB Model, DAGMAR Approach, Behavioral dynamics – Increase Share of Requirements (SOR) Increase Brand Loyalty, Reduction of Attrition, Increase Usage, Brand Awareness Comprehension, Image, Personality, Brand Attitude, Use experiences.

Unit – III: Organizing for Advertising & Promotion: Participants in the IMC Process, Advertiser, Ad Agency, Media organizations, Marketing Communication Specialist organizations, Collateral Services, Role of Ad agency, Types of Ad agencies, Creative

services, other agencies like Creative Boutiques, Media Buying services, commissions from Media, Fee, Cost & Incentive Based systems, Evaluating agencies, Specialized Services.

Unit – IV: Promotional Budget: Issues in Budget Setting, Sales – Response Models Factors influencing Ad Budgets, Budgeting Approaches, Affordable method, Competitive parity, ROI method, Objectives & task Method, Allocation of Budget.

Unit – V: Creative Strategy: Advertising creativity, Creative process, Inputs to the Creative process, Ad campaigns, Copy Platform, Major selling Ideas, USP, Inherent Drama, Positioning, Appeals, Execution styles, Informational, Appeals, Emotional Appeals, combination of Rational & Emotional Appeals, Reminder Advertising, Teaser Advertising, Ad Execution.

References

1. George E Belch & Michael A Belch, “Advertising Promotion”, McGraw Hill. Co. 2003.
2. Batra, “Advertising Management” Edition, 2009
3. Kotler, Philip, “Principles of Marketing”, Pearson, Edition, 2012.
4. Mahajan, J.P., and Ramki, Advertising and Brand Management Ane Books Pvt Ltd, New Delhi.

IMGT- 706 MANAGEMENT OF INTER-PERSONAL EFFECTIVENESS

Semester: VII

Course Code: IMGT- 706

Credit: 4

Course: Management of Inter-Personal Effectiveness

Module Aim(s):

- To understand the self concept.
- To learn the power of communication in creating relationships.
- To develop or mould your personality to remain professional at all times.
- To address one's interactions and communication with the purpose of establishing and reinforcing the ideas that each individual is valuable and has the capacity for positive change and personal growth.
- Understand the role of counseling in solving problems.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Develop an awareness of and sensitivity to issues of cultural and gender equity.
- Learn to handle difficult situations and people more confidently and assertively.
- Provide a thorough understanding on Personality development that helps in managing interpersonal effectiveness

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Self Definition and Perception. Self Schemes, Gaining Self Knowledge, Self Knowledge, Self awareness, Self effectiveness, Self presentation motives and Strategies, Self monitoring, Impression Management.

Unit II Communication : Communication and language, models of - oral - Qualities and profile of a good speaker, written - clarity, responsibility, simplicity, style, brevity Interpersonal Communication -Barriers - ways of overcoming - Nonverbal Communication - Paralanguage, Eye Contract, Facial expression, Kinesics, Body language, Deception, and Detecting deception.

Unit III Assertive Training Nature, importance & relevance to organizational life - Assertion and aggression , Assertive writing, preparing for assertive business writing - tools, tips, pitfalls, persuasion. When to say Yes/No. Being assertive with oneself - cutting, rewriting, editing and How to enhance individual assertiveness?

Unit IV Transactional Analysis Introduction, Ego States, exclusion contamination, strokes, Life positions, Types of Transactions, Time Structures - Withdrawal, Rituals, Pastimes, activities, games -types, Stamps, Rackets and sweat shirts, scripts. Advantages and disadvantages of TA, TA tips for performance interviews, Development Planning with subordinates, TA tips for selection.

Unit V Counseling Introduction - other interventions - steps Elements of Counseling - Counseling as a helping strategy and Significance Predicting People's Problems Journey into life space. Anxiety and stress Counseling to develop organisations, Check list for Counselors, Training for Counseling.

References

1. Venkatapathy.R and Jackson.P.T. Managing Interpersonal Effectiveness, Adhithya Publishers, 2003.
2. Thomas Harris I'm okay, you're okay.
3. Fishert Uray Getting to Say yes: Negotiating an agreement without giving in AMA,1993.
4. Robert L.Gibson and Marianne H.Mitchell, Introduction to Counseling and Guidance, VI edition, PHI, 2005

Additional Reading

1. www. Ta Tutor.
2. Barrett,J.D.(2006), Strong communication skills a must for today's leaders,Handbook of Business Strategy,Vol.7 No.1,pp.385-390.
3. Lesikar, Raymond. V., Pettit, John. D. Business Communication: Theory and Application; Illinois: Richard D Irwin Inc.

SEMESTER-VIII

IMGT- 801 TOTAL QUALITY MANAGEMENT

Semester: VIII

Course Code: IMGT- 801

Credit: 4

Course: Total quality management

Module Aim(s):

- To understand the concept of Quality
- To understand the Implication of Quality on Business
- To Implement Quality Implementation Programs
- To have exposure to challenges in Quality Improvement Programs.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To realize the importance of significance of quality
- Manage quality improvement teams
- Identify requirements of quality improvement programs

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I An Overview and Role of TQM- Classical Definitions of Quality- Product Satisfaction & Product Dissatisfaction - Trends in Change Management and role of TQM.

Unit II Philosophical Approaches to TQM- Eastern & Western Approaches - Methodological Approaches to TQM: Deming, Juran, Crosby and others

Unit III Tools of TQM – Diagnostics- 7 Tools of Analysis - old and new - Cybernetic Analysis

Unit IV Overview of Other Developments in TQM : QFD, ISO , CMM, Benchmarking, Six Sigma - Leadership requirements for TQM

Unit V Integration & Implementation of TQM in Organizations- Application of TQM

References

1. Dale, H. Besterfield. Total Quality Management; New Delhi: Pearson Education.
2. Juran, Joseph. M. Total Quality Management, Mc Graw Hill.
3. Jain, Quality Control and Total Quality Management; New Delhi: Tata McGraw Hill.
4. R.P. Mohanty., & R, R. Lakhe. TQM in Service Sector; New Delhi: Tata McGraw Hill.

IMGT- 802 CROSS-CULTURAL MANAGEMENT

Semester: VIII

Course Code: IMGT- 802

Credit: 4

Course: Cross-Cultural Management

Module Aim(s):

- To understand the key concepts and Theoretical framework of culture across borders
- To analyse in depth the cultural differences and its impact on individuals and teams in a real time organization
- To Implement effective human resource management practices in multinational organizations

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Insights about different cultures followed globally at Organisational level
- Gaining knowledge to tackle Cross-cultural conflicts
- managing workforce diversity at a broader level

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I-Basic framework of Cross Cultural Management: Factors influencing Decision Making , Using Culture ,Cross Cultural and International Management , Implications for the Manager. Comparing Cultures. Shifts in the Culture ,Organizational Culture , Culture and Communication Needs and Incentives ,Dispute Resolution and Negotiation.

Unit II-Structure of Cross Cultural Management: Formal Structures , Functions , Bureaucracy , Culture and Bureaucracy , Implications. Informal Systems , Informal Relationships , Patronage, Society and Culture , Government-Business Patronage ,*Guanxi* , Managing Informal Systems , Implications.

Unit III-Globalization & Cross Cultural Management: Planning Change: Meaning , Planning for Change , Planning in Different Culture , Planning in an Unstable Environment , Implications. International Strategies , Globalization and Localization , Defining Globalization , Roots , Global-Local Contradictions , Implications.

Unit IV- Models of Cross Cultural Management: Family Companies: The Anglo Model: Environment, Culture and Management. The Chinese Model: Environment and Culture. The Chinese Model: Management. Changes in the Chinese model , Implications.

Unit V- Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning , Analyzing Resources and the Competition , Positioning the Company , Implementation , Emergent Strategy , Implications. Head Quarters and Subsidiary: Risk for the Multinational , Control , Implications.

References

- Helen Deresky , International Management: Managing across Borders and Cultures, 5th Edition, Pearson Education, 2009
- Richard M. Hodgetts & Fred Luthans, (2005), International Management, 3rd Edition, Tata McGraw Hill Publications, New Delhi.
- Hodgetts, R., M., & Luthans F, (2005), International Management , Tata McGraw Hill Publications, New Delhi.
- Hill, C. (2007) International Business: Competing in the Global Marketplace. (6th ed) Tata McGraw-Hill.

Additional Reading

- Cross- Cultural Management Essential concepts, Sage, by David Thomas, 2008
- Understanding Cross-cultural Management, Pearson Education, by Maric- Joelle Browaeys & Roger Price, 2011

IMGT- 803 –CORPORATE INTERNSHIP -II

Semester: VIII

Course Code: IMGT- 803

Credit: 2

Course: Corporate Internship -II

Module Aim(s):

- From the student perspective, an internship assists with career development by providing real work experiences that provide students with opportunities to explore their interests and develop professional skills and competencies. During internships, students are provided with opportunities to apply what they learned in classes to actual practice.
- From the organisation perspective, an internship provides a unique training experience designed to enhance the professional development and functioning of the student.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- to gain first-hand exposure of working in the real world.
- to harness the skill, knowledge, and theoretical practice they learnt in the institute
- a nice learning curve for students with little experience of the professional world

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Guidelines for Internship

During the VIII semester, every student of **Five year MBA (Integrated)** is required to work in an organization based on their specialisation which will be supervised periodically by a team of faculty members of the institution and the report on the same has to be submitted to the University. The contact hours required for the Internship is 75-90 days.

Evaluation

There will be an external examination in the form of presentations by the students on work experience which they had undertaken at the end of VIII semester. Apart from the chairman, there will be a panel consisting of: Two professional experts and the head of the department / institution concerned. 60 marks will be awarded for the external component. 20 marks will be awarded for presentation and 40 marks for the project totaling to 60 marks. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by head of the department.

SEMESTER-IX

IMGT- 901–PUBLIC RELATIONS MANAGEMENT

Semester: IX

Course Code: IMGT- 901

Credit: 4

Course: Public Relations Management

Module Aim(s):

- To acquaint the students about Public Relations Management as a science, as an art.
- To understand the importance of Public Relations Management in the different fields of activity.
- To understand different skills in Public Relations Management.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
	18	12					

Course Outcomes

- Approach the dynamics of the field with an integrated perspective.
- The theoretical perspectives of authors who have been key influences in the field of Public Relations.
- Use advanced level of conceptual and practical information in the areas.
- Develop positive attitude and behaviour towards learning about public relations.
- Interpretative: Consider the factors of public relation to the contexts of business.
- Analytical: Analyze an organization's capabilities to manage effective public relations.
- Evaluative skills: Understand and work with issues surrounding the effective management of Public Relations.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I

History of Public Relations Management: International History, Indian History. Concepts of Public Relations Management: Definitions, Functions, Elements, Components and tools, Publics of Public Relations Management: Definition of Public, Types of Public-Internal, External, Primary, Secondary, Marginal, Traditional, Future.

Unit II

Public Relations Management Personnel: Public Relations Management as Profession, Communication and PR, Public Relations Manager- Duties and Responsibilities, Characteristics and functions of Public Relations, Cantor's traits for success in Public Relations Management.

Unit III

Public Relations Management theories, objectives, programme and strategies, Planning, Tactics, Evaluation, Budgeting, Research in Public Relations Management, Media Relations: Principles for handling print and electronic media. Writing press releases, Handling press questions, Coping with bad situation.

Unit IV

Some important Public Relations Management tasks: Communication Programme, Message

development, selection of media, budgeting for Programme, Advertising in Print and Electronic Media, Publicity, Counselling, Crises Management.

Unit V

Scope for Public Relations Management: Government, NGO's, Management, Media, Legal Profession, Health and Medicine, Entertainment, Hospitality, Tourism, Money Market, Event Management, New emerging fields in corporate sector.

References

1. Ahuja, B.N., "Public Relations", 5th Ed. Surjeet Publications, New Delhi, 2006.
2. Rayadu, C.S., "Principles of Public Relations", 2nd Ed. Himalaya Publishing House.
3. Nayyar Deepak, "Public Relations Management and Communication, ABD Publishers, 2006.
4. Parvati, Text Book of Public Relations and Communications, Dominant Publishers, 2005.
5. Banks Stephen P., Multicultural Public Relations, Surjeet Publications, 2003.
6. David Meeraman Scot, "The New Rules of Marketing and Public Relations", Prentic Hall, 2008.
7. Iqbal.S.Sachdeva, "Public Relations, Principles and Practices", Oxford University Press, 2009.

IMGT- 902–DATA ANALYTICS

Semester: IX

Course Code: IMGT- 902

Credit: 4

Course: Data Analytics

Module Aim(s):

- To familiarize students with the latest online technologies used in decision making
- To enable the students, understand the importance of big data in strategic management decisions.
- To understand various tools used in data analysis.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- To familiarize modern trends in online data management,
- Understanding of Big Data and its relevance in formulating online business strategies.
- Application of theory to practice to better decision making
- A holistic knowledge on achieving the goals and objectives of business through latest online data optimizing techniques.
- To achieve ability to interpret from the various outputs the best option suitable to address the problem at hand.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I- Understanding Data: Types of data – Data cleaning and preparation- Information – Types of data – Structured and unstructured - Characteristics – Information systems in modern day business – Importance of Information Processing in Management

UNIT II -Online data storage: Relevance of online data processing – Cloud computing –Cloud based services offered by Amazon, Google and IBM – E-Commerce Applications

UNIT III- Big Data Analytics: Big Data- Characteristics and Relevance – Applications of Big Data –Data search algorithms in search engines – Digital advertisements – Recommender systems –Customer Analytics – Compliance analytics – Fraud analytics – Operational analytics

UNIT IV- Machine learning: Types of learning algorithms – Machine learning models – Areas of application – Business intelligence – Data gathering – Data storage and knowledge management,

UNIT V- Data Analysis: Introduction to R Programming, PYTHON, SPSS, AMOS and MS-Excel –Key data analysis techniques used in creating data sets for business –Types of analysis – Descriptive – Diagnostic – Predictive and Prescriptive

References

1. Maheswari A (2017) Data Analytics, McGraw Hill Educations

2. Siegel E (2013) Predictive Analytics, The Power To Predict Who Will Click, Buy, Lie Or Die R, Wiley
3. Simon P (2015) Too Big to Ignore, The Business Case for Big Data, Wiley
4. Croll A, Yoskovitz (2013), Lean Analytics, Use Data to Build a Better Startup Faster, O'Reilly Media.
5. S, A. Vivek & Kumar, Rakesh S. (2019). Business Analytics: An Introduction. Kollam: SS Book Series
6. James G, Witten D, Hastie T and Tibshirani R (2013), Introduction to Statistical Learning with Applications in R, Springer Science and Business
7. Miles A, Huberman M and Saldana J (2018), Qualitative Data Analysis: A Methods Source Book, Sage Publications

SEMESTER -X

IMGT-1001 EVENT MANAGEMENT

Semester: X

Course Code: IMGT- 1001

Credit: 4

Course: Event Management

Module Aim(s):

- To give exposure on event management
- To make the student to do the systematic planning of events
- To provide special knowledge on tourism event
- To develop the marketing skills with respect to events
- To build the leadership capability through the concept of event management

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Capability to conduct and manage events practically
- gaining knowledge on the legal impact and disinvestment
- managerial skill development especially in planning and organizing
- negotiation skill and communication skill improvisation

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Introduction - Definitions and frameworks - Categories and typologies -Historical contexts and precedents -Characteristics of events -The market demand for events -Introduction - Size and scope of the events market - Determinants and motivations- The structure of demand for events.SOCIAL, ECONOMIC, POLITICAL AND DEVELOPMENTAL IMPLICATIONS: Introduction - Social and community implications - Economic implications - Political implications - Developmental implications.

Unit II -Managing Events MAKING A START: Introduction - Getting organized- Event feasibility: finding and testing an idea - The screening process - Progressing the idea. EVENTS PLANNING: Introduction - The planning process - Objectives, environmental search and information-gathering - Demand and operational planning - Financial planning - Marketing planning - Getting it together

Unit III- FINANCIAL MANAGEMENT AND THE BUDGET Introduction - Objectives and financial planning - Creating a budget - The detailed budget -Who spends what -Other sources of income - Sponsorship and public funding. THE EVENT: Creating the ambience.

Unit IV MARKETING AND PUBLIC RELATIONS FOR EVENTS Introduction - The target market - How to influence the target market - The marketing plan -Marketing for a new event - Marketing for repeat events and new editions. MANAGING THE EVENT AS A PROJECT: Introduction - The event as a project - Risk management - Legalities and insurance - Systems set-up and ticketing - Operational activities.

Unit V-THE ORGANIZATION MANAGER AND THE TEAM Introduction - Organizing event on

the event day- CLOSE-DOWN, EVALUATION AND LEGACIES: Introduction - Close-down
Evaluation - Divestment and legacies.

References

1. Anton Shone & Bryn Parry, Successful Event Management , Cengage Learning India Edition
2. Fenich, G. (2005). Meetings, Expositions, Events, and Conventions: An introduction to the industry. New Jersey: Pearson Prentice Hall.
3. Getz, D. (1997). Event Management & Event Tourism. New York: Cognizant Communication Corporation.
4. Montgomery, R. J. and Strick, S. K. (1995). Meetings, Conventions, and Expositions: An Introduction to the Industry. New York: John Wiley & Sons, Inc.

Additional Reading

1. Coleman, Lee & Frankle (110101), Powerhouse Conferences. Educational Institute of AH & MA, 2012
2. Hoyle, Dorf & Jones (110105), Meaning conventions & Group business
3. Judy Allen, Event Planning: The ultimate guide to successful meetings of corporate events, fundraising galas, conferences conventions and other special events, Willey Publishers, 2009.
4. Ray Mathis, It is just an event, Willey Publishers, 2012.
5. Elsener Butterworth, Events Management, Heinmann Publications, 2012

IMGT-1002 SUPPLY CHAIN MANAGEMENT

Semester: X

Course Code: IMGT- 1002

Credit: 4

Course: Supply Chain Management

Module Aim(s):

- An understanding of the primary differences between logistics and supply chain management An understanding of the individual processes of supply chain management and their interrelationships within individual companies and across the supply chain.
- To understand the strategic role of supply Chain management
- To Know supply chain techniques in an international perspective

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To have an understanding of a range of the theoretical understandings available in Logistics and Supply chain
- Able to Understand the strategic role of Logistics and Supply chain Management in the cost reduction and offering improved service to the customers.
- Combining the traditional physical distribution activity with modern Information Technology to have sustainable competitive advantage to the organization Globally
- Ability to analyse the concepts and importance of logistics and transportation.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Introduction-Supply Chain Management – Meaning- Nature– Importance -Objectives, Concepts-Types-Evolution-Cyclical view of Supply chain– SC models- drivers and obstacles – Emerging trends in supply chain.

Unit II Decision Phases in Supply Chain- Strategies - Distribution networks in Supply chain – Role Factors - Network design decisions- Framework for network designs, Factors, Integrated logistics- Supply Chain Assessment

Unit III Planning Demand in Supply Chain – demand Forecasting in supply chain- role-components- methods-approaches- Aggregate planning in supply chain- strategies-Implementing Aggregate planning in practice.

Unit IV Inventory Management – Importance- Elements -techniques – Transportation – Role, Factors, Modes, tailored transportation- Routing and Scheduling in transportation, Warehousing- Importance-options-strategies- Reverse logistics

Unit V Information Technology for SCM – Role -Importance-Uses- Bull whip Effect- EDI- Supply chain digitalization- Saas, Paas, Iaas, cloud computing - Agile supply chain- Analytics in supply chain- types, 5Cs of supply chain analytics, challenges in supply chain.

References

1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill.
2. Donald J Bowersox, David J Closs, Logistical Management (The integrated Supply Chain Process), TMH
3. Sunil Chopra, Peter Meindl, Supply Chain Management (Strategy, Planning and Operation), Pearson Education, India.
4. David A Taylor, Supply Chains- A managers Guide, Pearson Education.
5. Supply Chain Management- Process, System and Practice, N. Chandrasekaran, Oxford Higher Education.

**IMGT-1003 RESEARCH PROJECT &
PROJECT VIVA-VOCE**

Semester: X

Course Code: IMGT- 1003

Credit: 6

Course: Research Project& Project Viva-Voce

Module Aim(s):

To create an environment of interaction between academia and industry for mutual benefit, and to provide suitable placement opportunities for MBA students

To encourage MBA students to conduct innovative, high-quality summer projects

To provide a platform for nationwide exposure to high-quality summer projects

Practical Learning - Enhances a student's academic, career, and personal development

Teaching Strategy:

Research Project will be considered as a core course in the Tenth Semester. Students are advised to opt for live assignments / real-world experience that enables them to put everything they've learned into action. Summer projects can be paid / unpaid by the organisation. During the Tenth semester, every student of Five year MBA (Integrated) programme is required to undertake a project of a problem centred nature under the guidance and supervision of a member of the faculty and the report on the same has to be submitted before the commencement of the tenth semester university examination. The contact hours required for the completion of the project is notionally fixed at 160 hours distributed over a continuous period of two months. Students shall be deputed for the project work immediately after the completion of the fourth semester class work.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To gain hands on exposure of working in the real world.
- To harness the skill, knowledge, and theoretical practice they learnt in the institute
- A nice learning curve for students with little experience of the professional world.

- Apply broad technical and professional skills effectively within business arena
- Critically evaluate and apply sustainability principles to decisions in business contexts

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Evaluation

The project work and Report will be evaluated for 200 marks. There will be internal and external valuation for the project work and report. The internal valuation for 40 marks will be conducted by a college committee consists of three senior faculty members and/or respective guide constituted by the Head of the Institution headed by the most senior faculty members. The external evaluation for 160 marks will be conducted by examiners duly appointed by the University for the purpose. 60 marks will be awarded for viva voce and 100 marks for the project report.

Guidelines for Research Project

The report shall be printed and bound (preferably hard paper bound) with not less than 100 (A4 size) pages.

- Matter should be typed with Double line spacing –

Fond Size should be 12 with style Times New Roman –

One Inch Margin should be left on Top and Bottom of the page, as well as Left and Right side of the typed pages.

- Both primary and secondary data may be used for the study –

Statistical tools should be used for data analysis in the appropriate context.

- The content of the Report should be sequenced as follows

. A. Preface Section: - Title Page of the Report –

Declaration by the student –

Certificate from college Signed by Supervisory Faculty and counter signed by Head of the Department/Institution.

- Acknowledgement –

Chapter Content –

Table Content. –

Graph/ Chart/ Figure Content

B. Executive Summary / Abstract

C. Chapterisation

Chapter-I Introduction (should contain specific area of study, statement of the Research Problem, Significance or Scope of the study, Objectives of the study, Hypothesis if any, Methodology (sample design and 292 | P a g e size, data source, tools used for analysis etc) or case study, Chapter Scheme, limitations of the study.

Chapter-II Review of related Literature -is a comprehensive summary of previous research on the topic of study. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research. The review should enumerate, describe, summarize, objectively evaluate and clarify this previous research. (Minimum 25 Reviews from Various Sectors) and identifying the Research Gap.

Chapter-III Profile of the industry and Organization/Unit of Study – This section includes Industry Profile & Company Profile. Industry profiles are in-depth documents that give insight into an industry, where it came from, and where it appears to be going. A typical report looks at the industry leaders, forces affecting the industry and financial data for the industry. Company Profile - This report provides an expanded directory display for a business. This report can include sales and sales trend information, business size, expanded SIC and line of business

details, key principals, and business URLs.

Chapter-IV Data analysis and Interpretation -is the process of assigning meaning to the collected information and determining the conclusions, significance, and implications of the findings. Analysis involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences.

Chapter-V Findings, recommendations and Conclusions - summarize the key findings, outcomes or information in your report; acknowledge limitations, Draw a conclusion to your report summarizing the study and then and make recommendations for future work (where applicable)

Bibliography - list of sources you referred to (Text Books/ Journals/ Web Sites) when writing the project and for conducting the study.

Monson, C. M., Fredman, S. J., & Adair, K. C. (2008). Cognitive-behavioral conjoint therapy for posttraumatic stress disorder: Application to operation enduring and Iraqi freedom veterans. *Journal of Clinical Psychology*, 64, 958-971.

Ginsberg, J. P., Ayers, E., Burriss, L., & Powell, D. A. (2008). Discriminative delay Pavlovian eyeblink conditioning in veterans with and without posttraumatic stress disorder. *Journal of Anxiety Disorders*, 22, 809-823.

Appendix

Appendices can consist of figures, tables, maps, photographs, raw data, computer programs, musical examples, interview questions, sample questionnaires / Schedules which you don't want to include along with the main content of your report

IMGT-1004 COMPREHENSIVE VIVA VOCE

Semester: X

Course Code: IMGT- 1004

Credit: 2

Course: Comprehensive viva voce

Objective

The objective of comprehensive viva-voce is to assess the overall knowledge of the student in the relevant field of Management Engineering acquired over 4 semesters of study. The viva shall normally cover the subjects taught in all the semesters of MBA Programme or preferably based on the electives.

Evaluation

The students will have to attend a comprehensive viva voce examination for 100 marks. This is done to assess the students of their understanding of the concepts, theories, knowledge assimilation, skill development and application in real life situations. This will encompass all the subjects studied by the student during the two year period. The University will decide among the external examiners and constitute a board for conducting the comprehensive viva voce examination along with project viva voce examination. If any candidate secures less than 50 marks in the comprehensive viva voce examination, he/she needs to attend the same during the next year. He/she will be given a total of three chances to clear the same.

LIST OF ELECTIVE SUBJECTS

Students are allowed to specialize in two functional areas with a condition that in an institute there should be a minimum of 10 students opting for a subject. If a student is opting for two functional areas, he/she has to study equal number of elective subjects from each specialization in VIII, IX and X Semesters.

SEMESTER VIII	SEMESTER IX	SEMESTER X
MARKETING: IMGT-8M-1Product Brand management IMGT-8M-2-Retail marketing IMGT-8M-3Sales and distribution management	MARKETING: IMGT-9M-1Services marketing IMGT-9M-2Consumer behavior IMGT-9M-3Rural marketing IMGT-9M-4Marketing research IMGT-9M-5Social media marketing	MARKETING: IMGT-10M-1Integrated marketing communication IMGT-10M2 Customer relationship management

FINANCE:	FINANCE:	FINANCE:
IMGT-8F1 Management of Financial Services	IMGT-9F1 Financial Derivatives	IMGT-10F1 Security Analysis & Portfolio management
IMGT-8F2 Corporate Finance.	IMGT-9F2 Bank Management,	IMGT-10F2 International Financial Management
IMGT-8F3 Working Capital Management.	IMGT-9F3 Management Control System.	IMGT-10F3 Behavioural Finance.
	IMGT-9F4 Strategic Financial Management.	
	IMGT-9F5 Project Finance	

HUMAN RESORCE MANAGEMENT IMGT-8H1 Strategic Human Resource Management. IMGT-8H2 Performance Management	HUMAN RESOURCE MANAGEMENT IMGT-9H1 Human Resource Development, IMGT-9H2 Reward Management IMGT-9H3 Organisational Dynamics IMGT-9H4 Industrial Relations & Labour law.	HUMAN RESOURCE MANAGEMENT IMGT-10H1 Organisational change Development IMGT-10H2 Human Resource Information System.
OPERATIONS MANAGEMENT IMGT-8OM1 Purchasing & Material Management. IMGT-8OM2 Occupational Hazards& Industrial safety. IMGT-8OM3 Technology Management	OPERATIONS MANAGEMENT IMGT-9OM1 Operations Strategy. IMGT-9OM2 Productivity Management IMGT-9OM3 Lean Manufacturing IMGT-9OM4 Advanced Maintenance Management. IMGT-9OM5 Service Operations Management.	OPERATIONS MANAGEMENT IMGT-10OM1 World Class Manufacturing. IMGT-10OM2 Innovation Management.
SYSTEM IMGT-8S1 System Analysis & Design. IMGT-8S2 Enterprise	SYSTEM IMGT-9S1 Internet programming & Web design IMGT-9S2 Management	SYSTEM IMGT-10S1 Planning & Implementing IT Strategies. IMGT-10S2 Business Process

Resource Planning. IMGT-8S3 Software Engineering.	Support System. IMGT-9S3 Software Project Management. IMGT-9S4 Data Base Management System. IMGT-9S5 Software quality Management.	Reengineering. IMGT-10S3 Electronic Commerce & Internet Marketing.
INTERNATIONAL BUSINESS: IMGT-8IB1 Intellectual Property Rights & Patents IMGT-8IB2 International Trade Policies & Procedures IMGT-8IB3 International Business Institutions & Agreements	INTERNATIONAL BUSINESS: IMGT-9IB1 International Human Resource Management. IMGT-9IB2 International Logistics Management. IMGT-9IB3 International Economics. IMGT-9IB4 International Marketing. IMGT-9IB5Global sourcing& Business development	INTERNATIONAL BUSINESS: IMGT-10IB1International consumer & Industrial buyer behavior. IMGT-10IB2 International Business negotiations . IMGT-10IB3 Foreign Exchange Management.

MARKETING- ELECTIVES

IMGT-8M-1PRODUCT AND BRAND MANAGEMENT							
Semester: VIII							
Course Code: IMGT-8M-1							
Credit: 3							
Course: Product and Brand Management							
Module Aim(s):							
<ul style="list-style-type: none"> Familiarize students with applications of new product management, planning and policy techniques, essentials of branding and approaches to effective branding strategy Understand concepts & processes involved in new product development & on brand building Conduct business analyses for new products and brands Understand test marketing, product introduction and brand image 							
Teaching Strategy:							
Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.							
Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total	
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100
Course Outcomes							
<ul style="list-style-type: none"> To have theoretical understanding about managing products and brands for gaining competitive advantage. To be able to critically engage with both theoretical and practical constructions of issues and questions in product and brand management 							
Key Graduate Attributes							

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I- Product Management - Product–Definition, Levels of Product; Definition of Product Management , Scope and Importance; Role of Product Manager; Product Mix and Product Line Strategies; Challenges in Product Management.

UNIT 2-Product Life Cycle and Marketing Strategies; Product Portfolio Models; Positioning & Perceptual Mapping; Product Management Audit; Future of Product Management.

UNIT 3- New Product–Categories of New Product; Adoption Process; Diffusion of Innovation; Stages in New Product Development; New Product Demand Forecasting Models; New Product Launch Strategies; New Product Success & Failures- Indian cases

UNIT 4- Brand Management - Concept & Significance of Brands, Types of Brands; Strategic Brand Management Process & Branding Strategies; Developing and Managing Brands; Brand Extension Strategies; Financial and Social Value of Brands; Brand competition strategies; Brand Equity Components of Brand Equity, Brand Equity Models, Measurement of Brand Equity; Measuring sources of brand equity; Brand equity tools; Capturing customer mindset; Qualitative and quantitative research techniques; Measuring outcomes of brand equity; Brand Personality; Brand Essence; Brand Identity-Brand Identity Prism.

UNIT 5- Brand Elements; Sensory Branding; Emotional Branding, Brand Positioning- Brand Architecture, Brand Portfolio, Brand Communication; Brand Valuation Methods; Brand Re- vitalization; Brand Audit; Global Brands; Successful Indian Brands

References

1. Urban, G.L. and J.R. Hauser, Englewood Cliffs, N.J. , Design and Marketing of New Products, Prentice Hall. 1993, ISBN # 0-13-201567-6

2. Keller, Kevin Lane , Strategic Brand Management, 3rd ed., Prentice Hall. 2008, ISBN # 0-13- 188859-5.

3.3. U.C. Mathur, Product and Brand Management, Excel Books, New Delhi.

4. Harsh V. Verma, Brand Management, Excel Books, New Delhi.

IMGT-8M- 2 RETAIL MARKETING

Semester: VIII

Course Code: IMGT-8M-2

Credit: 3

Course: Retail Marketing

Module Aim(s):

- To develop knowledge of contemporary retail management issues at the strategic level.
- To describe and analyse the way retailing works, specifically the key activities and relationships.
- To provide an academic underpinning to the above through the application of retailing theory and research.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Upon completion of the course, students will be able to explain the complexities of operating a retail business
- Appreciate the difficulties associated with balancing profitability & delighting the customer,
- Articulate the choices involved in implementing a winning retail strategy such as the right product, the right inventory, the right locations, the right timing, the right price/promotion, and the right service experience.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Introduction–Meaning of Retailing, Theories of retailing–Economic Significance of Retailing - management of service & quality in retailing – world retail scenario – developing countries – retailing functions and need and scope of retailing in India – organized vs. unorganized retailing – growth of retail formats – high street and malls – mall management.

UNIT 2 Basic of Marketing–effective communication–need to understand consumer behavior– Retail Marketing Segmentation- store formats – store location-location analysis – Factors Affecting Retail Location Decisions - store positioning – store design and visual merchandising
– breakdown of retailing as a product – role of private labels - retail pricing - EDLP, changes and trends in retail marketing

UNIT-3 Store operations management–SCM–supplier relations–logistics in retailing–merchandise buying & management – warehousing – inventory control – franchisee operations, Role of Technology in Store operation, Technology in Retail Marketing Decisions, Factors Influences the Growth of E - Tailing,

UNIT4 Retail promotions–retail information systems–CRM–retail finance–retail statutory obligations – tax systems for retail – consumerism & ethics in retailing – corporate social responsibility. Rural retailing in India, International retailing: motives, reasons, and typologies for international expansion. Legal and security issues in retailing.

UNIT5 Retail human resource management – issues and challenges–recruitment, selection and training–specialized training – growth of non-store retailing – retail database marketing – impact of globalization on retail management future of retailing.

References

1. Michael Levy, Barton Weitz, Retail Management, McGraw Hill
2. Chetan Bajaj, Rajnish Arya, Nidhi Varma Srivatava, Retail Management, Oxford Publishing, India
3. Barman, Evans & Mathur, Retail Management- A Strategic Approach, Pearson Publication

IMGT-8M-3SALES AND DISTRIBUTION MANAGEMENT**Semester: VIII****Course Code: IMGT-8M-3****Credit: 3****Course: Sales and Distribution Management.****Module Aim(s):**

The purpose of this paper is to acquaint the student with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

The course aims to impart skills and knowledge needed to manage sales force and distribution function so as to gain competitive advantage,

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit 1 Introduction to Sales Management: Definition and Meaning – Sales Vs Marketing, Scope of Sales Management – Objectives & Functions of Sales Department – Theories of Sales

- Buyer Seller Dyads – Aidas Theory – ‘Right Set of Circumstances’ Theory – Buying Formula Theory – Behavioural Equations Theory, Sales Forecasting Methods – Sales Planning and Control: Goal Setting, Performance Measurement, Diagnosis and Corrective Actions.

Unit II Sales Organization and Developing the Sales Force: Sales Department Organization – Sales Management Structure – Sales Management Positions – Role and Functions of Sales Manager – Inter Department Relations – Characteristics of a Successful Salesman. Recruiting, Selection and Training of Sales Force - Work Assignment to Sales Personnel – Routing and Scheduling of Sales Force – Objectives of Sales Quotas – Types of Quotas – Quota Setting and Administration – Concept, Objectives and Procedure of Setting Sales Territories.

Unit III Motivation, Compensation to Sales Force and Controlling – Personal Selling: Motivating the Sales Team: Motivation Programs, Monetary and Non-monetary Compensation, Evaluation of Sales Force - Controlling of Sales Force – Sales Records and Reporting Systems –Controlling of Expenses – Sales Budget – Sales Audit. Personal Selling – Salesmanship – Process - Preparation, Prospecting, Pre-Approach, Sales Presentation, Closing of Sales – Modes of Sales Presentation – Sales Resistance – Objections and Obstacles – Buyer Dissonance – Reducing Buyer Dissonance.

Unit IV Distribution Channels: Physical Distribution - Definition, Importance – Participants in Physical Distribution Process - Marketing Channels – Definition and Importance - Different Forms of Channels - Functions of Marketing Channels - Unconventional Channels - Channels for Consumer Goods, Industrial Goods and Services – Integrated Marketing Channels – Horizontal, Vertical, Multi Channel Marketing Systems – Channel Selection Process and Criteria, Channel Conflicts and Resolution - Channel Effectiveness Evaluation - International Marketing Channels.

Unit V Supply Chain Management: Supply Chain Management – Concept – Significance – Components - Logistics Planning, Order Processing – Material Handling – Transportation – Insurance - Warehousing – Inventory Management – Reverse Logistics

References

1. Tapan K. Panda, Sunil Sahadev – Sales And Distribution Management – Oxford Publishing, India
2. Still, Cundiff, Govoni – Sales Management: Decisions, Strategies & Cases – Prentice Hall, India.
3. Anderson R, Professional Sales Management – Englewood Cliff, New Jersey, Prentice Hall, India

IMGT-9M-1 SERVICES MARKETING

Semester: IX

Course Code: IMGT-9M-1

Credit: 3

Course: Services Marketing

Module Aim(s):

The curriculum is designed for students who wish to get placed in services and goods industries. The course improves students' understanding of distinctive aspects of services marketing and enhances their ability to apply marketing strategies to create, communicate, and deliver customer value in the service economy

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library / Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2 100

Course Outcomes

- To have an understanding of the theoretical concepts of Services Marketing.
- To be able to critically engage with both theoretical and practical constructions of issues and questions in Services marketing.
- By the end of the course the students would be able to gain the following skills:
Critical thinking: students will analyze marketing strategies (service development, pricing, distribution channel, and promotion) in services and goods industries with high service components.
- Business function: students will apply marketing strategies to manage service creation, communication, and delivery in the service economy.
- Teamwork and interpersonal skills: students will demonstrate the importance of teamwork to the success of services marketing.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Introduction to services marketing: Services marketing-nature and characteristics of services-Classification of services-goods vs service marketing-service marketing mix-service marketing triangle-growth of service sector in Indian economy-characteristics of service sector industries-Recent trends and challenges in service sector.

UNIT 2 Consumer behaviour in services context: Customer expectation and customer perception-Gap and SERVQUAL models-Quality perception in services- Measuring the service quality-service quality Audit-service failure & recovery-strategies to improve service quality-

Total quality services marketing-service excellence.

UNIT3 Demand management in services: Demand and supply management for services- Demand situation -Demand pattern-Demand forecasting methods-Distribution of services- Physical channelsService life cycle

UNIT 4 Creating, delivering and performing Services: Flow charting customer services process-services blue prints-Services cases-Service product development-pricing of services-Branding of services-Educating and Promoting services-Managing people for service advantage-Service environment Delivering service through intermediaries-Distribution growth options-Complaint management Service guarantee.

UNIT5 Service industries in India: Marketing of tourism, Travel and Transportation services-Marketing of financial services: Banking, Insurance, mutual funds, Marketing of professional services: Health care, information technology, marketing of educational service

References

Lovelock, Christopher and Jochen Wirtz, Services Marketing, People, Technology, Strategy, Prentice Hall.

Harsh V. Varma – Services Marketing – Text & Cases – 2nd Ed. – Pearson

Marie J. Bitner, Valarie A. Zeithaml – Services Marketing – Tata McGraw Hill

Additional Reading

Gremler, Dwayne, Mary Jo Bitner and Valarie A. Zeithaml, Services Marketing, McGrawHill/Irwin.

IMGT-9M-2CONSUMER BEHAVIOUR**Semester: IX****Course Code: IMGT-9M-1****Credit: 3****Course: Consumer Behaviour****Module Aim(s):**

To understand the basic concept and factors affecting consumer buying behaviour.

To help the students understand the various motivational techniques and their relation to the consumer behavior...

To study the consumer attitude and different attitude models to understand consumer behaviour.

To compare the various cultural factors and its impact on consumer behaviour.

To understand the different challenges and emerging issues in predicting consumer behaviour

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2
					100

Course Outcomes

- To have an understanding of a range of the theoretical understandings available in consumer behaviour
- To be able to critically engage with both theoretical and practical constructions of issues and questions in consumer behavior

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Consumer behaviour- Concept, Scope, importance and interdisciplinary nature, Models of consumer behaviour, Factors affecting consumer behaviour, The consumer research process, Methods of consumer research, Ethics in Consumer Research, Applications of consumer behaviour knowledge in marketing, Diversity of consumers and their behaviors.

UNIT II Consumer Motivation- Theories of Motivation and their applications, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Research. Personality and self concept Theories of personality. Trait theory and measurement, Brand personality and emotions. Perception-Thresholds of perception, Subliminal perception, Perceptual process dynamics.

UNIT III Consumer Attitudes- Introduction, Functions of Attitude, Attitude Models, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Consumer Decision making process- introduction, level of consumer decision making, Models of consumer Decision making.

UNIT IV Cultural Influences on Consumer Behaviour- Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences

UNIT V Consumerism-Consumer protection Act-Difficulties and challenges in predicting consumer behaviour, Consumer behaviour in Indian context, Online consumer behaviour, Emerging Issues

References

1. Reynolds & Wells, Consumer Behaviour(2010), Mcgraw Hill..
2. Schiffman, Leon G., and Leslie Lazar Kanuk. Consumer Behavior. Pearson Prentice

Hall.

3. David L Loudone, Albert J. Della Bitta (2014), Consumer Behaviour Concept and Applications, McGraw Hills.

IMGT-9M-3 RURAL MARKETING

Semester: IX

Course Code: IMGT-9M-3

Credit: 3

Course: Rural Marketing

Module Aim(s):

- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context
- To familiarize with the special problems related to sales in rural markets
- To help understand the working of rural marketing institutions.
- Describe the differences between rural and the urban economy

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
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Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100
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Course Outcomes

- To have an understanding of a range of the theoretical understandings available in Rural Marketing
- To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context

- To familiarize with the special problems related to sales in rural markets, and
- To help understand the working of rural marketing institutions with various factors.
- Analytical skills: students can critically analyze the comparative situations of general marketing with rural marketing methods.
- Social Participation: can provide real world experiences related with rural marketing activities

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I -Introduction to Rural Marketing:- Evolution of Rural Marketing in Indian and Global Context- Definition- Nature –Scope-Characteristics and potential of Rural Marketing - Importance of Rural Marketing- Socio-Cultural-economic & other environmental factors affecting in Rural Marketing-A comparative Analysis of Rural Vs Urban Marketing- Potential, Size &Structure of Rural Marketing – Emerging challenges & Opportunities in Rural Marketing.

Unit II Market Decisions:-Rural Market Mix- Product / Service Classification in Rural Marketing - Segmentation, Targeting and positioning- Rural Consumer Behaviour- Buying Process

Unit III Product Management in Rural Marketing:-Product Decisions- New Product Development in Rural Marketing - Brand Management in Rural Marketing- Managing Physical distribution in Rural Marketing- - Sales force Management in Rural Marketing.

Unit IV Research, Technology and Promotion: -Rural Marketing Research-Retail & IT

models in Rural Marketing- Advancement of Technology in Rural Marketing- Structure of Competition in Rural India.CSR and Marketing Ethics in Rural Marketing- Source of Financing and credit agencies-Promotion of Rural Marketing- Advertisement & Media Role in Rural Marketing Promotion Methods.

Unit V Trends in Rural Marketing:-e-Rural Marketing-CRM & e-CRM in Rural Marketing- Advanced Practices in Rural Marketing-Social Marketing-Network Marketing- Green Marketing in Indian and Global Context-Co-operative Marketing- Micro Credit Marketing- Public Private Partnership Model in Rural Marketing

References

- CSG Krishnamacharyulu and Lalitha Ramkrishnan, “Rural marketing Text & Cases”., Pearson education.
- McCracken, J., J, Pretty and G. Conway. (1988). An Introduction to Rapid Rural Appraisal for Rural Development. Iied, London, England.
- Pradeep Kashyap & Siddhartha Raut, The Rural Marketing, Biztantra.
- R.V. Bedi, N.V. Bedi, Rural Marketing, Himalaya Publishing.
- C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan, “Cases in rural marketing an integrated approach”. Pearson education.

Additional reading:

- Shepherd, A. (1999), “A guide to maize marketing for extension officers”. Extension Guide 1, Marketing & Rural Finance Service. FAO, Rome.
- T.P. Gopal Swamy, Rural Marketing, Wheeler Publishing (New Delhi) 1998.
- “HLL Rewrites Strategy for Greater Penetration of Rural Markets”, www.domain-b.com, February 4, 2003.

IMGT-9M-4MARKETING RESEARCH

Semester: IX

Course Code: IMGT-9M-4

Credit: 3

Course: Marketing Research

Module Aim(s):

This course is designed to acquaint students with the application of Research Principles, Tools and Techniques in the Marketing function

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /Directed	Other: Formal	Total		
Hours:18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Define the basic concepts related to marketing research.
- Explain the concepts about contemporary marketing research.
- Explain relationship and differences between marketing research and marketing information systems.
- Relate each step to other steps in the marketing research process

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Marketing Research – Applications, Limitations – Organizing the marketing ,Research function – The Research Process – Types of research design.

Unit II Data collection – Primary data collection – questionnaire design – Secondary data – scaling techniques – sampling designs – Interviewing.

Unit III Data processing – Data analysis – Testing Hypotheses – Bivariate analysis – Multivariate analysis – Experimental designs – Report writing.

Unit IV Applications of MR – Sales analysis and forecasting, product development, Test marketing, Advertising research, Market segmentation and positioning.

Unit V Industrial Marketing Research – Export Marketing Research – Ethical Considerations in Marketing research – MR & IT – Online research, data warehousing and data mining – Marketing Information System

References

1. G.C.Beri, Market Research, Pearson Education, New Delhi.
2. Naresh K. Malhotra, Marketing Research: An Applied Orientation, TMH, New Delhi.
3. Cooper & Schindler, Marketing Research, Concept & Cases. Tata McGraw Hill, India

IMGT-9M-5 SOCIAL MEDIA MARKETING

Semester: IX

Course Code: IMGT-9M-5

Credit: 3

Course: Social Media Marketing

- To introduce the concept of digital marketing through social media, the process that has seen the fastest boom compared to other medians.
- To understand how digital marketing has developed and changed the way brands and businesses utilize technology for marketing.
- To understand the importance of online marketing and the different types of online marketing techniques used.

To understand the various online advertising techniques and how it is going to be beneficial for the firms.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other: Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2
					100

Course Outcomes

- To gain an insight into the concept of Social Media marketing and the various spheres associated with Social media marketing.

To make the student able enough to practically evaluate the concepts

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Marketing - Digital Marketing - Understanding Digital Marketing Process - Increasing Visibility -Bringing Targeted Traffic - Converting Traffic into Leads - Types of Conversion - Understanding Conversion Process – Tools used like C.P.M., C.P.C., C.T.R and their relevance in digital marketing campaigns - Planning a Digital Marketing Campaign

UNIT 2-Understanding the existing Social Media paradigms & psychology - How social media marketing is different from other Forms of Internet marketing – Facebook marketing - Facebook advertising -Types of Facebook advertising - LinkedIn Marketing- Understanding LinkedIn - How to do marketing on LinkedIn - Advertisement on LinkedIn - Twitter Marketing - Marketing using Twitter -Tools for twitter marketing - Advertising on Twitter - Using YouTube for business - Developing YouTube video marketing Strategy - Bringing visitors from YouTube videos to your website.

UNIT3-Online Advertising - Types of Online Advertising - Display Advertising - Banner ads - Rich Media ads Pop ups and Pop under ads - Contextual advertising - In Text ads - In Image ads - In video ads – In page ads - Different Online advertising platforms - Introduction to Google AdWords & PPC advertising Overview of Microsoft AdCenter (Bing & Yahoo) Performing Root Cause Analyses.

UNIT 4 Email Marketing – Types of Email Marketing - Email Marketing Strategy - Challenges faced in sending bulk emails - Methods to overcome these challenges - Types of email marketing- Opt-in & bulk emailing Best platforms to do opt-in & bulk email marketing - Creating a broadcast email - Understanding auto responders - Tricks to land in inbox instead of spam folder.

UNIT5 Purchase Behaviour of Consumers in Online Marketing Format - Online Customer Expectations - Online B2C Buying Process - Online B2B Buying Behaviour - Search Engine Optimization - Forms of Search Engines – Working of Search Engines - Major functions of a search engine - Introduction to content marketing - 7 step strategy building process in Content Marketing – Tips and Techniques for a great compelling **content** - Keyword research for content ideas - Optimizing content for search engines - Ways to market your content

References

- Rowles,D. (2014). Digital Branding: A complete step by step guide to strategy tactics and measurement. United States: Kogan Page limited.
- Dinesh Kumar 2020 Marketing In The Digital Age, Sage Texts
- Tracy L Tuten 2016 Social Media Marketing, Sage Texts

IMGT-10M-1 INTEGRATED MARKETING COMMUNICATIONS

Semester: X

Course Code: IMGT-10M-1

Credit: 3

Course: Integrated Marketing Communications

Module Aim(s):

- The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme..
- It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.
- Learn how to research and gather key information for planning a successful marketing campaign

The course also focuses on practical elements, which will allow students the opportunity to apply their readings, research and present course materials. Throughout the practical workshops and homework participants of the course should improve their writing, presentation, selling and advertising skills. stimulate reflective action, and participants will be encouraged to explore ways as to how this can be achieved in organizational contexts

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- After completing this course, students will:
 - Have a firm understanding of different marketing communication concepts, strategies, tools and technologies
 - Learn how to research and gather key information for planning a successful marketing campaign
 - Improve their writing and presentation skills
 - Be able to develop marketing communication plan
 - Be competent to organize a marketing campaign
 - Understand the differences of marketing communication channels and technologies
 - Know how to evaluate the effectiveness of marketing communications campaigns, improvised managerial skills, Creative skills and administrative skills

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I -Marketing Communications- Meaning; Marketing Communications Mix; Factors Affecting Marketing Communications Mix; Marketing Communication Process; Models of Marketing Communications; Marketing Communications Planning; Consumer Behaviour and Marketing Communications; Marketing Communications Research

Unit II -Advertising- Definition, Importance and Scope; Types of Advertising (Online &Offline);Budgeting; Creative Strategy, Tactics and Format-Advertising Appeals, Advertising Execution Styles; Media Planning and Strategy; Ad Agency-Functions, Organisational Set-Up; Types of Ad Agencies; Selection and Compensation of Ad Agencies; Regulatory Framework of Advertising; Advertising Research .**Digital Media & Advertising:** Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR

Unit III Sales Promotion & Personal Selling- Sales Promotion- Importance, Scope and Objectives of Sales Promotion; Types of Sales Promotion-Consumer, Trade and Sales Force

Promotion; Developing and Implementing Sales Promotion Campaign; Sales Promotion Budgeting; Sales Promotion Evaluation; Effect of Sales Promotion on Brand Equity; Personal Selling- Importance and Scope; Personal Selling Process.

Unit IV Public Relations, Publicity, and Direct Marketing- Public Relations- Tools of PR; Process of PR; PR Officer- Role and Functions; Measurement and Evaluation of PR Effectiveness; Publicity- Relevance and Scope; Methods Of Publicity; Direct Marketing- Objectives and Scope; Types of Direct Marketing; Measuring Direct Marketing Performance

Unit V Integrated Marketing Communications- Definition and Scope, Evolution of IMC; Role of IMC in the Marketing Planning Process; Reasons for the Growth of IMC, Integration Process of Marketing Communications; Above the Line & Below the Line Communication, 360degree Marketing Campaign, IMC for Consumer And Industrial Products; Ways for Successful Implementation of IMC; Legal and Regulatory Aspects of IMC; Cases and contemporary issues in IMC.

References

- George Belch, Michael Belch and Keyoor Purani(2010) *Advertising and Promotion- An Integrated Marketing Communications Perspective*, Tata McGraw Hill.
- Kenneth E Clow and Donald Baack(2012) *Integrated Advertising, Promotion and Marketing Communications*, Pearson.
- William F Arens(2016) *Contemporary Advertising and Integrated Marketing Communications*, McGraw-Hill Education.

Additional reading:

- S.A. Chunawalla(2010) ,*Advertising,sales and Promotion Management*,Himalaya Publishing House.
- Jerome M Juska(2017)*Integrated Marketing Communication:Advertising and Promotion in a Digital world*. Routledge
- Dinesh Kumar (2020) *Marketing In The Digital Age*, Sage Publishing.,

IMGT-10M-2 CUSTOMER RELATIONSHIP MANAGEMENT

Semester: X

Course Code: IMGT-10M-2

Credit: 3

Course: Customer Relationship Management

Module Aim(s):

- The objective of this course is to understand the role, value and prospects of CRM and
- To provide managerial insights into the process of forming, managing and enhancing customer relationships.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L) Tutotial (T) Library / Directed Other: Formal Total

Hours: 18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100

Course Outcomes

- Understand the basic concepts of Customer relationship management.
- To understand marketing aspects of Customer relationship management.
- Learn basics of analytical Customer relationship management.
- Understand basics of operational Customer relationship management.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
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Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
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Outline of Syllabus:

Unit – I: Evolution of Customer Relationship: CRM- Definition, Emergence of CRM Practice, Factors responsible for CRM growth, CRM process, framework of CRM, Benefits of CRM, Types of CRM, Scope of CRM, Customer Profitability, Features Trends in CRM , CRM and Cost-Benefit Analysis, CRM and Relationship Marketing.

Unit – II: CRM Concepts: Customer Value, Customer Expectation, Customer Satisfaction, Customer Centricity, Customer Acquisition, Customer Retention, Customer Loyalty, Customer Lifetime Value. Customer Experience Management, Customer Profitability, Enterprise Marketing Management, Customer Satisfaction Measurements, Web based Customer Support.

Unit – III: Planning for CRM: Steps in Planning-Building Customer Centricity, Setting CRM Objectives, Defining Data Requirements, Planning Desired Outputs, Relevant issues while planning the Outputs, Elements of CRM plan, CRM Strategy: The Strategy Development Process, Customer Strategy Grid.

Unit – IV: CRM and Marketing Strategy: CRM Marketing Initiatives, Sales Force Automation, Campaign Management, Call Centers. Practice of CRM: CRM in Consumer Markets,

Unit-V-CRM in Services Sector, CRM in Mass Markets, CRM in Manufacturing Sector. Components of ECRM Solutions: Data Warehousing, Data Mining of CRM, Evaluation of Technical solution for CRM. Role of contact centre in Building Relationship.

References

1. Francis Buttle, “CRM: Concepts and Technologies”, Elsevier, 2009, a division of Reed Elsevier India Pvt. Ltd., 2nd Ed.
2. Jagdish N. Sheth, Atul Parvatiyar & G. Shainesh, “Customer Relationship Management”,

“Emerging Concepts, Tools and Application”, 2009, TMH.

3. Dilip Soman & Sara N-Marandi,” Managing Customer Value” 1st edition, 2009, Cambridge.

4. Alok Kumar Rai, “Customer Relationship Management: Concepts and Cases”, 2008, PHI.

5. Ken Burnett, the Handbook of Key “Customer Relationship Management”, 2005, Pearson Education .

FINANCE ELECTIVES

IMGT-8F1 MANAGEMENT OF FINANCIAL SERVICES

Semester: VIII

Course Code: IMGT-8F1 Credit: 3

Course: Management of Financial Services

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in Management of Financial Services
- Intended to familiarise the students with the various financial services and their role in the financial system

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Ability to understand practical applications of investment and portfolio theories.
- Development of skills required to act as financial analyst or consultant having thorough knowledge of financial analysis, risk management, portfolio theory and insurance etc.
- Equip the students with required proficiency to enable them to work in banks and insurance companies

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I -Overview of Financial services sector – Characteristics of Financial services – role of financial services sector in the Economy – Institutional Framework of Indian financial system - Role and Functions of NBFCs, RBI guidelines on NBFCs.

Unit II -Merchant banking: functions of merchant bankers – SEBI guidelines on merchant bankers. Leasing-Types: Hire purchase.

Unit III -Factoring: concept, mechanism, types of factoring, benefits and functions of factoring – factoring Vs Forfeiting, Factoring Vs Bills Discounting – Factoring; International and Indian scenario. Depositories – mechanism and functions – credit cards and retail financing.

Unit IV -Mutual funds: concept – functions – types of funds – constitution of mutual funds – SEBI regulation of AMCs – Evaluating mutual fund performance. Asset securitisation.

Unit V -Credit rating: features and advantages – credit rating process. Venture capital: meaning – origin and growth of venture capital – stages of venture capital financing – venture capital industry in India.

References

1. Shanmugham, R, Financial Services; New Delhi: Wiley India Pvt. Ltd.
2. Khan, M.Y. Financial Service. New Delhi: Tata McGraw Hill Publication Limited.
3. Bhole, L. M., & Jitendra, Mahakud. Financial Institutions and Markets: Structure, Growth and Innovations; New Delhi: Tata McGraw Hill Publication Limited.

IMGT-8F2 CORPORATE FINANCE

Semester: VIII

Course Code: IMGT-8F2

Credit: 3

Course: Corporate Finance

Module Aim(s):

This course introduces to the students a broad range of financial restructuring techniques that can be applied to improve business performance and help illustrate how various corporate restructuring approaches may be used to increase firm value and highlight characteristics of potential candidates for different restructuring techniques.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2
						100

Course Outcomes

- Understand the implications of the overarching strategic objectives of the organisation for the finance function.
- Explain how the corporation's capital structure, payout policy and risk policy impact upon investment decisions.
- Have good understanding of, and be able to discuss current topical issues under debate in the world of corporate finance.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I - Corporate restructuring: meaning, need, scope, and model of restructuring, global and national scenario. Mergers and Acquisition: Motives behind M&A -rationale behind expansion and diversification through M&A; Merger – types and characteristic, major types of mergers – managerial & financial synergy of mergers, role of industry life cycle.

Unit II - Theories of Mergers: Efficiency theories and non-efficiency theories- Valuation of shares and firm :Valuation approaches – DCF valuation models and FCF models-FCFF and FCFE, estimation of terminal value, (DCF under different growth rates) relative valuation using different ratios and multiples, valuing operating and financial synergy, corporate control and LBO.

Unit III - Takeover Defenses: Financial defensive measures, coercive offensive defense, Anti-take over amendments, poison pill defense.

Unit IV - Revival and Restructuring of Sick Companies: The problem of sick industries and their survival with special reference to the law relating to sick industrial companies. Corporate de- mergers / splits and divisions- Difference between de-merger and reconstruction, modes of de- merger – by agreement, under scheme of arrangement by voluntary winding up; tax aspects, tax reliefs, reverse-merger, Indian scenario

Unit V -Procedural & Legal Aspects Relating to Merger and Acquisition and Takeovers: SEBI guidelines, documentation, taxation, economic and financial aspects- Post-merger re-organization: Accomplishment of objectives- Criteria of success, profitability, gains to share holders; Post- merger valuation, measuring post-merger efficiency, factor in post-merger reorganization.

References

1. Brealey, Richard., & Myres, Stewart. C. Principles of Corporate Finance; New Delhi: Tata McGraw-Hill Publishing.
2. Pike, Richard., and Neale, Bill. Corporate finance and investment: Decisions and strategies; New Delhi: Prentice-Hall of India Pvt Ltd.

IMGT-8F3 WORKING CAPITAL MANAGEMENT

Semester: VIII

Course Code: IMGT-8F3

Credit: 3

Course: Working Capital Management

Module Aim(s):

This course aims to acquaint the students with concepts and various aspects of working capital management.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Evaluate comparative working capital management policies and their impact on the firm's profitability, liquidity, risk and operating flexibility. Evaluate the importance of effective working capital management and its role in meeting the firm's strategic objectives and its impact in value creation.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I - Concept and meaning of working capital – Liquidity and profitability – identification of factors affecting working capital requirements – theories of working capital- Approaches to estimation of working capital – operating cycle approach.

Unit II - Management of inventories – determination of optimum inventory – Inventory management techniques – Levels of inventory

Unit III - Overview of management of receivables – credit and Collection policy – Credit standards – Credit terms – Credit analysis – management of payables – Maturity matching.

Unit IV - Management of cash – Accelerating cash inflows – Managing collections – Concentration banking – Control of disbursements – models for determining optimum level of cash – inventory model, stochastic – Cash budgeting.

Unit V - Sources of working capital finance – Long term – Short term.

References

1. I M Pandey, Working Capital Management, Vikas Publication, India
2. V K Bhalla ,Working Capital Management, Vikas Publication, India
3. Krish Rangarajan, Anil Mishra, Working Capital Management –Excel Publication, New Delhi.
4. Satish P Mathur, Working Capital Management & Control- New Age Publication,New Delhi.

IMGT-9F1 FINANCIAL DERIVATIVES

Semester: IX

Course Code: IMGT-9F1

Credit: 3

Course: Financial Derivatives

Module Aim(s):

The objective of this course is to make the students understand the ways of adopting existing financial Instruments and processes like options and futures to the changing world.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total		
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100	
Course Outcomes								
<ul style="list-style-type: none"> Students will be able to analyze the risks in different financial markets. Acquire ability to selection of various options and then can apply them to specific markets. Student will be able to strategically manage the financial derivatives. 								
Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Lifelong Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p><u>Outline Syllabus:</u></p> <p>Unit I - Derivatives Markets – Forwards, Futures, Options, Swaps – Role of Derivatives Markets - Linkages between spot and Derivatives Markets – Criticisms of Derivatives Markets- evolution of derivatives in India vis a vis other countries.</p> <p>Unit II - Forward and Futures: Market Structure – Types of Future Contracts – Pricing principles – Futures Hedging strategies- Options markets – Options pricing principles, Binomial Models – Black-Scholes Model, Option Strategies.</p> <p>Unit III - Currency Derivatives: Currency forwards - Currency futures - Currency options - Pricing - Trading Strategies- Interest Rate Derivatives - Interest Rate Futures - Forward Rate Agreements - Swaps - Options - Swaptions - Term Structure and pricing principles - Trading Strategies</p> <p>Unit IV - Debt Markets and Equity-related Instruments - Fixed Rate and Floating Rate</p>								

Instruments – Adjustable Rate Mortgages – Zero Coupon securities – collateralized Mortgage Obligations – Junk Bonds – Equity options – Equity warrants – Pooled Investment Vehicles – Index futures and Index options

Unit V - Hybrid Securities-Interest Rate / Foreign Exchange Hybrid – Interest Rate / Equity Hybrid – Currency /Commodity Hybrid – Rationale for Hybrid Securities- Asset Liability Management- Foundation concepts – Margin Managements Spread Lock Strategy – Gap Management Strategy – Total Return Optimization- Ethical aspects

References

John C Hull, Fundamentals of Futures and Options Markets, Pearson, Seventh Edition.

2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,

3. Russel Fuller, Modern Investments and Security Analysis, McGraw Hill.

IMGT-9F2 BANK MANGEMENT

Semester: IX

Course Code: IMGT-9F2

Credit: 3

Course: Bank management.

Module Aim(s):

- The objective of this course is to orient the students with a fundamental understanding of the role of banks and how they operate and to provide a framework for analysis of the various businesses.
- The educational aims of the program are to give an understanding of the role of banks in an economy, of the structure of banking in different economies, and of risk models that relate to both individual loans and portfolios of loans.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- Describe the context of banking: the financial system.
- Explain the principles of banking.
- Elucidate the broad functions of banks.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I - Evolution of Commercial Banks-Banking System-Structure of Commercial Bank-RBI Role & functions- Method of Credit Control - Banking Regulation ACT - Recent trends in Indian Banking Sector.

Unit II – Options pricing principles, Binomial Models – Black-Scholes Model, Option Strategies.Functions of Commercial Banks- Agency Services - General utility services-Credit Creation- Banker - Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment- Right of Lien &Set off - Garnishee Order-Law of Limitations of Commercial Banks-

Agency Services - General utility services-Credit Creation- Banker - Customer Relationship-Bankers as a trustee & an Agent-Appropriation of Payment- Right of Lien &Set off - Garnishee Order-Law of Limitation

Unit III -Evaluating Banking Performance - ROE Model - CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management - NPA - BASEL Norms.

Unit IV -Evaluating Banking Performance - ROE Model - CAMEL Rating-GAAP Probability Analysis- Balance Score Card-Asset Liability Management - NPA - BASEL Norms.

Unit V -International Banking- Types-Offshore Banking- Bank for International Settlement (BIS)- London Inter Bank Offered Rate (LIBOR) –Bank Accounts- NOSTRO,VOSTRO,LORO, Indian Rupee & Foreign Currency Accounts- EXIM Bank – Facilities to Exporters & Importers.

References

John C Hull, Fundamentals of Futures and Options Markets, Pearson, Seventh Edition.

2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, John Wiley & Sons,

3. Russel Fuller, Modern Investments and Security Analysis, McGraw Hill.

. IIB & F, Central Bank Management, McMillan Publishers.

2. Institute of Banking & Finance, Principles and Practice of Banking, McMillan publishers, New Delhi.

3. Muraleedharan D, Modern Banking-Theory and Practice', PHI Learning Pvt. Ltd.

4. Shekhar, K. C., & Lekshmy, Shekar. Banking Theory and Practice; New Delhi: Vikas Publication House.

IMGT-9F3 MANAGEMENT CONTROL SYSTEMS**Semester: IX****Course Code: IMGT-9F3****Credit: 3****Course: Management Control Systems****Teaching Strategy:**

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L) Tutotial (T) Library / Directed Other: Formal Total

Hours: 18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100

Course Outcomes

- Acquire knowledge and skills to excel in the area of management control systems.
- Equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems.

Make the students to apply different management styles in the organization for an efficient and effective control.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Characteristics of Management Control System - Evolution of control systems in an organization - Relating system to organizational objectives - Strategic Planning, Management Control and Operational Control - Goal Congruence - Cybernetic Paradigm of Grissinger - Functions of the Controller.

Unit II- Responsibility Centres - Types of Responsibility Centrs - Expense Centres, Profit Centres and Investment Centres - Budgetary Control as a tool for Management Control Systems - Engineered, Discretionary and Committed Costs - Approaches to budgeting : Engineered and Discretionary costs - Benchmarking and Total Cost Management.

Unit III- Transfer Pricing (Market based and Cost Based) - Related numerical problems - Return on Investment, Economic Value Added, Capital Budgeting and Ratio Analysis as a tool to management performance measurement - Management Control Systems in Service Sector vis-à-vis in Manufacturing Sector.

Unit IV- Financial and Non-financial performance measures -Balanced Score Card (Rock Water's Model) - Long Range Planning - Converting corporate vision into a long-range plan -Input Output Relationship.

Unit V- Introduction to Audit Function as a control tool covering Financial Audit, Internal Audit and Cost Audit - Management Audit - Principles and Objectives- designing and implementation of control Systems.

References

1. Dutta, M. Management Control Systems; New Delhi: Sultan Chand & Company Ltd.
2. Sinha, Pradip. Kumar. Management Control System: A Managerial Empasis; New Delhi: Excel Books.
3. Anthony, Robert N; Vijay Govindarajan. Management control systems: Text and Cases; New Delhi: Tata McGraw-Hill Publishing Co.
4. Saravanavel, P, Management Control Systems: Principles and Practice ; Bombay: Himalaya Publishing House.

IMGT-9F4STRATEGIC FINANCIAL MANAGEMENT

Semester: IX

Course Code: IMGT-9F4

Credit: 3

Course: Strategic Financial Management

Module Aim(s):

This subject will deal with financial policies and the decision making at the top level pertaining to finance.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Learners will recognize the current market scenario and upgrade the skills and knowledge of long-term sustainability.
- Learners will realize the contemporary issues related to financial management
- Learners will comprehend nuances of working capital financing in banking sector.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Financial Policy and Strategic Planning: Components of financial strategy; Objectives and goals; Strategic planning process - Meaning of SFM - costs and benefits - 9s model for SFM.

Unit II Investments Decisions under Risk and Uncertainty: Techniques of investment decision- risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis and simulation method - Corporate strategy and high technology investments.

Unit III Expansion and Financial Restructuring: Mergers and amalgamations - corporate restructuring, reasons for merger, legal procedure for merger, benefits and cost of merger; Determination of swap ratios; Evaluation of merger proposal; Corporate and distress restructuring- Reasons for Strategic Failures in mergers/acquisitions/Joint Ventures.

Unit IV Financial risk managing strategies- meaning- types of corporate financial risk- investment decision under risk -risk management tools and practices- derivative instruments in hedging risk.

Unit V Financing strategy: Hybrid securities namely convertible and non-convertible debentures, deep discount bonds, secured premium notes, convertible preference shares; Option financing, warrants, convertibles and exchangeable.

References

1. Goel, Meena. Strategic Financial Management; New Delhi: Wiley India Pvt. Ltd.
2. Chandra, Prasanna. Strategic Financial Management:
3. Managing for Value Creation 1st Edition; New Delhi: McGraw Hill Education India Pvt Ltd.

IMGT-9F5PROJECT FINANCE

Semester: IX

Course Code: IMGT-9F5

Credit: 3

Course: Project Finance

Module Aim(s):

- Enable to forecast blue print of a project.
- To identify the ways to prepare project plans
- To know the means to implement the project plan.
- To understand the allocation of funds as per the project plan.
- Help to choose the profitable project

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Ability to prepare and Implement the Project Plans for organizations

- Capable to workout Profitable Projects for companies
- Attain skills for appraisal of projects.
- Ability to explain the details of Project Plan for Investors
- Capability to diagnose the issues in connection with evaluation of projects

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

UNIT I- Introduction to projects: Project report, steps involved in a preparation Project Report. Viability studies –Commercial Feasibility, Economic and Financial viability, consultancy services, financing agencies. Commercial Banks, Development banks, State Financial Corporation in Refinance scheme for project finance.

UNIT II- Appraisal of Project – Commercial appraisal, Technical appraisal, Financial Appraisal, Economic appraisal. Appraisal for term loan and Working capital financing, Tandon, Chore Maratha committee recommendations, Credit monitoring arrangement, Financing of SME Modules. Traditional method and Nayak Committee recommendations –Preparations of Appraisal Report

UNIT III- Cost and Means of finance-cost of Project, Means of Finance-Share capital – Debt Capital – Finance Leverage – Capital Budgeting Decisions – Term Loans – Non fund based credits - deferred payment guarantees, Bills, Co-acceptance facilities.

UNIT IV- RBI Guidelines In DPGS AndBCF – Lines Of Credit – Working Capital Finance, Structure – Cash Credit, Overdraft, Bill Finance – Factoring – Forfeiting – Venture Capital – Merchant Banking Expert Pre-Shipment and Post Shipment.

UNIT V- Appraisal for leasing projects – Lease Evaluation – Appraisal for Hire purchase facility – Appraisal for venture capital – Appraisal of international projects –International CAPM. Loan syndication, Consortium finance, Club facilities, Project Exports. Industrial sickness and Rehabilitation, Definition of Industrial Sickness – Identification of Sickness, causes of sickness – Sick Industries.

References

1. Prasanna chandra (2019) projects, planning, analysis, selection, implementation and review.
2. Prasanna chandra (1998) financial management theory & practical fourth edition m.c. graw hill publishing, tata mc graw hill.
3. Machiraju, 2019 vikas project finance.hr publishing house, new delhi.
4. HPS Pahwa, 2019 project reports and appraisals bharat law house

IMGT-10F1 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Semester: X

Course Code: IMGT-10F1

Credit: 3

Course: Security Analysis and Portfolio Management

Module Aim(s):

- To know how investment managers consider risk and return as an important factor in making decisions.
- Suggest concepts, frameworks, and models for understanding Security Analysis and Portfolio Management and its different stages.
- To have an in-depth knowledge of the theory as well as practice of investment decision making.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- To be able to critically engage with both theoretical and practical constructions of issues and questions in investment decision and on security market
- Understand the various alternatives available for investment
- Learn to measure risk and return. Find the relationship between risk and return
- Gain knowledge of the various strategies followed by investment practitioners

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT – 1 Introduction to investments - Nature and scope of investment decision - investment planning, investment process – Investment alternatives - Govt. Securities - Money market instruments - equity bonds- mutual funds-- mutual fund types - performance evaluation of mutual fund- derivative instruments - futures - options - commodity futures, index futures - stock futures - hedge funds. Impact of fiscal and monetary policy on investments, comparison of

investment products.

UNIT - II Institutional arrangement- Indian stock market and Bond markets, new issue market – functions – trading- types of orders– settlement - Depository services - Book building process - listing - secondary market - online trading- Risk and return- systemic risk types-unsystematic risk -minimizing risk-risk management - measurement of risks and return-beta.

UNIT III Security Analysis - Fundamental Analysis - Economic Analysis - Industry analysis - company analysis- measuring earnings, forecasting earnings, Valuation of fixed income securities-common stock valuation- one year holding-multiple year holding-constant growth model –multiple growth model-Bond valuation and yields - Bonds duration and yield analysis – YTM,YTC-bond risk- bond duration - Term structure theories - and valuation of options, Technical analysis-theories –Dow flow theory, Chart analysis- efficient market hypothesis.

UNIT IV Portfolio management-steps- Markowitz portfolio theory-risk and return of Portfolio-portfolio construction- portfolio selection- CAPM, APT efficient frontier- constructing the optimum portfolio revision-formula plans -portfolio performance evaluation-Need for Evaluation – Measuring Portfolio Return – Risk Adjusted Returns- Sharpe Ratio, Treynor Ratio,Jensen's performance Index.

UNIT V Mechanics of investing- stock trading platforms-market terms-M trading-application based trading Procedure-broker-Demat Account- Dematerialization-Specified and Non- specified Securitiesonlinetransaction –bonds-shares- mutual fund units

References

1. Bhalla, V K (2014). Investment Management, Sultan Chand Publishing House.
2. Fischer Donald, Ronald Jordon, (2002). Security Analysis and Portfolio Management,Pearson.
3. Punithavathy Pandian., (2006). Security Analysis and Portfolio Management. Vikas
4. Publishing House.
5. Prasanna Chandra, (2012). Investment Analysis and Portfolio Management, Tata McGraw HillEducation Private Limited, New Delhi

IMGT-10F2INTERNATIONAL FINANCIAL MANAGEMENT

Semester: X

Course Code: IMGT-10F2

Credit: 3

Course: International Financial Management

Module Aim(s):

- To understand meaning, nature scope and goals of international financial management.
- To Know the historical perspectives of Multinational monetary and financial system .
- Describe nature and issues involved in international capital budgeting decisions;

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To have an understanding of a range of the theoretical understandings available in international financial management
- To be able to critically engage with both theoretical and practical constructions of issues and questions of international financial management
- To have an understanding on importance of international financial management
- Ability to compare and contrast international financial management and domestic financial management.

- Develop an understanding on the reasons and explanations for international financial market and fund rising tools.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I International financial management- introduction- nature and scope of international financial management- features of international finance- goals of international financial management- emergence of globalized financial markets- theory and practice of international financial management-International Monetary System: An Overview -Monetary System Before First World War -The Gold Exchange Standard - The Bretton Woods Era-Post Bretton Woods Period - Current Scenario of Exchange Regimes -The Era of Euro and European Monetary Union -Evolution of International Financial System -Evolution of International financial Institutions bilateral agencies-Emergence of International Banks -Euro Banks-Bank for International Settlements (BIS).

UNIT II International Financial Markets-Foreign Exchange Market -History of Foreign – Foreign Exchange Transactions-Foreign Exchange -Quotations -Interpreting Foreign Exchange Quotations -Forward-Futures and Options Markets -International Money Market-Origins and Development- Money Market Interest Rates - Currencies-Standardizing Global Bank Regulations-International Credit Market-Syndicated Loans- International Bond Market, Eurobond Market - Bond Markets -International Stock Markets-Issuance of Stock in Foreign Markets - Issuance of Foreign Stock in the United States-Listing of Stock by Non-U.S. F.

UNIT III Country Risk Analysis-Importance-Political Risk Factors-Attitude of Consumers in the Host Country-Actions of Host Government, Blockage of Fund Transfers, Currency

Inconvertibility, War, Bureaucracy, Corruption, Financial Risk Factors- Indicators of Economic Growth, Types of Country Risk Assessment, Macro assessment of Country Risk, Micro assessment of Country Risk, Techniques to Assess Country Risk, Checklist Approach, Delphi Technique, Quantitative Analysis, Inspection Visits, Combination of Techniques, - International capital budgeting decision - Nature of international capital budgeting decision - Difficulties and importance of international capital budgeting decisions - Data requirement for foreign investment decisions.

UNIT IV Financing International Trade - Payment Methods for International Trade- Prepayment, Letters of Credit (L/Cs), Drafts, Consignment- Open Account, Trade Finance Methods, Accounts Receivable Financing, Factoring, Letters of Credit (L/Cs), Banker's Acceptance, Working Capital Financing, Medium-Term Capital Goods Financing Forfeiting, Countertrade, Agencies - International Trade, Export-Import Bank of the United States, Private Export Funding Corporation (PEFCO), Overseas Private.

UNIT V Long-Term Financing - Long-Term Financing Decision, Sources of Equity, Sources of Debt, Cost of Debt Financing, Measuring the Cost of Financing, Actual Effects of Exchange Rate Movements on Financing Costs, Assessing the Exchange Rate Risk of Debt Financing, Use of Exchange Rate Probabilities, Use of Simulation, Reducing Exchange Rate Risk, Offsetting Cash Inflows, Forward Contracts, Currency Swaps, Parallel Loans, Diversifying among Currencies, Interest Rate Risk from Debt Financing, The Debt Maturity Decision- Short-Term Financing- Sources of Short-Term Financing-Short-Term -Notes, Commercial Paper-Bank Loans,-Internal Financing by MNCs, MNCs and Foreign Financing- Determining the Effective Financing Rate, Criteria - Foreign Financing, Interest Rate Parity, The Forward Rate as a Forecast, Exchange Rate Forecasts, Actual Results from Foreign Financing, Financing with a Portfolio of Currencies, Portfolio Diversification Effects.

References

1. Prakash, Apte, G (1995). International Financial Management. Tata McGraw Hill Publishing Company Ltd., New Delhi.
2. Bodie, Zvi, Alex Kane, and Alan J. Marcus, (1999). Investments, 4th ed. New York, NY: Irwin/McGraw-Hill.
3. Eun-Resnick (2004) International Financial Management . (3rd Ed) .The McGraw-Hill

Companies.

4. Jeff Madura (2008). International Financial Management, Thomson Higher Education.
Shapiro, Alan C, 2002). Multinational Financial Management, PHI, New Delhi

IMGT-10F3BEHAVIOURAL FINANCE

Semester: X

Course Code: IMGT-10F3

Credit: 3

Course: Behavioural Finance

Module Aim(s):

- To provide the students with a fair understanding about the basic concepts of Behavioural Finance.
- To understand the principles and practices followed in Behavioural Finance.
- To conceive the concept of finance by looking into various behavioural aspects
- To gain knowledge about the building blocks in Behavioural Finance.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To obtain knowledge the theoretical as well as practical applications of Behavioural Finance.
- To acquire analytical knowledge in decision making in finance by blending the behavioural aspects.

- To gain information regarding the building blocks in Behavioural Finance..
- Assimilate the various fund based activities in the organization.
- Capable to exhibit professionalism in handling situations
- Ability to judge the behavior of investors.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Introduction to Behavioural Finance - Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge, Practical application of Behavioural Finance: Evolution and history of Behavioural finance – Micro and Macro Behavioural Finance – Assumptions of Behavioural Finance – Standard Finance – Modern Portfolio Theory, MM Theory, Capital Asset Pricing Model (CAPM), Random Walk Hypothesis – Expected Utility Theory – Efficient Market Hypothesis – Investor Rationality and Market Efficiency.

UNIT II Behaviour and its formation Models – Cognition, Cognitive dissonance, Cognitive bias – Emotions – Perceptions, Errors of Perception – Decision Making – Heuristics and its relevance - Various Theories of Decision making - Personality Traits and Risk Attitudes.

UNIT III Building Blocks of Behavioural Finance – Psychology of Investor Behaviour -Theories of Behavioural Finance – Noise Trading, Professional Arbitrage – Biases, Outcomes of biases, Various biases – Cognitive, Affective and conative Biases – Dealing with biases – Debiasing strategies – Marketing Anomalies – Prospect Theory – Models of Investor

Behaviour. Elsborg's paradoxes, Rationality from an economics and evolutionary prospective. Different ways to define rationality dependence on time horizon, individual or group rationality. Herbert Simon and bounded rationality.

UNIT IV Behavioural Corporate Finance - Approaches – CEO – Overconfidence and Biases – Approaches and dealing with biases – Debiasing, Strategies – Value investing – Behavioural investing – Uses and approaches of Behavioural Finance in Corporate Decision Making. Investor behaviour: Types of investors – on the basis of risk appetite and investment. exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

UNIT V External factors and investor behaviour: Fear & Greed in Financial Market, emotions and financial markets: geomagnetic storm, Statistical methodology for capturing the effects of external influence onto stock market returns, Contribution of Neuro finance in Behavioural Finance – Frauds – Psychology of Frauds – Theories of Fraud – Prevention of Fraud – Institutions deal with Frauds – Forensic Accounting, need and its importance in the present situation. Timing of good and bad corporate news announcement, Neurophysiology of risktaking.

References

1. Prasanna Chandra, Behavioural Finance, McGraw Hill, New Delhi.
2. Bisen, Pandey, Learning Behavioural Finance, Excel Books.
3. Sulphery.M.M., Introduction to Behavioural Finance, PHI Learning Pvt.Ltd, New Delhi.
4. Suchita Singh, Behavioural Finance, Vikas Publishing House, New Delhi.

Additional Reading

1. Behavioral Finance: Understanding the Social, Cognitive, and Economic Debates, by Burton and Shah Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing, by Shefrin
2. Finding Financial Wisdom in Unconventional Places (Columbia Business School Publishing)

HRM ELECTIVE

IMGT-8H-1 STRATEGIC HUMAN RESOURCE MANAGEMENT

Semester: VIII

Course Code: IMGT-8H-1

Credit: 3

Course: Strategic Human Resource Management

Module Aim(s):

- The objective of this course is to develop an understanding of the strategic role performed by HR in business organization
- To gain insight of the alignment between different HR systems and practices and organization outcomes.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To know the linkage between business performance and HRD
- To understand proactive role played by SHRM in present scenario
- Improved skill in strategic management of human resource
- Better career planning and competency mapping skills

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I- Business Strategy and Organizational Capability-SHRM overview-Linking HR strategy with Business Strategy-Steps in SHRM - Role of HR during Organizational Growth, Turnaround, Retrenchment -Mergers and Acquisitions.

Unit II- Strategic HR Planning and Acquisition-Business Strategy and HRP-Job Analysis and SHRM -HRP Process-HRP and Outsourcing-Strategic Recruitment and Selection-IT enabled acquisition -Alternatives to hiring.

Unit III-Strategic Human Resources Development -Corporate Strategy and Career Systems-The Need for Training and Development-HRM approaches to Training and Development-Linkage between Business Strategy and Training -New Developments in Training and development.

Unit IV-Strategic Performance Management, Compensation and Employee Relations-Performance Measurement approaches-Effective performance Measurement-Compensation Reward Approaches-Trends in Top level Executive Compensation-Strategic Linkage of Performance Management and Compensation-Managing Employee Relations: Unions and Strategic Collective Bargaining.

Unit V-Global Environment of HR-Change & Diversity-Difference between Global HRM and Domestic HRM-Cross Cultural context-Strategic HR Issues in Global Assignments- Competencies of HR Professional in a SHRM Scenario.

References

1. Tanuja, Agrawal. Strategic Human Resource Management; New Delhi: Oxford Publishers.
2. Rajib Lochan, Strategic Human Resource Management; New Delhi: Excel Books.
3. Jeffery .A. Mello, Strategic Human Resource Management; New Delhi: Cengage Learning.

IMGT-8H-2 PERFORMANCE MANAGEMENT						
Semester: VIII						
Course Code: IMGT-8H-2						
Credit: 3						
Course: Performance Management						
Module Aim(s):						
The objective of the course is to provide an understanding of the performance management process as well as the ability to manage performance in real world business scenario.						
Teaching Strategy:						
Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.						
Study	Lect(L)	Tutorial (T)	Library / Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2 100
Course Outcomes						
<ul style="list-style-type: none"> • To know the different techniques under performance appraisal • To understand the base concept of performance management • Improvised skill in performance appraisal and evaluation 						
Key Graduate Attributes						

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Performance Management Definition concerns and scope- Features of an effective organization, performance management process. A short history of performance management - merit rating. MBO, critical technique - enter performance management.

Unit II The essence of performance management; Performance management cycle- Demings model and Torrington and Hall model. Performance management sequence. Principles of performance management, Benefits of performance management as a continuous and interlinked process. Performance management and Development. Learning organization organizational learning - single and double loop learning, personnel development planning.

Unit III Job evaluation - methods, pay structures. Graded pay structures, broad structure - job family structures- Performance management and pay-performances related pay (PRP). Competence related pay, Team pay-contribution related pay; skill based pay. Shop floor incentive bonus scheme, sales force incentive schemes, team rewards. Gain sharing, profit sharing.

Unit IV Measuring performance, measurement issues, criteria for performance measures, Types of measure:- Organisational - team and individual-Setting performance standards: Competence and competency analysis, Methodology development and implementation, 360-degree feedback, advantage and disadvantage- Conducting performance development reviews, constructive reviews, review skills, coaching counselling, performance problem solving.

Unit V Developing and maintaining performance management. Approach to performance management training. Evaluation and keys to success.

References

1. G, K. Suri., C, S. Venkataraman., & N, K. Gupta. Performance measurement and management; New Delhi: Excel Books Pvt Ltd.
2. R, K. Sahu. Performance Management System; New Delhi: Excel Books Pvt Ltd.
3. Udai, Pereekh., & T, V. Rao. Designing and Managing Human Resource Systems, New Delhi: Oxford Publications.

Additional reading:

1. Seema, Sanghvi. Competency Mapping; New Delhi: Response Books.

IMGT-9H-1HUMAN RESOURCE DEVELOPMENT

Semester: 1X

Course Code: IMGT-9H-1

Credit: 3

Course: Human Resource Development

Module Aim(s):

The objective of the course is to discuss the theory and principles of training as they relate to the organisational objectives and strategies.

The course also emphasis the value of developing training programmes that relate training to the overall strategy of the firm.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutotial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To gain knowledge about modern training techniques
- To enhance knowledge associated with executive development
- New and updated skill development

- Link TNA to organizational effectiveness

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - Long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Introduction to training: need for Training and Development importance of Training and development in organization. A Systematic Approach to Training & Development-Assessment phase, Training and Development phase, Evaluation Phase, Training administrations.

Unit II Needs Assessment and Analysis:, Organizational Support for need assessment , operational analysis / Organizational analysis, requirement analysis, individual analysis. Motivational aspects of HRD : Development cycle; Reinforcement for behaviour modification- Learning theories, stages of learning, learning principles, challenges to become learning organization, trainee readiness, trainee motivation to learn, motivational theories.

Unit III Instructional Approaches: An Overview, Traditional Instructional Approaches, modern Instructional Approaches, Internal Training Vs External Training. Training Methods- On the job- Apprenticeship., working, mentoring .Off the job- Case studies, lectures, vestibule, sensitivity, in-basket, role plays, audiovisual & other contemporary methods.

Unit IV Training Evaluation and Measurement: Introduction to evaluation process, Introduction to criteria development, choosing criteria measures, The Evaluation of Criteria, Evaluation, Experimental Designs, quasi experimental design, Other methods of evaluation External Training Validity, Models of Evaluation., ROI on Training.

Unit V Human resource development concept - HRD at micro and macro levels - Sub - systems of HRD - role of HRD function - concept of career career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - career development Actions and programs - career problems and solutions - guidelines for

Career management. Concept of management development - need and importance.

References

- Goldstein Irwin L, Training In Organizations - Needs Assessment, Development & Evaluation, Wordsworth Publication
- Lynton & Parekh, Training for Development, Sage Publication
- Robert L. Craig, ASTD Training and Development, McGraw Hill Publication

IMGT-9H-2 REWARD MANAGEMENT

Semester: 1X

Course Code: IMGT-9H-2

Credit: 3

Course: Reward Management

Module Aim(s):

This course is designed to promote understanding in issues related to reward in corporate sector and impart skills in designing, analysing and restructuring compensation management system, policies and strategies.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To gain knowledge about the compensation package and its administration
- Job evaluation and pay structure designing

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Reward: Concept, factors, Base and Supplementary reward, Wage and Salary, Wage Components - minimum wage, Fair wage, living wage, Wage Policy in India, Wage differentials, Wage Theories- Market Theories, Human Capital Theories, Bargaining Theories Social Theories. Economic and Behavioural theories.

Unit II Job Evaluation-nature and importance- methods, Computer aided job evaluation, Internal and external equity- Pay surveys.

Unit III Pay structure-Types, Broad Banding, Performance Linked Compensation - Types of Incentives , Bonus, Profit sharing ,Gain Sharing , stock options, Benefits and allowances-types, Executive and shop floor level rewards, Compensating Expatriates and knowledge workers.

Unit IV Legal framework of Wage determination Welfare Legislations, Tax Planning, Downsizing, VRS, gratuity, commutation, pension plans, Machinery for wage fixation Wage Boards Pay Commissions Statutory Wage Fixation.

Unit V Total Reward System, Components of pay, Pay structure for startup organisations Pay restructuring in Mergers and Acquisitions, alliances and turnarounds, Board room pay, Compensation management in public, private and emerging sectors, Emerging Issues in Compensation management-Future trends.

References

- Michael A. Armstrong and Helen Murlis, Reward Management: A Handbook of Remuneration Strategy and Practice; London: Kogan Page.
- B D Singh, Compensation and Reward Management; New Delhi: Excel Books.
- Bhattacharya. Compensation Management; New Delhi: Oxford Press.
- Milkowich, Newman. Compensation; New Delhi: Tata Mcgraw Hill.

IMGT-9H-3 ORGANIZATIONAL DYNAMICS

Semester: X

Course Code: IMGT-9H-3

Credit: 3

Course: Organizational Dynamics

Module Aim(s):

- The objective of this course is to understand the meaning, scope and significance of organizational dynamics
- To examine the factors and issues that influence organisational effectiveness.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
	18	12					

Course Outcomes

- To gain knowledge about human interactions and behaviour
- Human skill development

- Enhanced interpersonal skills

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - Long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Intrapersonal process- Understanding human behaviour, Self concept, Perception, Attention, Distraction, Attitude, Occupational stress, Spill over and coping, Impression management.

Unit II Memory process and types- Intelligence, Intelligence quotient Emotions; Emotional intelligence, Emotional quotient.

Unit III Interpersonal process Transactional analysis & Johari window helping process, Practical applications, Interpersonal Communication and feedback, Interpersonal styles.

Unit IV Group and intergroup process- Group formation and group process, Group Dynamics, Group cohesiveness – Team development and team functioning, Conflict collaboration and competition, Sensitivity training.

Unit V Organizational process- An overview of major concepts on emerging trends-power, politics, authority, Integration and control, Organizational climate and culture, Organizational effectiveness.

References

- VSP Rao, Organizational Behaviour: Excel Books.
- Stephen.P.Robbins, Organizational Behaviour: Prentice Hall.

- P.G. Aquinas, Organizational Behaviour: Concepts, Realities, Applications and Challenges, Excel Books.

Additional reading:

- Clifford, T. Morgan., Richard, A. King., John, R. Weiz., & John, Schopler. Introduction to Psychology; New Delhi: Tata McGraw Hill.

IMGT-9H-4 INDUSTRIAL RELATIONS AND LABOUR LAW

Semester: IX

Course Code: IMGT-9H-4

Credit: 3

Course: Industrial Relations and Labour Law

Module Aim(s):

This course introduces the trade unions and the industrial relations climate along with the relevant labour legislations that are needed for a human resource manager.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To know about the different laws existing in the management of Industrial Relations
- To understand mechanisms for settling conflicts in real-time industries

- Improvised negotiation skills
- Better Human skills and conflict management .

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Evolution of Industrial Relations: Introduction-definition-nature-evolution of industrial relations-Evolution of IR in India-origin and development of IR-context and environment of IR.-concept and organization: aspects of IR-Three actors and their roles in IR: Approaches to IR-HR Relations approach-Gandhian approach-Marxian approach and Dunlops Systems approach.

Unit II The state and IR policies-evolution of IR policies-National Commission on Labour & IR policy(1969)-Grievance procedure-discipline- Labour courts-Collective bargaining: concept and development-future of IR in India. Industrial unrest in India-Industrial Disputes Act 1947-objects of the Act-Important definitions: Authorities under the Act-reference of disputes settlement-strike and lock-outs-Lay off-retrenchment-unfair labour practices-standing orders-service rules-misconduct-principles of natural justice-domestic enquiry-remedial counseling.

Unit III Trade Unions; concept and objectives-Indian Trade Unions Act 1926-participative management-forms and levels of participation-Process of negotiation-prerequisites of a collective bargaining-employee empowerment. Tripartite and bipartite bodies-Joint management council-Conciliation machinery: -mediation-arbitration-adjudication.

Unit IV Evolutions of Labour legislation in India- Social security and welfare legislations. Concept of social security: ILO and social security-social security measures in India; Workmens

Compensation Act-1923, Employees State Insurance Act 1948, Employees Provident Fund and (Miscellaneous Provisions) Act 1952, Maternity benefit Act 1961, Payment of Gratuity Act 1972, Payment Bonus Act 1965.

Unit V Welfare legislations: The Factories Act 1948 - Contract Labour (Regulations and Abolitions Act-1970, Kerala Shops and Commercial Establishment Act 1960, Kerala Labourwelfare fund Act 1975. Functions of Labour department in Kerala officers under the Department and their duties and responsibilities.

References

- C, B. Marmoria. Dynamics of Industrial Relations in India; New Delhi: Vikas Publishing.
- P, C. Tripathi. Personnel Management and Industrial Relations; New Delhi: Sultan Chand and Company Ltd.

Additional reading:

- P Subba. Rao. Human Resources Management & I R; New Delhi: Sultan Chand & Company Ltd.

IMGT-10H-1 ORGANIZATIONAL CHANGE AND DEVELOPMENT

Semester: X

Course Code: IMGT-10H-1

Credit: 3

Course: Organizational Change and Development

Module Aim(s):

This course is aimed at providing the students with a frame work of what Change and Organisation Development is, how it works, its change techniques and what the future of Organisation Development might be.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutotial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To know how change affects organization's performance
- To understand OD interventions
- Change implementation skills

Human skill development

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Nature of Change: Necessity for Change, factors affecting change, organisational factors affected by change, impact of change on structure, communicative patterns and human relations, Situational analysis and patterns of change, Learning, Training and Development - definitions, objectives and interlinkages, Basic concepts of Human Resources Development (HRD).

Unit II Change perspectives: Different perspectives related to change; changes as a strategic management tool; change for internal re-organisation; impact of change on Human Resources Planning; Global perspectives related to change; quality consciousness as an emerging catalyst for

change; cultural and climatic factors affected by change.

Unit III Organisational transformation: Change cycles; leadership patterns and transformational strategies; resistance to change - cause and counteractive measures; reward system as an effective tool to effect and sustain changes; impact of disciplinary measures on behaviour modification; Business Process Re-engineering (BPR)

Unit IV Organisational Development for planned change : Introduction; definition; historical development and nature of OD; focussed activities - individuals, roles, dyads, groups, inter-groups, as targets of planned change; problem area; conflict, frustration and stress - impact on behaviour and productivity, coping strategies; intra-group and inter group conflicts; major OD intervention strategies and their expected effects.

Unit V Team intervention strategies: Team and groups; Team building interventions; leadership skills for team building; sensitivity training (T - groups); Transactional analysis; communicating skills and group dynamics; developmental activities based on simulations, role-plays and games.

References

- Cummings, Thomas G., & Christopher, G. Worley. Organisation Development and Change; Thomson Learning.
- W Warner Bruke, Organizational Change: Theory and Practice, Sage
- Ramnarayan S., T.V. Rao and Kuldeep Singh, Organisation Development Interventions and Strategies; New Delhi: Response Books.

Additional reading:

- French, Wendell L. & Lecil H. Bell, Organisation Development; New Delhi: PHI.

IMGT-10H-2 HUMAN RESOURCE INFORMATION SYSTEM

Semester: X

Course Code: IMGT-10H-2

Credit: 3

Course: Human Resource Information System

Module Aim(s):

This course will enable the students to understand the applications of human resource information systems for managing people at work.

To understand how human resource can be accounted in an organization

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To gain knowledge in the area of HR softwares and it's application
- To develop Human Accounting skill and management

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Introduction: Data & Information needs for HR Manager; Sources of Data; Role of IT in HRM; IT for HR Managers; Concept, Structure, & Mechanics of HRIS; Standard Software and Customized Software; HRIS An Investment; Survey of software packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramcos Marshal (only data input, output & screens).

Unit II HR Management Process & HRIS: Modules on MPP, Recruitment, Selection, Placement; Module on PA System; T & D Module; Module on Pay & related dimensions; Planning & Control; Information Systems support for Planning & Control.

Unit III Human Resource Accounting Concept, Objectives , Converting Human data in to money value- Different methods of HRA, Limitations of Human Resource Accounting Investment Approach, Investment in human resources , Recruiting Costs, Depreciation, Rates of Return, Measuring return of human assets, Prevention of Human Resource Wastage.

Unit IV Organization Climate Approach Improvement and deterioration of organizational climate, Responsibility accounting and Management control Behavioural aspects of Management Control; Human resources as social capital, Mentoring and development of social capital, Social control, HR accounting and bench-marking.

Unit V Personnel costs, Audit Techniques, HR Audit, HRD Audit, HRD Score Card Accounting and Financial Statements.

References

1. Michael Armstrong, A Handbook of Human Resource Management Practice, Kogan Page.
2. M. Saeed, D.K. Kulshreshtha, Human Resource Accounting, Anmol Publications.

Additional reading:

1. Prabakara Rao, Human Resource Accounting, Inter India Publications, New Delhi.

OPERATION MANAGEMENT ELECTIVE

IMGT-8OM1 PURCHASING AND MATERIAL MANAGEMENT

Semester: VIII

Course Code: IMGT-8OM1

Credit: 3

Course: Purchasing and Material Management

Module Aim(s):

This subject is expected to provide insights into the complex issues involved in decisions relating to purchasing and also to have a professional understanding of materials management.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Demonstrate competency in effective utilization of materials in manufacturing and service organization .
- Demonstrate competency in the practical application of materials management principles

in industrial inventory systems. .

- Understand the principles of effective materials management

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Importance of materials management, integrated approach. Materials management at micromacro levels. Total concept- Systems approach. The materials function- interfaces. Benefits of integrated systems approach.

Unit II Forecasting & Planning. Forecasting methods, factors affecting forecasts- Materials planning, Materials Cycle and Flow Control Systems, Materials Budget.

Unit III Purchasing, Purchasing organization, duties of purchasing department, centralised and localised purchasing, purchasing policies, budgets, methods of purchasing, buying factors, source selection, source development, supplier performance appraisal make or buy decision, VendorVendee relations, Vendor development, International purchasing -Purchasing procedures and records :Requisition, purchases order follow up and expediting systems, receipt and inspection

Unit IV Stores management and Control: Stores and Stores organization; organization of stores location and layout of stores ; functions of stores keeping; stores records and procedure; salvage and surplus disposal & scarp disposal. Standardization and variety reduction. Merits and demerits of codification.

Unit V Materials handling systems basic principles. Types equipment, materials handling,

movement and storage cost. Evaluation of material handling- Evaluation of value, essentials of value analysis and engineering. Organisation for value analysis

References

1. Gopalakrishnan, P., & Sundarasan, M; Materials Management: An Integrated Approach; New Delhi: Prentice Hall of India.
2. Datta A.K, Materials Management Text and Cases, Prentice Hall.
3. J. R.Tony Arnold & Stephen N. Chapman, Introduction to Materials Management, Pearson Education.
4. Gopalakrishnan, P. Handbook of Materials Management; New Delhi: Prentice Hall.
5. Panneerselvam, R. Production and Operations Management; New Delhi: Prentice Hall

IMGT-8OM2 OCCUPATIONAL HAZARDS AND INDUSTRIAL SAFETY

Semester: VIII

Course Code: IMGT-8OM2

Credit: 3

Course: Occupational Hazards and Industrial Safety

Module Aim(s):

The objective of this course is expected to provide insights into the issues involved in occupational hazards and industrial safety

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect (L)	Tutorial (T)	Library /Directed	Other:	Formal	Total
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Hours: 18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100

Course Outcomes

- Students understand basic concepts of Industrial Hygiene ,Occupational Health & Environment Toxicology
- Benefits of Industrial Hygiene
- Functions of Occupational Health Centre
- Occupational Health related problems and its control in workplace

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Understanding the importance of safety at work: Concept of Safety-Applicable areas Recognition, evaluation and control of physical hazards- Hazard Analysis, Human Error and Fault Tree Analysis- Emergency Response-Hazards and their control in different manufacturing and processing industries.

Unit II Industrial Accidents: Causes and effects of Industrial accidents-Impact of accidents on employees, union, management and society- Organisation's Role and Responsibility in the Prevention of Accidents- Different models.

Unit III Standard of Safety Norms: Indian scenario Safety Protection - Safety Policy - Personal safety - Responsibilities of management in health and safety-. Occupational Health and Safety

considerations in Wastewater Treatment Plants. - Functions of National Safety Council

Unit IV Legal provisions regarding safety: Factories Act-1948 1st Amendment 1987- Sections 11 -16, 18-20, Sections 17, 21 – 24, 28, 32,, 34-36, 38,45, The Mines Act Section 25 ESI Act – Section 39, Public Liabilities Insurance Act - Section 13, Workmen Compensation Act and Fatal Accident Act

Unit V Accidents in work place-Types, Investigation methods, Analysis, Reporting and Recording Injuries -First aids- Health problems in different types of industries - construction, textile, steel, food processing and pharmaceutical. Fire- Causes, Types of fire, Extinction of fire, Prevention of

References

1. Naseer, Elahi, Industrial Safety Management; New Delhi: Gyan Publication.
2. L, M. Deshmukh. Industrial Safety Management; New Delhi: Tata Mc Graw Hill.
3. R, K.Trivedi. Pollution Management in Industries; New Delhi: S Chand Publishing.
4. O, P. Khanna. Industrial Engineering; New Delhi: S Chand Publishing.

IMGT-8OM3 TECHNOLOGY MANAGEMEEENT

Semester: VIII

Course Code: IMGT-8OM3

Credit: 3

Course: Technology management

Module Aim(s):

This course will introduce the concept of technology management, nuances and issues in technology management and the decision making related to technology management..

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutotial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Clearly articulate ideas in group settings to a range of audiences
- Demonstrate effective writing skills
- Demonstrate active listening skills and foster open communication

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p><u>Outline of Syllabus:</u></p> <p>Unit I</p> <p>Technology management: Scope, components, and overview. Technology and environment, Technology and society, Technology Impact analysis, environmental, social, legal, political aspects, methods or techniques for analysis - steps involved. Technology policy strategy: Science and technology Policy of India, implications to industry.</p> <p>Unit II Technology forecasting : need, methodology and methods - trend Analysis, Analogy, Delphi,</p> <p>Soft System Methodology, Mathematical Models, Simulation, and System Dynamics.</p> <p>Unit III Technology Choice and Evaluation: Methods of analyzing alternate technologies, Techno economic feasibility studies, Need for multi-criteria considerations such as, social, environmental, and political, Analytic hierarchy method, Fuzzy multi-criteria decision making, and other methods.</p> <p>Unit IV Technology Transfer and Acquisition : Import regulations, Implications of "Uruguay Round", and WTO, Bargaining process, Transfer option, MOU -Technology Adoption and Productivity : Adopting technology-human interactions, Organizational redesign and re-engineering, Technology productivity.</p> <p>Unit V Technology Absorption and Innovation : present status in India, Need for new outlook, Absorption strategies for acquired technology, Creating new/improved technologies, Innovations - Technology Audit.</p> <p>References</p> <ol style="list-style-type: none"> 1. Gerard, H. Gaynor. Hand Book of Technology Management; McGraw Hill. 2. David, L. Bodde. The International Entrepreneur; New Delhi: Prentice Hall of India. 3. Frederic, Betz. Strategic Technology Management; McGraw Hill. 								

IMGT-9OM1 OPERATIONS STRATEGY

Semester: IX

Course Code: IMGT-9OM1

Credit: 3

Course: Operations strategy

Module Aim(s):

The objective of the course is to familiarize the students with the concept of operations strategy.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library / Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0 Exams: 2	100

Course Outcomes

- Describe and discuss the key operations strategy concepts covered.
- Discuss critically the practical use of the techniques covered, taking into account organisational context.
- Explain and discuss the relationship between operations strategy with other functional strategies and overall business policy in the context of the strategic goals and objectives of the organisation

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit 1 Strategic Management : organizations and managers, contents of strategy, levels of strategic decision, designing a strategy, approaches to design - top-down and bottom up approaches, steps, defining the purpose of operations, business environment, components of environment, economic environment, industries, industry life cycle, markets.

Unit II Operations Strategy concept: aims of an operations strategy, contents of an operations strategy, and approaches to designing an operations strategy, market view, resources view
Designing an operations strategy – focuses of operations strategies: product differentiation, materials management – environmental scans, analysis of the environment, PEST analysis, operational audit, SWOT analysis - implementing the strategy - meaning of implementation, stages of implementation, designing infrastructure, controlling the strategy, action plan for implementation.

Unit III Products and innovation: product planning, entry and exit strategies, new product development, market demands, operations' requirements, production possibility curve quality management – strategic importance of quality, quality management, quality revolution, Total Quality Management – zero defects, implementing TQM, ISO 9000, quality control.

Unit IV Capacity Management: measures of capacity, capacity planning, approaches to planning, forecasting demand, timing and size of change, size of expansion, changing capacity over time, different levels of capacity plan.

Unit V Structure of the supply chain: role of logistics and supply chain management, integration of activities along the supply chain, location of facilities, strategic sourcing and supply

management, risk management, operational hedging, mass customization and technology movement of materials, flow of materials, importance of procurement, inventory management, models of independent demand

References

- .1. Donald, Waters. Operations Strategy; New Delhi: Thomson Learning India.
2. Premvrat, Sardana, G. D., & Sahay, B. S. Productivity Management - Systems approach; New Delhi: Narosa Publications.
3. Joseph Prokopenko, Productivity Management: A Practical Handbook, International Labour Office.

IMGT-90M2PRODUCTIVITY MANAGEMENT**Semester: IX****Course Code: IMGT-90M2****Credit: 3****Course: Productivity management****Module Aim(s):**

The objective of the course is to disseminate the students about the importance of productivity management in today's business.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library / Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2
					100

Course Outcomes

- Students will be able to: calculate the basic work content, analyze the existing methods of working and develop an improved method, and calculate basic, allowed and standard time, of a specific job.
- The students will also be able to analyze and calculate the level of risk in the job causing stress, fatigue and musculoskeletal disorders and design appropriate work systems

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Productivity concepts – Macro and Micro factors of productivity, productivity benefit model, productivity cycles. Internal and external factors affecting enterprise productivity.

Unit II Productivity Measurement at International, National and organization level, total productivity models. Productivity Management in manufacturing and service sector. Productivity evaluation models, productivity improvement model and techniques.

Unit III Value Analysis and Value Engineering: Concept – Procedure – Application and role in Productivity, Case examples of successful applications, Pareto Analysis, Zero-based-budgeting, Waste reduction and energy conservation.

Unit IV Work Study: Importance, Method Study and Work Measurement –Pioneers of Performance Measurement. Method Study: Method, Need and Procedure, Work simplification, Principles of Motion Economy.

Unit V Work Measurement: Techniques -Estimating, Stopwatch Time Study, Predetermined Time Standards, Synthetic Estimates of Work Times, Activity Sampling. Computation of Standard Time, Types of Elements, Performance Rating, Allowances – Need and Types. TPM: Meaning and objectives of TPM; Methodology of TPM, gains of TPM.

References

1. Sumanth, D. J. Productivity engineering and management; New Delhi: Tata McGraw Hill.
2. H. James Harrington, Business Process Improvement: The Breakthrough Strategy for Total Quality, Productivity and Competitiveness, McGraw-Hill Press.
4. Rastogi, P. N. Re-engineering and re-inventing the enterprise; New Delhi: Wheeler Publications.

IMGT-9OM3 LEAN MANUFACTURING	
Semester: IX	
Course Code: IMGT-9OM3	
Credit: 3	
Course: Lean manufacturing	
Module Aim(s):	
<p>The aim of this course is to acquaint the students with lean manufacturing as an innovation in global industrial competition.</p>	
Teaching Strategy:	
<p>Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.</p>	
<p>Study Lect (L) Tutotial (T) Library / Directed Other: Formal TotalHours:</p>	
<p>18 12 Practical : 5 Study (DS): 65 0 Exams: 2 100</p>	
Course Outcomes	
<ul style="list-style-type: none"> • Identify and Quantify the hidden manufacturing wastes in industries • Analyze the effectiveness of lean manufacturing tools 	
3Develop a roadmap for successful implementation of lean principles	

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Lean manufacturing and six sigma – overview : Evolution of Lean; Traditional versus Lean Manufacturing; Business of Survival and Growth; Business Model Transformation; Ford Production System; Job Shop Concepts Concept of Lean; Toyota's foray in Lean.

Unit II Design - Value Stream Management: Definition; VSM Types; Product Family Selection; Value Stream Manager; Current State Map; Process Box; Value Stream Icons; 3 Ms - Muda, Mura, Muri - 7 Types of Muda; Future State Map; Value Stream Plan; Process Stability - Loss Reduction 7 Major Losses Reduction. Demand Stage :Market Dynamics; Customer Demand; PQ Analysis; PR Analysis; TAKT Time; Pitch; Finished Goods Stock; Cycle Stock; Safety Stock.

Unit III System implementation : Flow Stage : Continuous Flow; Cell Layout; Line Balancing; Macro and Micro Motion Analysis; Standardised Work; Concept of Kaizen; Steps involved in Kaizen Deployment; Industrial Engineering – Concepts and Fundamentals; KANBAN Concepts ; Types of Kanbans ; and Practical Application ; Concept of Pull; Changeover Time Reduction - External & Internal Single Minute Exchange of Die; Quick Die Change; Quality-Vendor, In Process and Customer Line ; Concept of PPM; Pokayoke; Prevention & Detection Types; Maintenance - Preventive, Time Based and Condition Based; Human Development for Lean, Leveling Stage of Lean Implementation : Production Leveling ; Leveling Box; Concept of Water Spider.

Unit IV Lean metrics and lean sustenance: Identify Lean Metrics; Steps involved in Goal Setting; Corporate Goals; Kaizen Cloud identification in VSM ; Lean Assessment. Cultural Change; Reviews; Recognition; Improving Targets and Benchmarks.

Unit V Six sigma and DMAIC tools: Project charter, stakeholder analysis, SIPOC, Voice of the customer, Rolled throughput yield, KANO Models, CTQ Tree, Process Mapping Data collection, measurement system analysis, sampling plans, process capability, cost of poor quality (COPQ), FMEA Regression Analysis, cause & effect diagram, Hypothesis testing, Design of experiments, Response Surface methodology, Poka-yoke, Quality Control, Control charts.

References

1. Jeffrey Liker and David Meier, The Toyota Way Fieldbook, McGraw-Hill.
 2. Pascal Dennis, Lean Production Simplified, Productivity Press.
 3. James Womack and Daniel Jones, Lean Thinking, Free Press.
- Don Tapping, Tom Luyster and Tom Shuker, Value Stream Management, Productivity Press.

IMGT-9OM4 ADVANCED MAINTENANCE MANAGEMENT

Semester: IX

Course Code: IMGT-9OM4

Credit: 3

Course: Advanced maintenance management

Module Aim(s):

The objective of this course is to provide insights into the complex issues involved in decisions relating to maintenance management.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Evaluate your practices compared to those of others
- Improve the use of your information and communication tools
- Improve productivity through use of better, more timely information

- Create and preserve lead-time in work management and use it for planning and scheduling resources

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Maintenance Concepts: Objectives & functions of Maintenance, Maintenance strategies, Organization for Maintenance, Types of Maintenance – maintenance systems – planned and unplanned maintenance – breakdown maintenance – corrective maintenance –opportunistic maintenance – routine maintenance – preventive maintenance – predictive maintenance – condition based maintenance systems – design-out maintenance – selection of maintenance systems.

Unit II Maintenance Planning and Equipment Efficiency Management: Overhaul and repair meaning and difference, Optimum Maintenance policy for equipments subject to breakdown, Replacement decisions: Optimum interval between preventive replacement of equipment subject to breakdown, group replacement, Physical Asset Management, Overall Equipment Effectiveness Measuring Equipment Effectiveness

Unit III Failure Data Analysis, MTBF,MTTF, Useful life-Survival curves, Repair time, Breakdown time distributions- Poisson's, Normal, Exponential, Failure Mode, Effects and Criticality Analysis

Unit IV Availability, Reliability, Maintainability: Availability of repairable systems, Concept of Reliability, System reliability - Series, Parallel and mixed configuration, Reliability

improvement, Concept of Maintainability, Maintainability prediction, Design for Maintainability, Maintainability Improvement, Availability- Maintainability-Reliability tradeoff.

Unit V Advanced Techniques: Reliability centered Maintenance, Total Productive Maintenance(TPM)- Philosophy & Implementation, Signature Analysis-MMIS Expert systems, Concept of TeroTechnology, Reengineering Maintenance process,

References

1. Kelly and M.J. Harris, Management of Industrial Maintenance, Butterworth and Company Limited.
2. AKS Jardine, Maintenance, Replacement and Reliability, Pitman Publishing.
3. R, C. Mishra., & K, Pathak. Maintenance Engineering & Management: New Delhi: PHI.
4. Sushil Kumar Srivatsava, Industrial Maintenance Management; New Delhi: S.Chand& Company.

IMGT-9OM5 SERVICE OPERATIONS MANAGEMENT

Semester: IX

Course Code: IMGT-9OM5

Credit: 3

Course: Service operations management

Module Aim(s):

The objective of this course is to introduce the concept of service operations management and its application.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Critically analyse the types of service operations and operational parameters that are imperative for organisational success.
- Evaluate and compare strategies leading to improvement of service operations quality.
- Analyse the important aspects of service systems that control the provision of capacity to meet customer requirements effectively

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
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ge				Adaptability	g			g
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Introduction to services – Nature and Characteristics of Services and Service Encounters, Service Organization as a system, Service Strategy formulation, Basic and Integrative elements of Strategic service.

Unit II Building Service System - Technology: Its impact on services and their management- Design and development of Services and Service delivery system, Work Measurement in Services, Time studies, Predetermined Time Standards, Work sampling, Locating and Designing Service- Factor weighting method, Center of Gravity method, Service facility Layout, Service layout strategies for Product Layout, Process Layout, Office layout, Retail store Layout, Warehousing and Storage Layout.

Unit III Operating the Service System- Managing Demand, Nature and pattern of Service demand, Strategies for influencing Demand, Yield management, Queuing theory and Simulation, Managing Supply, Capacity, Components of Capacity, Strategies for Management of Supply, Overbooking, Allocating capacity- Static, Nested and Dynamic Methods, Inventory Management in Services, Methods to reduce stockouts, shrinkages and inventory inaccuracy

Unit IV Managing Service Operations- Service Quality, Dimensions of Service Quality, Achieving Quality, Reinforcing Service Quality through Service Recovery and Service Guarantee, Service Productivity, Measurement and Methods to increase Service Productivity,, Basic understanding of Data Envelopment Analysis and Scoring System.

Unit V Case studies in service operations management Travel and tourism sector – Hotel, Airline IT and communication sector - Information technology, Telecom services, Computer networking service Healthcare sector - Hospital, Medical Transcription Financial Services sector – Insurance, Banking, Portfolio services Educational services – Education, Training

References

1. Richard Metters, Kathryn King-Metters, Madeliene Pullman, Steve Walton, Service Operations Management; New Delhi: Cengage Learning India Private Ltd.
2. Cengiz Haksever, Barry Render, Roberta S Russell, Roberta G.Murdick, Service Operations Management, Second Edition, Pearson Education Pvt Ltd.
3. Robert Johnson, Graham Clark, Service Operations Management: Improving Service Delivery, Pearson Education, Third Edition.

IMGT-100M1 WORLD CLASS MANUFACTURING

Semester: X

Course Code: IMGT-100M1

Credit: 3

Course: World class manufacturing

Module Aim(s):

.The objective of the subject is to acquaint the students about the international developments in the area of manufacturing, and the systems, tools and techniques required for achieving competitive edge through world -class manufacturing.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Understand recent trends in manufacturing.
- Demonstrate the relevance and basics of World Class Manufacturing.
- Understand customization of product for manufacturing

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I World-Class Manufacturing: introduction – product development process- process mappingInformation Age Competition.

Unit II JIT – total quality strategies for manufacturing success and WCM model- MRPI and MRP II developments –gaining competitive edge.

Unit III Technological innovation in manufacturing – computer integrated manufacturing - flexible manufacturing systems – cellular manufacturing.

Unit IV Factory of the future automated systems – human factors in automated systems – optimized production technology - Modeling – optimizing – simulation of manufacturing systems.

Unit V World - Class Manufacturing – International Scenario and Indian Scenario - manufacturing innovations - quick response manufacturing – agile manufacturing – rapid prototyping – concurrent engineering Unit V Core competencies in Technology and its Commercialization-Building Organization CultureCooperation between Government and Industry-Coping with continuous change – The structure of the Japanese Innovation System.

References

1. Richard, J. Schonberger. World Class Manufacturing; New York: Free Press.
2. B S Sahay, K B C Saxena, Ashish Kumar; World Class Manufacturing: A Strategic Perspective, MACMillam

IMGT-10OM2 INNOVATION MANAGEMENT

Semester: X

Course Code: IMGT-10OM2

Credit: 3

Course: Innovation management

Module Aim(s):

The aim of the course is to motivate students to innovate in business. In the first place, to achieve this goal, students will be introduced to the basic terminology, typology of innovations and historical context for better comprehension. Also issues of innovation management will be introduced. Students will become familiar with the impact of innovation on competitiveness. To maintain and sustain growth at a fast pace and help ease poverty the country has to give more opportunity to the dynamic and most vibrant youngsters so as to harness its innovation potential, and lead the country to a fast paced economic and social transformation.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect (L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

To: understand the issues around defining 'technology', 'innovation' and 'innovation management' recognise the diversity of types of innovation, innovators and innovation settings. understand the nature and extent of technological change and innovation..

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

UNIT I Exploring innovations – Definition and basic concepts, the relationship of innovation and entrepreneurship - creation of competitive advantage based on innovation, Sources of innovation (push, pull, analogies), transfer of technology, models of innovation - framework for management of innovation.

UNIT II Types of Innovation -Product innovation & design - focus on the activities involved in new product development & product design., Service innovation & design - focus on exploring some of the new approaches through which firms develop and design new services, Information systems innovation & design - focus on the strategic issues involved in the design and development of new information systems, Business model innovation & design - examine the way in which firms can design their organizational and financial architecture to deliver and capture value from their innovations. .

UNIT III Approaches & Executing innovations - Creative methods and approaches used in innovation management., Approaches to management of the innovation process (agile management, Six Thinking Hats, NUF test), Project approach to innovation management, method Stage Gate, its essence, adaptation of access to selected business models, Innovation diffusion theories - Pearson's uncertainty map - organizational characteristics that facilitate innovation -organizational structures and innovation - trademarks, copyrights, patents and their

use in innovation management - remedy against infringement.

UNIT IV Exploiting innovations — the strategies for innovation, including innovation platforms that incorporate multiple product options, portfolios and standards. Technology trajectories- knowledge base of an organization - degree of innovativeness - linking between innovation strategy and business strategy - strategic alliances for knowledge sharing , In-house business development of the innovation process in the company, Open Innovation as a modern concept, the limits of this method and its benefits for business development, The strategy of innovation process, types and selection of appropriate strategies.

UNIT V Measurement and evaluation of the benefits of innovation for business (financial and non-financial metrics, their combination and choice), Barriers to innovation in business, innovation failure and its causes, post-audits of innovative projects., Organization and facilitation of an innovation workshop.

References

- Paul Trott, 1998 : Innovation Management and New Product Development, Pearson Publication
- Michael Z Brooke & William Ronald Mills, 2011, New Product Development: Innovation in the Market Place, JaicoBooks
- CLARK, T. – OSTERWALDER, A. – PIGNEUR, Y, 2010, Business model generation : a handbook for visionaries, game changers, and challengers, John Wiley & Sons, ISBN - 978-0-470-87641-1

SYSTEMS ELECTIVES:

IMGT-8S-1 SYSTEM ANALYSIS AND DESIGN

Semester: VIII

Course Code: IMGT-8S-1

Credit: 3

Course: System Analysis and Design

Module Aim(s):

- This course is aimed at developing an appreciation of Analysis and Design of computer based commercial data processing systems.
- To determine specific needs of existing or proposed system in a business environment.
- Helps to resolve identify the issues and discuss approaches to resolve the tasks of system.
- Evaluate tools and techniques, to improve the efficiency & accuracy of system.
- Use appropriate methods and techniques to design software applicable to the working atmosphere.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Acquire knowledge to operate implemented System
- The ability to design and correct the system as per the requirements.
- The awareness about the components of design like data structures, modules, external interfaces, that provide completeness of System.
- Evaluation of Expense & scarce resources can be identified and resolve efficiently.
- The skilled and trained labors must operate systems.
- Ability to design an overview of entire work system.
- Evaluation of Expensive & scarce resources should be used efficiently by the system.

- System analysis and design helps to increase productivity and efficiency of existing system

Key Graduate Attributes

				Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneu- rship Skills	Life - lo Learni
Academic and professional Knowledge	Communication	Team Work& Leadership	IT Literacy					
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I

The system development environment - Role of managers, analysts Programmers and end users - skills for system analysts - Types of information systems - systems for co-ordination.

Unit II

Systems Development Concepts: Feasibility Analysis, Design. Implementation and Maintenance: Role of analysts and Designers; Case study.

Unit III

Approaches to Analysis and Design: Traditional approaches, structured Approaches - Yourdon's approach. Jackson's approach, Information Engineering. SSADM (Structured system analysis and design method) and Object Oriented Design and introduction to UML.

Unit IV

Business analysis and project management: Information system (IS) and Business objectives: Constraints: Competitive advantage with IS. Stages of system development, Project Planning. Monitoring and control.

Unit V

System Analysis and Design: Planning, Collecting data, Recording Information, Interpreting the information, logical data design, Files, databases. Physical data design, Programme design. Universal Standards in System Design.

References

1. Elias M. Awad, System Analysis & Design, Galgotia Publications. India
2. Senn, Analysis & Design of Information Systems, McGraw Hill International.
3. Shelly, Rosenblatt, System Analysis & Design, Cengage Learning, Eighth edition.
4. Hoffer, Modern System Analysis & Design, Pearson Education.
5. Rumbaugh, Jacobson, Booch, UML- Reference Manual, Pearson.

Additional Reading

1. Goyal Arunesh , Systems Analysis and Design, PHI Learning Private Limited, New Delhi.
2. Scott Tilley, Systems Analysis and Design, Published by Cengage Learning
3. Alan Dennis , Barbara Haley Wixom, Roberta M Roth, Seventh Edition, Systems analysis and design, Wiley Publishers.

IMGT-8S2ENTERPRISE RESOURCE PLANNING

Semester: VIII

Course Code: IMGT-8S2

Credit: 3

Course: Enterprise Resource Planning

Module Aim(s):

- To understand the enterprise resource planning and its application in organizations.
- To develop a fore view to accept organizational challenges.
- Ability to resolve issues without affecting the smooth flowing of the system.
- Building a smart team maintain teamwork throughout the completion of project.
- Develop the Ability to negotiate with the clients for organizational Benefits, in case of fund, time, requirements, resources etc

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Complete awareness about Knowledge about the Committed Projects.
- Awareness about rules and Limits of commitments
- Systematic approach to develop Resource Planning.
- Documentation skill to evaluate the performance.
- Intuition to fore view the upcoming situations and projects in an organization.
- The spirit of building a TEAM and arrange smooth Communication Channel to fulfil the Requirements of Client.
- Conflict Resolution for the Successful completion of assigned projects.
- Basic Skill to convince the Clients and Developers. Resource planning to fulfil the requirements

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, SCM.

Unit II ERP Implementation-ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, Project Management and Monitoring.

Unit III The Business Modules-Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, Sales and Distribution.

Unit IV ERP Market - Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, SSA.

Unit V ERP – Present and Future - Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, Future Directions.

References

1. Alexis Leon, ERP Demystified, Tata McGraw Hill, New Delhi.
2. Joseph A Brady, Ellen F Monk, Bret Wagner, Concepts in Enterprise Resource Planning, Thompson Course Technology, USA.

1. Vinod Kumar Garg and Venkitakrishnan N K, Enterprise Resource Planning – Concepts and Practice, PHI, New Delhi.

Additional Reading

1. Alexis Leon, Second Edition, Enterprise Resource Planning, Tata McGraw-Hill publishing Company Limited.
2. Karl E. Kurbel , Enterprise Resource Planning and Supply Chain Management: Functions, Business Process and for Software Manufacturing Companies, Springer Heidelberg Nework Dordrecht, London
3. Daniel E. O'Leary, Enterprise Resource Planning Systems: Systems, Life Cycle, Electronic Commerce & Risk. Cambridge University Press.

IMGT-8S3 SOFTWARE ENGINEERING

Semester: VIII

Course Code: IMGT-8S3

Credit: 3

Course: Software Engineering

Module Aim(s):

- To establish systematic approach of Building software in professional manner.
- To enhance a disciplinary approach towards the transformation of a manual system to Automated System.
- Awareness about the Scope and Limitations in Building a Software.
- Applicable knowledge to test the functionality of introduced Concept

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
	18	12					

Course Outcomes

- Knowledge about Modern Technologies.
 - Programming Skills, to develop and make amendments on software.
 - Hardware and Software Requirement to perform the functions of software.
 - Encryption and Decryption techniques to protect Data Transfers
 - Problem Solving, Logical Thinking to fix issues.
 - Skill to evaluate the performance of a system.
 - Ability to Build and test Softwares.
- Skill to give proper Training to Users for fruitful results.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work& Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Software Engineering –Introduction-Evolution –Low Level&High Level Programming- Control Flow Design, Data Structure Oriented Design, DFD Design, Object Oriented Design, Software Engineering Approach Design- Software Life Cycle-Classical & Iterative Waterfall Model, Prototyping, Evolutionary Model, Spiral Model

Unit II Software Project Management-Planning, Project Size Estimation, Estimation Technique-Empirical, Heuristic& Analytical Techniques, Staffing Level Estimation-Scheduling-WBS, Activity Network, Gantt Charts, PERT Charts-Staffing-Risk Management-Software Configuration Management

Unit-III Requirement Analysis and Specification - Models for Collecting User Requirement-Requirement Analysis-Formal System Development Techniques- Software Requirement Specification (SRS), Documentation

Unit IV Software Design –Characteristics of Good Software Design-Phases in Design-Design Principles & Concepts-Attributes-Cohesion & Coupling-Classification of Cohesiveness & Coupling- Neat Arrangement—Design Approaches-SA/SD,DFDS, Object Oriented Design& Key Concepts – Unified Modeling Language -Use Case Model-Diagrams-User Interface Design-Characteristics- Types—Windowing Systems- Widgets-Types

Unit V Software Reliability and Maintenance-Software Attributes-Reliability, Reliability Measures, Metrics-Software Quality-Software Quality Management System-ISO9000, ISO 9001 -Importance, Procedures- SEI CMM -Software Maintenance- CASE-Architecture, Benefits, Characteristics

References

1. Pressman, Roger S, Software Engineering, McGraw-Hill International Book Co., New Delhi
2. Rajib Mall Fundamentals of Software Engineering, Prentice-Hall of India Pvt Ltd, New Delhi
3. Sommerville, Ivan Software engineering ; new Delhi: Prentice-Hall of India Pvt Ltd.

Additional Reading

1. Rod Stephens, *Beginning Software Engineering*, Publisher(s): Wrox
2. Pfleeger Shari Lawrence, Joanne M Atlee , *Fourth Edition, Software Engineering: Theory and Practice*, Pearson.

IMGT-9S1INTERNET PROGRAMMING AND WEB DESIGN

Semester: IX

Course Code: IMGT-9S1

Credit: 3

Course: Internet Programming and Web Design

Module Aim(s):

- To introduces the use and features of Internet and the methods of designing web pages.
- Understand the principles of creating an effective websites.
- Develop skills in analyzing the usability of a web site.
- Understand how to plan and conduct user friendly compatible designs.
- Learn the language of the web: HTML and CSS.
- To Understand the techniques of responsive web design, including media queries.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutotial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- To learn about the hardware and software standards used in industry
- To develop an understanding of the formalistic aspects of design and visual communication.
- To familiarize with graphic design and Web page design formats
- Students will develop and understanding of information design and usability as it applies to interactive media projects.
- Students will utilize coding and software tools to analyze and present data in a professional manner that could be translated to web-based or app-based media.
- Students are able to develop a dynamic webpage
- Develop skills in digital imaging (Adobe Photoshop.)
- Develop basic programming skills using Javascript and jQuery.

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Internet & its features - establishing connection & browsing websites - Modems communication software - shareware - search engines and commands compression software & file compression - sound & images - animation.

Unit II Definition of multimedia - differences between CD & DVD - read/write processes in CD - multimedia in PC - hardware - SCSI, MCI, memory and storage devices - input devices - output hardware and communication devices.

Unit III Fibre optic computer communication - principle of light transmission in fibre advantages of optical fibre communication system - characteristics of optical fibres - optic cables - light sources & photo detectors.

Unit IV Network topologies - Understanding fundamental layers of ISO/OSI network model - network layers - protocols - major TCP/IP protocols & their uses.

Unit V HTML tags - use of commonly used tags and generation of pages with links to other sites. Simple JAVA programming - compilation and generation of graphics including animation in web pages.

References

1. Tay, Vaughan, Multimedia: Making it Work; New Delhi: Tata Mc Graw Hill.
2. Anurag, Sethi. Multimedia Education: Theory and Practice; New Delhi Tata Mc Graw Hill.

Additional Reading

4. Sergei Dunaev, Advanced Internet Programming: Technologies & Applications, Publisher Charles River Media, 2001
5. Jennifer Niederst Robbins, Learning Web Design: A Beginner's Guide to HTML, CSS, JavaScript, and Web Graphics
6. Jon Duckett, HTML & CSS: Designing and Building Web Sites, Published by: John Wiley & Sons Inc
7. Jason Beaird , Second Edition, The Principles of Beautiful Web Design, Sitepoint.

IMGT-9S2MANAGEMENT SUPPORT SYSTEM

Semester: IX

Course Code: IMGT-9S2

Credit: 3

Course: Management Support System

Module Aim(s):

- To develop an understanding of management support system and its implications in business.
- Helps to frame and design customized DSS for the working environment
- To learn more about Upcoming technologies like role of AI in decision making
- Analyze the effectiveness and efficiency of DSS.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Arrangement and sorting of Data in System Supporting Format.
- Develop analytic thinking and discussions in different business environments.
- Adapt latest technology in DSS to compete with Challenging Environments.
- Knowledge to design and analyze the structure suitable for the Business Environment.
- Analytical skill to evaluate the outcomes of DSS System.
- Skill to design and customize DSS according to organizational requirements.
- Use analytical opportunities to solve managerial problems faced by business houses.
- Report and Trouble Shoot the issues in Challenging Environment.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work& Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Overview of CBIS Applications: Decision Making Concepts – A Need for Computerized Decision Support; Role of Decision Support Systems in Business; A Framework for Decision Support. Modeling in Decision Support; Microsoft Excel DSS Tool – What-if Analysis, Scenario Manager, Goal Seek, Sensitivity Analysis.

Unit II Group Decision Support Systems; Multi participant decision maker structures (MDM).MDM Support technologies. Enterprise Decision Support System: Concepts and definitions. Evolution and future of Executive and Enterprise Information System.

Unit III Use of DSS Technology for Marketing, Finance, Production and HRM. Modeling of Multi-Objective and Analytic Hierarchy Process. Artificial Intelligence Need and Application. AI based systems

Unit IV Expert system: concepts & structure. Human element of expert system. Expert system consultation- illustration. Problems, benefits, limitations of Expert system Development of a Expert system; Expert System Shells; Working on an expert system Shell;

Unit V Executive Information Systems definition; their Applications. EIS components. Making EIS work. Future of EIS.

References

1. Turban, McLean, Wetherber, Information Technology for Management, Tata McGraw Hill, New Delhi
2. Gerald, V. Post., & David, L. Anderson, Management Information System; New Delhi: PHI

3. George, M. Marakas. Decision Support System in 21st century; New Delhi: Tata Mcgraw Hill.
4. Gordon B Davis, Management Information System; New Delhi: Tata McGraw Hill.

Additional Reading

1. Daniel J. Power, *Decision Support Systems: Concepts and Resources for Managers*, Quorum Books
2. Berend Wierenga, Gerrit van Bruggen, *Marketing Management Support Systems: Principles, Tools, and Implementation*, Springer Science & Business Media.
3. Frada Burstein, Clyde W. Holsapple, *Handbook on Decision Support Systems 1: Basic Themes*, Springer
4. Efraim Turban, Jay E. Aronson, *Decision Support Systems and Intelligent Systems*, Prentice Hall

<p align="center">IMGT-9S3 SOFTWARE PROJECT MANAGEMENT</p> <p>Semester: IX</p> <p>Course Code: IMGT-9S3</p> <p>Credit: 3</p> <p>Course: Software project management</p>							
<p>Module Aim(s):</p> <ul style="list-style-type: none"> • To equip the students with the tools and techniques of Software Project Management. • To design and implement information system with effectiveness and efficiency. • Ability to budget and estimate the project as per company requirements. • Develop the ability to build the team for timely completion of the software. 							
<p>Teaching Strategy:</p> <p>Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.</p>							
<p>Study Hours:</p>	<p>Lect(L) 18</p>	<p>Tutorial (T) 12</p>	<p>Library / Practical : 5</p>	<p>Directed Study (DS): 65</p>	<p>Other: 0</p>	<p>Formal Exams: 2</p>	<p>Total 100</p>
<p>Course Outcomes</p> <ul style="list-style-type: none"> • Knowledge about the consent software development. • Ability to share the thoughts in planning and data collection phase • Fore view about the complete system. • Idea about the system requirements and software requirements to implement the project in organization. • Framing and modelling for software development, planning and data collection phase. • Ability to fulfil the requirements and proper completion of Software Development. • Skill to test the functionality of project system, Fix the issues using tools and secured coding. 							
<p>Key Graduate Attributes</p>							

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Introduction to Software Project Management- Software as an Evolving product, its characteristics and components- Software engineering process - various models like linear, sequential, prototype, RAD, incremental, Spiral, Component, Assembly, Concurrent developmental and formal methods model, etc.

Unit II Planning a software project- Objectives, resources, estimation -methods of estimation. Make or -buy decisions. Software project scheduling -defining tasks, scheduling using PERT/CPM, Project planning and Analysis.

Unit III Software Configuration - Components of configuration, versions control and configuration audit- Software Design Process- Concepts, modular, design, and design documentation

Unit IV Software Testing- Objectives, Methods of testing, testing GUI's testing, Clients/Server architectures; testing real systems; strategies for testing, Unit testing Integration Testing, System testing and debugging.

Unit V Software implementation process and problems/issues- Emerging trends in Software Project Management - Case studies.

References

1. Lawrence J Peters .Getting results from software development teams, Microsoft Press
2. Walker Royce Software project Management, Addison-Wesley

Additional Reading

1. Pankaj Jalote, Software Project Management in Practice, Pearson
2. Andrew Stellman, Jennifer Greene, Applied Software Project Management, O'REILLY
3. Murali Chemuturi, Thomas M. Cagley, Mastering Software Project Management: Best Practices, Tools and Techniques, J.ROSS Publishing
4. Ashfaq Ahmed, Software Project Management: A Process-Driven Approach, CRC Press

IMGT-9S4DATABASE MANAGEMENT SYSTEM

Semester: IX

Course Code: IMGT-9S4

Credit: 3

Course: Database management system

Module Aim(s):

- To understand the importance and various components of database management system.
- Organized arrangement to data, provides channels of internal communication within organization.
- Provide backup and recovery of data in an organization.
- Restriction for unauthorized access. Possibility of remote access to database.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outc

- Importance of using Database instead of bookkeeping Methods.
- Secured Communication and sharing of data within the system.
- Authorized Access to Database System and Identification of Data Redundancy.
- Awareness about physical and digital security of Database System
- Easy handling of database.
- Technical Knowledge to access database from remote area, using various accessing devices
- Practice of Secured handling of account and Information
- Generation of Reports based on the database entries

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Overview of DBMS : Database Management in organisations ; Objectives of DBMS ; Evolution; data structures ; DBMS Architecture ; User interface, data languages, DBMS modes of operation.

Unit II DBMS functions: Design ; retrieval ; creation and updating; backup and recovery. Database Terminologies – Primary Key, Foreign Key, Relationship, Field, Table, Report

Unit III Study of Relational Data Base Management System for successful implementation of Distributed systems; RDBMS concepts, structure and ER models ; Normalisation and Logical design Query Language for RDBMS.

Unit IV Structured Query Language – basic structure of SQL queries, DML, DDL, DCL statements; Distributed database systems - data fragmentation, replication and allocation techniques ; object oriented databases ; online database ; database administration ; trends to the future in database management.

Unit V Applications ; Advanced transaction processing – transaction processing monitors, transactional workflows, Real- time transaction systems, Long duration transactions, transaction management in multi-databases; Evaluation of commercially available software systems.

References

1. C.J Date, A. Kannan, S.Swamynathan, Introduction to Database system, Pearson education.
2. Gorden, C. Everest. Database Management; New Delhi: Tata McGraw Hill.
3. Abraham silbershatz, Henry F. Korth, S. sudarshan, Database system concepts, McGraw Hill

International Edition.

Elmasti, Navathi, Somayajulu, Gupta, Fundamentals of database systems, Pearson education.

Additional Reading

1. Dr. Mukesh Negi, *Fundamental of Database Management System*, bpb publications
2. Panneerselvam, R., *Third Edition, Database Management Systems*, PHI Learning private limited
3. Atul Kahte, *Introduction to Database Management Systems*, Pearson
4. MonelliAyyavaraiah, Arepalli Gopi, *Database Management System*, Horizon Books.

IMGT-9S5 SOFTWARE QUALITY MANAGEMENT

Semester:IX

Course Code: IMGT-9S5

Credit: 3

Course: Software Quality Management

Module Aim(s):

- To understanding of quality management concepts in software development.
- To develop the habit of maintaining Software Quality
- Awareness about List of tests conducted to ensure the quality of software.
- Importance of examinations Design/Resign the Software used in an organization for design, production, quality, analysis, accounts etc
- Awareness about the Step-by-step practices of Quality evaluation of software.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours: 18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Basic Operational Skills required to Run and conduct Quality Test.
- Test make documentations based on Quality Checks
- Evaluate Quality of Outcomes generated by the existing System.
- Ability to design/ redesign the Process to improve the quality of outputs.
- Analyze the quality of Software from the Outcomes.
- Using Tools to evaluate the evaluate the Quality of Programs.
- Software verifications & tests to ensure Software Quality

Quality Check required maintaining the company standards through the production and services.

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Software Quality: Meaning and definition of Software Quality. Quality control v/s Quality Assurance, Quality Assurance in Software at each Phase of SDLC. QMS in an organization. Need for SQA group. Software CMM and other Process improvement Models.

Unit II Software Quality Measurement and Metrics: Product Quality Metrics: Defect Density, Customer Problems Metric, Customer Satisfaction Metrics, In-Process Quality Metrics: Defect Arrival Pattern, Phase-Based Defect Removal Pattern, Defect Removal Effectiveness, Metrics for Software Maintenance: Backlog Management Index, Fix Response Time, Fix Quality.

Unit III Basic Quality Tools : Ishikawa's Diagram, Pareto Diagram, Histogram, Run Charts, Scatter Diagram, Control Charts, Cause & Effect Diagram, Relations Diagram

Unit IV Six Sigma Methodology: Define Six sigma. Tracking Xs and Ys. Six ingredients of Six Sigma. Three ways to Six Sigma – Process Improvement, Process Design/Redesign, Process Management. Organizing for six sigma – Leadership Group, Project Sponsors & Champions, Implementation leader, Master Black Belt, Black Belt, Team, Process owners. DMAIC Vs DMADV process.

Unit V Software Verification, Validation & Testing: Objectives and Limits of Testing, Value Vs Cost of testing, Test Planning, Static Testing, Functional Testing, Structural Testing, Performance Testing, Testing Environment, Automated Testing Tool, Analysing and Interpreting Test Results.

References

1. Nina S Godbole, Software Quality Assurance: Narosa Publishing House Pvt. Ltd.
2. Stephen H. Kan, Kan, Metrics and Models in Software Quality Engineering Second Edition, Pearson Education, Inc.
3. Gerald D. Everett, Raymond McLeod, Software Testing- Testing Across the Entire Software Development Life Cycle, John Wiley & Sons , Inc Publication.
4. Pankaj Jalote, CMM in Practice. Processes for Executing Software Projects at Infosys, Pearson Education.

Additional Reading

1. Daniel Galin ,*Software Quality Assurance- From theory to implementation*, Pearson
2. John W Horch, Second Edition, *Practical Guide to Software Quality Management*, Artech House, London
3. Robert T. Futrell, Donald F. Shafer, Linda I. Shafer, Quality Software Project Mnagement, Prentice Hall
4. Daniel Galin, *Software Quality: Concept and Practice*, Wiley

IMGT-10S1 PLANNING AND IMPLEMENTING IT STRATEGIES

Semester: X

Course Code: IMGT-10S1

Credit: 3

Course: Planning and Implementing IT Strategies

Module Aim(s):

- Enable the students to understand the how to plan and implement IT strategies
- Periodic Evaluation of system, plan models to improve the efficiency.
- Planning for transformation from Existing System to the IT enabled advanced concept
- Collecting, sorting, prioritizing, storing, and managing data from the newly implemented system.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To Understand and analyze the Complete Structure of System.
- Planning and Framing for the innovative Concept.
- Practical Implementation of New Strategies to the Existing System
- Performance Analysis, Comparative Evaluation Implemented Strategies.
- Ability to grasp and understand the Concept of existing Business model.
- Employ analytics in the business model, to put forward new suggestions for Transformation.
- Comparative study with the leading technologies in the market and Frame an innovative model that can mold the system to improve the business.
- Skill to implement the Modern concept with the Strategies developed by the experts.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work& Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Technology Transforms IT Organizations – Why IT Strategy is required? What are the various dimensions of IT Strategy - Value propositions – Managerial decisions – Transforming organization - Aligning Business Objectives with IT Strategy – Six important trends – Value chains – Five forces model – Dynamic model – New business models – analyzing business models – Transformation with IT – IT variables for designing organizations – T-Form organization – New management challenges.

Unit II Globalization and international business – International business strategies – Key issues – Virtual firms and IT – Business models and IT management – IT investment opportunities matrix – IT and investment equation – Investment decision – guidelines for IT investment – Choosing technology – Outsourcing – Pros and Cons, Objectives.

Unit III Implementing IT – Research implementation – Implementation strategy – Implementing IT based transformations – Disaster recovery and Business continuity – managing IT function – Management control of IT – Control theory – Failure control – information control – Technology, Process and People dimension of IT Strategy - group decision making.

Unit IV Impact of the components – First component Computer systems – Second component Database – Third component Powerful networks – Neural networks – Cloud – grid computing - Future technology – IT Strategy focus points for 2011 and 2012 and beyond.

Unit V Decision and intelligent systems – Expert systems and AI – (SCM) Supply Chain Management – (CRM) Customer Relationship Management – Knowledge Management – Ethical issues in corporate governance and IT – virtual organization – monitoring SLAs’ (Service Level Agreements).

References

1. Henry, C. Lucas. Information Technology - Strategic Decision Making for Managers; New Delhi: Wiley - India Edition.
2. Rich, Schiesser, IT Systems Management; New Delhi: PHI.

Additional Reading

1. Kurt Verweire, 1st Edition, *Strategy Implementation*, Routledge.
2. Huber, Adele J, *Effective Strategy Implementation*, Springer.

IMGT-10S2BUSINESS PROCESS REENGINEERING

Semester: X

Course Code: IMGT-10S2

Credit: 3

Course: Business Process Reengineering

Module Aim(s):

- To understand the about the importance of Business Process Re-engineering
- To help students develop a strong conceptual foundation of business process reengineering.
- To Map the current state of your business processes
- Analyze the existing system to find gaps or disconnects.
- Plan for improvement, frame a model, validate them

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Identify the essential updates and develop future changes.
 - Process discovery and analysis, to evaluate the existing system
 - Systems thinking and frame plans for updations or re-engineering.
 - Rules and decision management system to evaluate the process.
 - Process analysis of existing system and suggest for updations and re-engineering.
 - Process design for the newly framed updated concept of System
 - Technical skills to implement the Re-engineered concept in the organization
- Process modeling and evaluation of newly re-engineered version of Business System

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Conceptual Foundation of Business Process Re-engineering; Role of information Technology in BPR; Nature, significance and rationale of business process reengineering (BPR).

Unit II Major Issues in process redesign: Business vision and process objectives, Processes to be redesigned, Measuring existing processes; Process Improvement and Process Redesign; BPR Experiences in Indian Industry.

Unit III Process identification and Mapping; Role/Activity Diagrams; Process Visioning and Benchmarking: Business Process Improvement. Designing and building a prototype of the new process: BPR phases, Relationship between BPR phases.

Unit IV Typical BPR activities within phases: Change management, Performance management, and programme management.

Unit V BPR and continuous improvement: Co-ordination and complementary efforts, IT capabilities and their organizational impacts, Implementation of BPR, Stages of implementation and critical aspects, Case studies on BPR. Man Management for BPR Implementation; Re-organizing People and Managing Change.

References

1. R.Radhakrishnan and S.Balasubramanian Business Process Reengineering: Text Case, PHI.
2. Jayaraman,M.S., Business Process Re-engineering; New Delhi: Tata McGraw Hill,
3. Michael Hammer, James Champy, Reengineering the Corporation: A Manifesto For Business Revolution, Harper Collins Publishers.
4. Carr, D. K., &Johanson, H. J. Best Practices in Re-engineering; New York: McGraw Hill.
5. Coulson Thomas, C., Business Process Re-engineering: Myth & Reality, London, Kogan Page.

Additional Reading

1. Sanjay Mohapatra, Business Process Reengineering: Automation Decision Points in Process Reengineering.Springer
2. R. Srinivasan,Business Process Reengineering, McGraw Hill Education(India), Pvt. Ltd
3. Mike Robinson, Philip Ullah, A Practical Guide to Business Process Re-engineering, Gower Publishing Limited,England
4. Graham R. Sturdy, Business Process Reengineering: Strategies for Occupational Health and Safety, Cambridge Scholars Publishers

IMGT-10S3ELECTRONIC COMMERCE & INTERNET MARKETING

Semester: X

Course Code: IMGT-10S3

Credit: 3

Course: Commerce & Internet Marketing

Module Aim(s):

- To familiarize the students with Concept and Application of E-commerce and Internet Technologies.
- Awareness about latest network technologies to extend business limits
- Scope of Online Marketing Techniques to improve the business reach.
- Implementation of e-payments and Attract consumers through customized business promotion channels
- Online fund transfers and recovery measures to protect Cyberspace.
- To familiarize tools of electronic commerce in business to accomplish unique outcomes.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Updated with the latest technologies in the Market to promote business in online Mode.
- Awareness Internet, Online Promotions, Network Technologies, Business trends.
- Security threads and Cyber Attacks.
- Targeted marketing of Products and Services based on consumer's behaviour.
- Introduction of efficient automated system helps to handle Business online, Track Orders, Receive Funds, Generate Reports and CRM.
- Utilization of friends and community circle in social media for Internet Marketing.

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Introduction to E-Business: Fundamentals of Information Technology, Emergence of Internet & WWW, Digital economy, Emergence of ECommerce- commerce vs. E-business ,trends driving E-business , E-business framework, Business models, Revenue models, Value chain, E-business technology, software, Indian Scenario.

Unit II Launching online business: Business plan, Funding, Web hosting, content creation management, Website design and construction, Strategies for web development, 7 Cs framework, web technologies: website and page development tools, Open source tools.

Unit III E-Payment system: Traditional vs. Digital payment systems, Digital Payment requirements, Merchant account, Payment gateway, E-payment methods: Credit cards, E-wallet, Digital Token based E-payment systems, E-Cash, Innovative payment methods, E-loyalty and Reward programmes ,E-payment system Design, E-Banking, Main Concerns in Banking.

Unit IV E-Security: Network and website security, Security Technologies, Internet Security Holes, Cryptography, Codes and Cipher, Data Encryption standard, Authentication, PKI, Digital signature, SSL, Firewalls, VPN, Cryptographic applications .E-Commerce Risk Management, Information Security in India, NASSCOM's Flagship Initiatives, Cyber laws in various countries.

Unit VE-Business Application Areas (CRM,ERP,SCM and Selling), Mobile Commerce:

Introduction to mobile commerce, Wireless applications, Hand Held Devices, Mobile Computing, Wireless Web, Concepts of WAP.E-Marketing: Browsing behavior model, Internet Marketing Trends, E-Advertising, E-branding, Marketing Strategies, SEO, Location based commerce, Emergence of Web 2.0, Social Media Strategies.

References

1. Dave Chaffey, E-Business and E-Commerce Management, Pearson Education, 2012.
2. Kalakota Ravi and M.Robinson, E-Business 2.0: Roadmap for Success, Pearson Education.
3. Efraim Turban et al., E-Commerce, Pearson Education.
4. Joseph, P.T. E-commerce An Indian Perspective; New Delhi: PHI

Additional Reading

1. Janice Reynolds, 2nd Edition, The Complete E-Commerce Book: Design, Build & Maintain a successful web based business. Published b CRC Press
2. MoutusyMaity, Internet Marketing, A Practical Approach in the Indian Context.
3. Dave Chaffey, E-Business and E-Commerce Management: Strategy, Implementation and Practice (4th Edition) , Published by Prentice Hall

INTERNATIONAL BUSINESS ELECTIVES
IMGT-8IB1 INTELLECTUAL PROPERTY RIGHTS AND PATENTS

Semester: VIII

Course Code: IMGT-8IB1

Credit: 3

Course: Intellectual property rights and patents

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in International Business.
- To introduce the students about intellectual property rights and patents and its influence on business worldwide.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
	18	12					

Course Outcomes

On successful completion of this course the student can be able to:

- **Distinguish and explain various forms of IPRs.**
- Identify criterias to fit one's own intellectual work in particular form of IPRs.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I Historical perspective – WIPO – international treaties – Paris and Berne conventions - WTO – multilateral agreements - TRIPS – India and TRIPS – Issues and challenges – benefits - criticisms

Unit II Key forms of IPR – patents – copyrights - trademarks – industrial designs – layout designs of ICs– geographical indications – trade secrets – plant varieties

Unit III IPR and legislations - Indian Trademarks Act 1999 – The Copyrights (Amendment) Act 1999 – Geographical Indications of Goods (Registration and Protection) Act 1999 – Semiconductor Integrated Circuit Layout Design Act 2000 - The Industrial Designs Act 2000 - Protection of Plant Varieties and Farmer's Rights Act 2001 - Biological Diversity Act 2002 - The Patents (Amendment) Act 2005

Unit IV Impact of IPRs on developing countries in general and India in particular – impact on agriculture bio piracy - impact on pharmaceutical companies – public health programmes – SMEs

Unit V Procedure for registering IPRs - role of government – Department of Industrial Policy and Promotion - major agencies for administering IPRs - enforcement mechanism – Intellectual Property Appellate Board

References

1. Balassa, Bela. (1961) Theory of Economic Integration; Homewood, IL: Richard. D. Irwin.
2. Krugman, P. R., & M, Obstfeld. (2006) International Economics: Theory and Policy; Boston: Pearson,
3. Cherunilam, Francis, International Economics; New Delhi: Tata McGraw-Hill Publishing Company Ltd.

IMGT-8IB2 INTERNATIONAL TRADE POLICIES AND PROCEDURES**Semester: VIII****Course Code: IMGT-8IB2****Credit: 3****Course: International trade policies and procedures****Module Aim(s):**

- To provide a fundamental exposure to the students on the theories and practices in International Business.
- The objective of this course is to acquaint the students with the fundamentals of international trade policies and procedures.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
	18	12					

Course Outcomes

- Compare at the level of formal analysis, the major models of international trade and be able to distinguish between them in terms of their assumptions and economic implications.
- Identify major recent developments in the world trading system, and be able to critically analyse key issues raised both by the current round of WTO negotiations and by the spread of regional trading arrangement.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
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Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p><u>Outline Syllabus:</u></p> <p>Unit I India's Foreign Trade and Investments: Pattern and structure of India's foreign trade; Terms of trade; Foreign investment flows; India's balance of payments account and correction policies.</p> <p>Unit II Policy Framework and Promotional Measures: India's foreign trade and investment policy; Policy making body and mechanism; Export promotion measures and infrastructure support – export and trading, houses, export promotion schemes and incentives; Institutional arrangements for export promotion; Export processing/special economic zones, 100% EOUs.</p> <p>Unit III EXIM Operations and Documentation: Trade operations and documentation; Documentation areas and dimensions; Nature and characteristic features of Exim documents; EDI and documentation. EXIM Policy Framework: Legal framework, Objective of EXIM policy; Policy overview – Facilities and restrictions; getting started in export business. Legal framework in India – FEMA- Origin and objectives, Main provision of FEMA and FEDAI</p> <p>Unit IV International Trade Terms: Trade contract and trade terms; DA Letter of credit and parties involved; Process of opening and advising LC, Types of LC; Export Payment Terms: Credit risk management and payment terms; Main features of payment terms -Advance payment, open account, documentary credit – Documentary bills for collection –DP and DA; UCPDC.</p> <p>Unit V Credit Risk Management: Export credit insurance – Concept and importance; Role of Export Credit Guarantee Corporation (ECGC); Covers issued by ECGC; Financial guarantees; Coverage of commercial and political risks – procedures and documentary requirements. Excise duty – Definition, rationale, stages of levying and collection; Type of duties.</p>								
References								
<ol style="list-style-type: none"> 1. Hazari, R. Bharat. International Trade: Theoretical Issues; London and Sydney: Croom Helm. 2. Mannur, H. G. International Economics; New Delhi: Vikas Publishing House. 3. Ministry of Commerce, Handbook of Procedures, Volumes I and II; New Delhi: Government of India. 4. Ram, Paras. Exports: What, Where and How?; New Delhi: Anupam Publications. 								

IMGT-8IB3 INTERNATIONAL BUSINESS INSTITUTIONS AND AGREEMENTS**Semester: VIII****Course Code: IMGT-8IB3****Credit: 3****Course: International Business Institutions and Agreements****Module Aim(s):**

- To provide a fundamental exposure to the students on the theories and practices in International Business.
- To introduce the students about those institutions and agreements that are fundamental and its influence on business worldwide.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- The theoretical perspectives of authors who have been key influences in the field of International Business (e.g. Dowling, Root and Franklin Yadong etc.).
- To equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. She/he would also get an insight in to the policy environment in India regarding the international business.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I

International Economic System: Feature of International monetary system; Role of IMF and World bank in relation to international business; WTO –structure, role and critical assessment; UNCTAD – structure and present status.

Unit II

International Trading Agreements: Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties

Unit III

Regional Economic Integration: Free trade area, customs union and common market; Regionalism vs. multilateralism; Structure and functioning of EU, ASEAN and SAARC.

Unit IV

MNCs & Joint Ventures: Multinational Corporations: Issues in investment, technology transfer, pricing and regulations, International collaborations and strategic alliances.

Unit V

Joint Venture as a mode of international business; Joint ventures in India; Indian Joint Ventures abroad.

References

1. Daniel, John. D., Radebaugh, Lee, H., & Sullivan, Daniel. P. International Business: Environment and Operations; New Jersey: Prentice Hall.

2. Griffin, Ricky W., & Pustay, Michael. W. International Business: A Managerial Perspective; New Jersey: Prentice Hall.
3. Hill, Charles. W. L. International Business: NewYork: McGraw Hill Company

IMGT-9IB1 INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Semester: IX

Course Code: IMGT-9IB1

Credit: 3

Course: International Human Resource Management

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in International Business.
- The objective of the course is to develop a diagnostic and conceptual understanding of the cultural and related behavioural variables in the management of global organisations.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Demonstrate an understanding of key terms, theories/concepts and practices within the field of

IHRM								
<ul style="list-style-type: none"> Appreciate the implications of increasing globalisation for the management of human resources, with particular reference to IHRM in multinational corporations 								
Key Graduate Attributes								
	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Academic and professional Knowledge								
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
<p><u>Outline of Syllabus:</u></p> <p>Unit I</p> <p>HR and Global Business Challenge -The differences between domestic and international Human Resources - The Various perspectives and approaches of International Human Resource Management.</p> <p>Unit II</p> <p>The role of cultural understanding - Culture and HR functions in a global subsidiary Planning Recruitment and Selection, Staffing Policies, Performance Management of international employees, Performance Appraisal in a global context. Recent innovative methods in HRM.</p> <p>Unit III</p> <p>Orienting and training employees for global assignments – approaches to training - Integrating business strategy with international training & development. Compensation-various approaches – Factors affecting compensation systems. Benefits – The adjustments and incentives.</p> <p>Unit IV</p> <p>ILO and International Labor Relations – Key issues, Various Agreements International Labour standards, Safety and fair Treatment, Repatriation: Process, Problems and Solutions.</p> <p>Unit V</p>								

MNC's and HR Policies. Human Resources Practices and Programs adopted in USA, EUROPEAN and Major Asian countries (Japan, China and India).

References

1. Dowling, P. J., & Welch, D. E. International Human Resource Management; London: Cengage Learning.
2. Randal, Schuler., & Susan, Jackson. Managing Human Resources in Cross-Border Alliances; Rutledge Taylor & Francis Publication.
3. Pawan, Budhwar. Managing Resources in Asia-Pacific; Rutledge Taylor & Francis Publication.
4. Paul, Sparrow., Chris, Brewster., & Hillary, Harris. Globalizing Human Resource Management; Rutledge Taylor & Francis Publication.
5. P, L, Rao. International Human Resource Management; New Delhi: Excel Books.

IMGT-9IB2 INTERNATIONAL LOGISTICS MANAGEMENT								
Semester:IX								
Course Code: IMGT-9IB2Credit: 3								
Course: International Logistics Management								
Module Aim(s): <ul style="list-style-type: none">To provide a fundamental exposure to the students on the theories and practices in International Logistics Management.This objective of this course is intended to make the student understand the physical distribution issues in international marketing in detail with focus on logistics.								
Teaching Strategy: <p>Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.</p>								
Study Hours:	Lect(L) 18	Tutorial (T) 12	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100	
Course Outcomes <ul style="list-style-type: none">Helps to learn logistics concepts and basic activities and learn logistics trendsTo learn how to reduce the Logistics costs to minimum by applying the techniques of Industrial Engineering..								
Key Graduate Attributes								
	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Academic and professional Knowledge								
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:**Unit I**

Marketing Logistics: Concept, objectives and scope; System elements; Relevance of logistics in international marketing; International supply chain management and logistics; Transportation activity – internal transportation, inter-state goods movement; Concept of customer service.

Unit II

General Structure of Shipping: Characteristics, liner and tramp operations; Code of conduct for liner conferences; Freight structure and practices; Chartering principles and practices; UN convention on shipping.

Unit III

Developments in Ocean Transportation: Containerization; CFS and inland container depots; Dry ports; Multi-modal transportation and CONCOR; Role of intermediaries including freight booking, shipping agents, C&F agents, Ship owner and shipper consultation arrangements.

Unit IV

Air Transport: Air transportation - total cost concept, advantages, freight structure and operations; Carrier consignee liabilities.

Unit V

Inventory Control and Warehousing: Inventory management – concepts and application to international marketing; Significance and types of warehousing facilities; Total cost approach to logistics.

References

1. D, M. Lambert., & S, R. James. Strategic Logistic Management; New Delhi: Tata McGraw Hill.
2. G, Raghuram. Shipping Management: Cases and Concepts; New Delhi: Macmillan Publishers India Ltd.
3. Sherlock, Jim. Principles of International Physical Distribution; Oxford, UK: Wiley Blackwell.

IMGT-9IB3 INTERNATIONAL ECONOMICS

Semester: IX

Course Code: IMGT-9IB3

Credit: 3

Course: International economics

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in International Economic systems.
- The basic purpose of this course is to give the students an in-depth knowledge of the theory and practice of international economics.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L) 18	Tutorial (T) 12	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- To understand Models Of Supply And Demand Within The Context Of International Trade Theory Analysis
- To identify the relationship between foreign trade theory and economic development.
- Helps to understand exchange markets, and exchange rate systems.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

References

1. Krugman, P. R., & M, Obstfeld. International Economics: Theory and Policy; Boston: Pearson international Edition.
2. D, Salvatore. International Economics; New Delhi: Wiley India.

3. Cherunilam, Francis. International Economics; New Delhi: Tata McGraw-Hill Publishing Company Ltd.

IMGT-9IB4 INTERNATIONAL MARKETING

Semester: IX

Course Code: IMGT-9IB4

Credit: 3

Course: International Marketing

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in International Marketing.
- The basic objective of this course is to acquaint the students with environmental, procedural, institutional and decisional aspects of international marketing.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
	18	12					

Course Outcomes

- Helps to classify strategies for entering export markets from extant knowledge and research.
- Apply core theoretical concepts in international marketing to find practical solutions to constraints of small businesses.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I

Nature, importance and scope of international marketing International market orientation and involvement, International marketing management process – an overview. Influence of physical, economic socio - cultural, political and legal environments on international marketing, operations; Scanning and monitoring global marketing environment; International marketing information system.

Unit II

International Market Segmentation and Positioning; Screening and selection of markets; International market entry strategies. International Product Planning: Major Product and Services decisions. Product standardization vs. adaptation; Managing product line; International product life cycle; New product development.

Unit III

Pricing for International Markets: Factors affecting international price determination; International pricing process and policies; Delivery terms and currency for export price quotations; Transfer pricing. International Distribution Decisions: Distribution channel strategy-International distribution channels, their roles and functions; Selection and management of overseas agents; International distribution logistics inventory management transportation, warehousing and insurance.

Unit IV

International Promotion Strategies : Communications across countries complexities and issues; International promotion tools and planning – Advertising, personal selling, publicity and sales promotion; Developing international promotion campaign; Planning for direct mail, sales literature, trade fairs and exhibitions.

Unit V

International Marketing Planning, Organising and Control: Emerging trends in International Marketing; International Marketing through Internet; Ecological concerns and International Marketing ethics.

References

1. Cateora, Phillip. R., & Graham, L. John. International Marketing; Boston: Irwin McGraw Hill.
2. Paul, Justin., Kapoor, Ramneek. International Marketing; New Delhi: Tata McGraw Hill.
3. U, C. Mathur. International Marketing: Text and Cases; New Delhi: Sage India.
4. R, Srinivasan, International Marketing; New Delhi: Prentice Hall India.

IMGT-9IB5 GLOBAL SOURCING AND BUSINESS DEVELOPMENT

Semester: IX

Course Code: IMGT-9IB5

Credit: 3

Course: Global sourcing and business development

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in International Business.
- The objective of this course provides exposure to global sourcing and business development and imparts international perspective to business decisions.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- Understanding of the global sourcing strategy incorporates different components of global sourcing strategy and examines the global sourcing configurations of business services leading to high performance both in terms of cost savings and innovation.

To describe the range of activities that firms carry out on a global scale to bring a product or service to end use

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross-Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life-long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I

Global Sourcing – procuring from all over the world: Meaning, Opportunities and Challenges in Global Sourcing – Differences between Global Sourcing and other sourcing Strategies - Global Sourcing Process – examples of successful companies profiting from Global Sourcing – General conditions required for efficient Global Sourcing.

Unit II

The most attractive regions for international procurement: important criteria when selecting country – Significant tools for country assessment – sourcing market: China, India, and Eastern Europe.

Unit III

Global Sourcing as a profit booster – products suitable for Global Sourcing – Positioning the purchasing department for Global Sourcing – Operational procurement – Strategic procurement management – Clear decision for or against Global Sourcing – Product specification for comparable offers – Suitability for various countries for various products – Search for finding optimal supplier – supplier information for Global Sourcing – Procurement, Controlling

Unit IV

Legal aspects of Global Sourcing – basic elements of Global Sourcing contract - Significance of Global Sourcing of the UN convention on contracts for the international sale of goods –Agreements on default

– payment terms – securities – Enforcement of claims in International Business – Assessment of country and debtor risk.

Unit V

Profitable growth and increasing the shareholder value through Global Sourcing - Global Sourcing as a growth booster – Global Sourcing as a value enhancement instrument for private equity houses – Positive effects of Global Sourcing on shareholder value.

References

1. Gerd, Kerkhoff. Global Sourcing: Opportunities for the future China, India, Eastern Europe - How to Benefit from International Procurement; Weinheim: Wiley - VCH.
 2. Borstelmann, Kai. Global Sourcing: An International Procurement Strategy for the Emerging Markets of Eastern Europe and Asia; Saarbrücken, Germany: VDM Verlag.
- Wolfgang, Schneid, Global Sourcing - Strategic Reorientation of Purchasing; Santa Cruz, USA, GrinVerlag Publication.

**IMGT-10IB1 INTERNATIONAL CONSUMER AND INDUSTRIAL BUYER
BEHAVIOUR**

Semester: X

Course Code: IMGT-10IB1

Credit: 3

Course: International Consumer and Industrial Buyer Behaviour

Module Aim(s):

- To provide a fundamental exposure to the students on the theories and practices in International consumer and buyer behaviour.
- The basic objective of this course is to develop and understanding about the consumer decision-making processes and its applications in marketing function of international firms.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

To help for reconciliation and integration of existing knowledge into a realistic and comprehensive model of organizational buyer behavior.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline of Syllabus:

Unit I

Consumer Behaviour Theory and its Application to Marketing Strategy; Consumer Buying Process: Extensive, Limited and Routine Problem Solving Behaviours.

Unit II

Internal Determinants of Buying Behaviour: Individual differences among customers and markets segmentation; Needs, motivation and involvement; information processing and consumer perception; Learning; Attitudes and attitude Change; Personality and psychographics (values and life style analysis).

Unit III

Models of Consumer Behaviour; Organisational Buying Behaviour: Process, Influence and model.

Unit IV

Cross-Cultural: Consumer and Industrial Buying Behaviour; Economic Demographic and socio-cultural trends and consumer behaviour; Globalisation of consumer markets and international marketing implications.

Unit V

Innovation Diffusion and Consumer Adoption Process; Diffusion of Innovation Across Nations/Cultures; Consumer Satisfaction and Other Feedbacks; Cross-Cultural Consumer Research – Complexities and issues.

References

1. Assael, H. Consumer Behaviour and Marketing Action; New Delhi: Thomson.
2. Engel, James. F., Roser, D. Blackwell., & Paul, W. Miniard. Consumer Behaviour; New Delhi: Tata Mc-Graw Hill.
3. Hoyer, Wayne. D., & Deborah, J. Macinnis. Consumer Behaviour; Boston, New York: Hongnton Mifflin Company.
4. Schiffan, Leon. G., & Kanuk, Lealie. Lazar. Consumer Behaviour, New Delhi: Prentice Hall of India Pvt. Ltd.

IMGT-10IB2 INTERNATIONAL BUSINESS NEGOTIATIONS

Semester: X

Course Code: IMGT-10IB2

Credit: 3

Course: International business negotiations

Module Aim(s):

- To provide a fundamental exposure to the students on about international trade related negotiations.
- The objective of this course is to develop an appreciation of effective management of business negotiations and to enable the students to meet business negotiation challenges in the international business.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study	Lect(L)	Tutorial (T)	Library /	Directed	Other:	Formal	Total
Hours:	18	12	Practical : 5	Study (DS): 65	0	Exams: 2	100

Course Outcomes

- To know the basic principles of effective negotiations, the main theories of negotiations; gain skills of research to obtain necessary information.

To find the deep interests driving the parties to the negotiations table and understand the people involved in negotiations

Key Graduate Attributes								
Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Nature of International Business Negotiations: Framework for international business negotiations - Background factors - Impact of national culture, organizational culture and personality on buyer-seller interaction – a model of the negotiation process with different strategies and planning – Distributive bargain and integrative negotiations.

Unit II Cultural aspects of International Business negotiation. Role of culture, patterns of cross-culture behavior and communication. Importance of understanding the negotiating conventions and expectations between foreign counterparts. Comparative and inter-cultural studies of negotiating behavior.

Unit III Inter-firm negotiation studies: buyers' negotiating strategies in international sourcing, negotiating sales, export transaction and agency agreements. Negotiating licensing agreements, negotiating international joint ventures, projects. Cooperative negotiation for mergers and acquisitions.

Unit IV Frameworks and support for international business negotiations: multinational, bilateral trade agreements, government supported trade delegations, international trade fairs, international trading houses, industry associations

Unit V Ethics in negotiations. Differences from an ethical perspective of the importance of relationship development, negotiating strategies, decision making methods, contracting practices, illicit behaviours such as bribery. Best practices in negotiations, business etiquette. Personality and negotiation skills.

References

1. Claude, Cellich., & Subhash, Jain. Global Business Negotiations: A Practical Guide; Mason, Ohio: South - Western Educational Publishing.
2. Pervez, N. Gauri., & Jean, Claude. Usunier. International Business Negotiations; Oxford: Elsevier Ltd.
3. Leigh, L. Thompson. Negotiation Theory and Research; UK: Psychology Press Ltd. 344

IMGT-10IB3 FOREIGN EXCHANGE MANAGEMENT

Semester: X

Course Code: IMGT-10IB3

Credit: 3

Course: Foreign Exchange Management

Module Aim(s):

- This course is designed to equip the student with policy and practice skills related to international business. Upon completing this course, the student will be able to understand the intricacies of running business across the political territories. He/She would also get an insight in to the policy environment in India regarding the international business.

Teaching Strategy:

Lecture sessions will be supplemented by project based (tutorial) sessions, case study discussions, and assignments. Feedback will be given orally during tutorials. Written feedback is given for both individual and group tasks.

Study Hours:	Lect(L)	Tutorial (T)	Library / Practical : 5	Directed Study (DS): 65	Other: 0	Formal Exams: 2	Total 100
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Course Outcomes

- To equip the students with the Foreign Exchange management concepts
- To provide an introduction to futures and overview of financial future markets
- To enable the students to acquire knowledge about currency swaps

To help students to understand the different types of exchange rate risks.

Key Graduate Attributes

Academic and professional Knowledge	Communication	Team Work & Leadership	IT Literacy	Global Perspective and Cross - Cultural Adaptability	Critical and Analytical thinking	Social Responsibility and Ethics	Entrepreneurship Skills	Life - long Learning
Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Outline Syllabus:

Unit I Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects.

Unit II Movements in foreign exchange and interest rates and their impact on trade and investment flows; Pricing of international transfers and investments

Unit III Authorized dealers and Money changers, Interbank transactions, mode of calculation of exchange rates for spot and future contracts

Unit IV Modes of payment for import; Currency swaps and home country currency payments.

Unit V Foreign exchange loans for exporters and importers.

References

1. Thomas, Samuel. Evelyn. The Principles and Arithmetic of Foreign Exchange; London: Macdonald & Evans.

S, Jeevanandam. A Brief Course on Foreign Exchange Arithmetic; New Delhi: Sultan Chand & Company.

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