



HINDUSTAN
INSTITUTE OF TECHNOLOGY & SCIENCE
(DEEMED TO BE UNIVERSITY)

**MASTER OF BUSINESS ADMINISTRATION
(MBA)**

CURRICULUM AND SYLLABUS

Under CBCS

(Applicable for Students admitted from Academic Year 2018-19)

MASTER OF BUSINESS ADMINISTRATION – FULL TIME

DEPARTMENT OF MANAGEMENT

SCHOOL OF MANAGEMENT

HINDUSTAN INSTITUTE OF TECHNOLOGY & SCIENCE
VISION AND MISSION

MOTTO

“TO MAKE EVERY MAN A SUCCESS AND NO MAN A FAILURE.”

VISION

To be an International Institute of Excellence, providing a conducive environment for education with a strong emphasis on innovation, quality, research and strategic partnership blended with values and commitment to society.

MISSION

- To create an ecosystem for learning and world class research.
- To nurture a sense of creativity and innovation.
- To instill highest ethical standards and values with a sense of professionalism.
- To take up activities for the development of Society.
- To develop national and international collaboration and strategic partnership with industry and institutes of excellence.
- To enable graduates to become future leaders and innovators.

VALUE STATEMENT

- Integrity, Innovation, Internationalization

DEPARTMENT OF MANAGEMENT
VISION AND MISSION

VISION

To advance the practice of management and create business leaders within a global context who are responsible leaders.

MISSION

- To bridge management and technology to advance our standing as a leading, comprehensive school of management, furthering our global reputation for educational experiences.
- To provide students with pioneering ideas and analytical insights through scholarly research, education, professional and community service.

VALUE

Our pursuits will be guided by a culture of responsibility and mutual respect. This culture is reinforced by the following values:

Relevance and innovation

Offering rigorous academic programs in a variety of specializations, we prepare our students for successful careers in their chosen fields.

Commitment and Professional Conduct

We aim to shape business leaders who are conscientious, ethical, civic-minded citizens and who add value to their communities.

Diversity and inclusion

We are dedicated to providing opportunities and support for students from diverse backgrounds and capabilities.

Entrepreneurship

Promote this spirit by championing new initiatives and ventures that engage and benefit the multiple stakeholders of our School of Management community.

School of Management

PROGRAMME EDUCATIONAL OBJECTIVES (PEO)

The program is expected to enable the students to

- PEO I** Demonstrate competency across business disciplines, specifically apply the essential elements of core business principles to analyze and evaluate problems and to construct and implement solutions in the business environment.
- PEO II** Perform teamwork and leadership skills in the evaluation of organizational conditions using a system perspective to determine necessary action.
- PEO III** Practice high level of professionalism necessary to deliver the knowledge, expertise and skill of students through the application of research to business problems and issues.
- PEO IV** Demonstrate an understanding and appreciation of ethical principles at both professional and community levels.
- PEO V** Apply critical reasoning processes to specifically employ appropriate analytical models to evaluate evidence, select among alternatives, and generate creative assumptions in furtherance of effective decision making.
- PEO VI** Develop superior oral and written communication skills relevant to business, possess effective communication skills, specifically to write business documents clearly, and analytically and speak in groups and in public clearly, concisely, and analytically, with appropriate use of visual aids.
- PEO VII** Be employed in a broad range of positions including chairman and chief executive officer, president, chief operating officer, chief financial officer, general manager, executive vice president, managing director and manager in a variety of roles.

PROGRAM OUTCOMES (ALIGNED WITH GRADUATE ATTRIBUTES) (PO)

At the end of this program, graduates will be able to

- PO1** Make effective strategic decisions using appropriate decision support systems that incorporate a comprehensive knowledge of the corporate and entrepreneurial environment and different business disciplines, theories and practices.

- PO2** Demonstrate effective leadership and interpersonal skills in a learn environment and recommend actions that improve organizational effectiveness.
- PO3** Conduct an analysis of the political, economic, social, technological, legal and environmental factors relaxant to strategic decision-making for a global organisation.
- PO4** Identify and analyze ethical aspects of management problems and recommend how an organisation can operate in an economically, socially and environmentally sustainable manner
- PO5** Make effective strategic decisions in an uncertain environment displaying well developed analytical and critical thinking and qualitative and quantitative research skills.
- PO6** Prepare professional quality business documents and deliver a professional quality business presentation.
- PO7** To select appropriate projects for a business enterprise and manage firm growth strategies such as mergers, acquisitions, international expansion, and new venture development, in line with the Vision and Mission of the enterprise.

PROGRAM SPECIFIC OUTCOMES (PSO)

At the end of this program, the business management graduates will be able to execute the following outcomes

- PSO1:** Ability to promote, run and sustain businesses which deliver value to its stakeholders.
- PSO2:** Ability to cope up and compete in the changing global business scenario by developing sustainable competitive advantage.

ACADEMIC REGULATIONS FOR MAB / MCA DEGREE PROGRAMME

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I. PREAMBLE

As per the recommendation of UGC, the Hindustan Institute of Technology and Science (HITS) has introduced Choice Based Credit System (CBCS) from the academic year 2015-16. Choice Based Credit System (CBCS) is a proven, flexible mode of learning in higher education which facilitates a student to have guided freedom in selecting his/her own choices of courses in the curriculum for completing a degree program. CBCS offers a flexible system of learning.

The system permits a student to

- (i) Learn at their own pace through flexible registration process.
- (ii) Choose electives from a wide range of courses offered within and outside their departments.
- (iii) Adopt an interdisciplinary approach in learning.
- (iv) Avail transfer of Credits.
- (v) Gain Non – CGPA credits to enhance skill/employability by taking up project work, entrepreneurship, co-curricular and vocational training.
- (vi) Make the best use of the expertise of available faculty.
- (vii) Learn and earn credits through MOOC and Project Based Learning
- (viii) Enhance their Knowledge, Skill and Attitude through participation in innovative Curriculum Design, Delivery and Assessments.

The Curriculum is designed to take into the factors listed in the Choice Based Credit System (CBCS) with a focus on Project Based Learning and Industrial Training so as to enable the students become eligible and fully equipped for employment industries choose higher studies or entrepreneurship.

II. DEFINITIONS AND NOMENCLATURE

In these Regulations, unless the context otherwise requires:

1. “Programme” means Degree Programme that is MBA / MCA Degree Programme.
2. “Discipline” means specialization of MBA / MCA Degree Programme.

3. "Course" means, a theory or practical subject that is normally studied in a semester, like Mathematics, Physics, etc.
4. "Vice – Chancellor" means the Head of the Institution.
5. Registrar is the Head of all Academic Administration of the Institute.
6. "Dean Academics" means the authority of the University, who is responsible for all academic activities of the Academic Programmes for implementation of relevant rules and Regulations pertaining to the Academic Programmes.
7. "Dean – Student Affairs" is responsible for all student related activities including student discipline, extra and co – curricular activities, attendance and meetings with class representatives, Student Council and parent-teacher meet.
8. "Controller of Examinations" means the authority of the University, who is responsible for all activities of the University Examinations.
9. "TCH" means Total Contact Hours – refers to the teaching – learning periods.
10. "AICTE" means All India Council for Technical Education.
11. "UGC" means University Grants Commission.
12. "MHRD" means, Ministry of Human Resource Development.
13. "HoD" means the Head of the Department concerned.
14. "Institute" means Hindustan Institute of Technology and Science (HITS), Chennai.
15. "DEC" means Department Exam Committee.
16. "BoS" means Board of Studies.
17. "BoM" means Board of Management.
18. "ACM" means, Academic Council, which is the highest authoritative body for approval for all Academic Policies.
19. "Class Teacher" is a faculty of the class, who takes care of the attendance, internal marks and the general conduct of the students of that class.
20. "CIA" is Continuous Internal Assessment which is assessed for every student for every course during the semester.
21. "ESE" is End Semester Examination which is conducted by the Institute at the End of the Semester, for all the courses of that semester.

ACADEMIC REGULATIONS FOR MBA / MCA**Under Choice Based Credit System (CBCS)****(Effective from Academic year 2018 - 19)****1.0 Vision, Mission and Objectives****1.1** The Vision of the Institute is “To make every man a success and no man a failure”.**1.2** The Mission of the institute is

- To create an ecosystem that promotes learning and world class research.
- To nurture creativity and innovation.
- To instil highest ethical standards and values.
- To pursue activities for the development of the Society.
- To develop national and international collaborations with institutes and industries of eminence.
- To enable graduates to become future leaders and innovators.

Value Statement

Integrity, Innovation, Internationalization

1.3 Further, the Institute always strives

- To train our graduates with the latest and the best in the rapidly changing fields of Architecture, Engineering, Technology, Management studies, Science and Humanities and Liberal Arts.
- To develop graduates with a global outlook, possessing Knowledge, Skills and Attitude capable of taking up challenging responsibilities in the respective fields.
- To mould our graduates as citizens with moral, ethical and social values so as to fulfil their obligations to the nation and the society.
- To promote research in the field of Architecture, Engineering, Technology, Management studies, Science, Humanities, Liberal Arts and Allied disciplines.

1.4 Aims and Objectives of the Institute are focused on

- Providing state of the art education in Engineering, Technology, Applied Sciences and Management studies.
- Keeping pace with the ever-changing technological scenario and help the graduates to gain proper direction to emerge as competent professionals fully aware of their commitment to the society and the nation.
- To inculcate a flair for Research, Development and Entrepreneurship.

2.0 Admission

The admission policy and procedure shall be decided from time to time by the Board of Management (BOM) of the Institute based on the guidelines issued by the UGC/ Ministry of Human Resource Development (MHRD), Government of India. The number of seats in each discipline of the MBA / MCA programme will be decided by the Board of Management of the Institute as per the directives of AICTE/ UGC / MHRD, Government of India, taking into account the market demands. Seats are also made available up to 20% of the sanctioned intake for Non Resident Indians and foreign nationals, who satisfy the admission eligibility norms of the Institute.

2.1 Eligibility for Admission

The candidate should have qualified with Bachelor's Degree of minimum 3 years' duration and should have obtained at least 50% marks (45% in case of candidates belonging to reserved category) in the qualifying Examination.

2.2 The candidate has to fulfil all the prescribed admission requirements / norms of the Institute / AICTE norms.

2.3 In all matters relating to admission to the MBA / MCA degree, the decision of the Board of Management of the Institute shall be final.

2.4 At any time after admission, if found that a candidate has not fulfilled one or many of the requirements stipulated by the Institute, or submitted forged certificates, the Institute has the right to revoke the admission of the candidate and will forfeit the fee paid and legal action may be taken against the candidate as decided by the Board of Management.

3.0 Student Discipline

Every student is required to observe utmost discipline and decorum both inside and outside the campus and not to indulge in any activity which may affect adversely the prestige/ reputation of the Institute.

3.1 Any act of indiscipline of a student, reported to the Dean (Student affairs) and Head of the Departments will be referred to a Discipline Committee constituted for the purpose. The Committee will enquire into the charges and decide on a suitable punishment if the charges

are substantiated. The committee will also authorize the Dean (Student Affairs) to recommend to the Vice-Chancellor the implementation of the decision. The student concerned may appeal to the Vice-Chancellor, whose decision will be final.

3.2 Ragging in any form is a criminal and non-bailable offence in our country. The current State and Central legislations provide stringent punishments including imprisonment. Once the involvement of a student is established in ragging, offending fellow students/staff, harassment of any nature to the fellow students/staff etc. the student(s) will be liable to be dismissed from the Institute, as per the laid down procedures of the UGC / Govt. /Institute. Every senior student of the Institute, along with their parent, shall give an undertaking every year in this regard and the same should be submitted at the time of Registration.

4.0 Structure of the MBA / MCA Degree Programme

Choice Based Credit System (CBCS) is introduced from the Academic year 2018 - 19 in the curriculum, to provide students, a balanced approach to their educational endeavour.

4.1 All **MBA / MCA** Programmes will have the curriculum and syllabi (course contents) as approved by the Board of Studies and Academic Council of the Institute.

4.2 Credits are the weightages are assigned to the courses based on the following general pattern:

One lecture / Tutorial period per week --- 1 credit

Two periods of Practical/ per week --- 1 credit

4.3 Under CBCS, the degree programme will consist of the following categories of courses.

i) General Core Foundation (CF) courses which comprise of

Courses on Humanities, Basic Sciences, English, Value Education, Environmental Sciences and Professional Development.

ii) Compulsory Courses (CC) comprise of the following.

Professional Core (PC) courses: These courses expose the students to the foundation of topics related to the chosen programme of study comprising of theory and Practical/ field work/ Case Studies / Design project/ Project etc.

- iii) **Departmental Elective (DE)** courses: These courses enable the students to take up a group of courses of their interest in the area of specialization offered by the parent Department / School.
- iv) **Non –Departmental Electives (NE):** These courses are offered (across disciplines) by departments other than the parent Department. Two groups of Electives are available under NE namely, Electives offered by Core Departments and Open Electives offered by Non – Core departments.
- v) **Indexed Journal / Conference Publications:** If a student publishes a research paper as main author, in indexed Journal / Conference, the same can be considered as equivalent to one two credit course under NE.
- vi) **Non-CGPA courses** offered in certain semesters are compulsory, but are not used for calculation of GPA and CGPA. However, the credits will be mentioned in the grade sheet.

4.4 Non-CGPA courses

The student shall select any two courses /activity from the following **Table 1**, during the entire period of study. The student has to make his / her own efforts for earning the credits. The grades given will be Pass/ Fail (P/F). The respective class teachers have to encourage, monitor and record relevant activities of the students, based on the rules issued from time to time by the Institute and submit the End semester report to the Head of the Department.

Table 1. Non-CGPA Courses

No.	Course / Activity	Credits
1.	Start ups	2
2.	Industrial Training	2
3.	Technical conference, seminar, competitions, Professional Societies	2
4.	Management courses	2
5.	Technical Certification Course	2
6.	Sports	2
7.	NCC	2
8.	NSS	2
9.	YRC	2
10.	Art and Cultural activities	2
11.	English Proficiency Certification	2
12.	Aptitude Proficiency Certification	2
13.	Foreign Languages Level II and above	2
14.	Publication in Conferences / Seminar	2
15.	Indexed Journal Publication	2

4.5 The curriculum for **MBA / MCA** programmes is designed to have a minimum of **80 credits**, distributed across four semesters of study for the award of degree

4.6 A student must earn compulsorily the credits mentioned under each category in **Table 2** and also a minimum total of **80 credits** for the award of MBA / MCA degree.

Table 2. Distribution of Credits for MBA / MCA

No.	Category	Credits	Percentage
1	Professional Allied	2	2.5
2	Professional Core	44	55
3	Department Elective	20	25
4	Non-Department Elective	4	5
5	Internship / Project	10	12.5
	Total Credits	80	100

4.7 The medium of instruction is English for all courses, examinations, seminar presentations and project reports.

5.0 Faculty Advisor

To help the students in planning their selection of courses and programme of study and for getting general advice on the academic programme, the concerned department will assign a certain number of students to a faculty member who will be called their Faculty Advisor. Such Faculty Advisor will continue to mentor the students assigned to him for the entire duration of the programme.

5.1 Class Committee

Every section / batch of the MBA / MCA Degree programme will have a Class Committee consisting of Faculty and students.

The constitution of the Class Committee will be as follows:

- a. One Professor not associated with teaching the particular class shall be nominated by the Head of the Department to act as the Chairman of the Class Committee as approved by the Dean of the respective school.
- b. Course coordinator of each of the lecture-based courses (for common courses).
- c. Workshop Superintendent (for first two semesters).
- d. Four students from the respective class nominated by Head of the Department.
- e. Faculty Advisors of the respective class.

5.2 Course committee

Course committee shall be constituted by the HoD for all the common courses, with the faculty who are teaching the courses and with a Professor of the core department as the Chairman. The Course committee shall meet periodically to ensure the quality of progression of the course in the semester.

5.3 The basic responsibilities of the Class Committee and Course committee are:

- a. To review periodically the progress of the classes.
- b. To discuss issues concerning curriculum and syllabi and the conduct of the classes.
- c. To inform the students about the method of assessment as recommended by the Department Exam Committee ("DEC") at the beginning of the semester. Each class committee / course committee will communicate its recommendations and the minutes

of the meetings to the Head of the Department, Dean (Academics) and the Dean (Student Affairs).

- d. To conduct meetings at least thrice in a semester as per the Academic Plan issued by the Dean – Academics.
- e. To review the academic performance of the students including attendance, internal assessment and other issues like discipline, maintenance etc.

6.0 Registration for courses in a Semester

6.1 A student will be eligible for registration of courses in any semester only if the student satisfies regulation 10.0 (progression) 11.0 (maximum duration of the programme) and only if he/she has cleared all dues to the Institute, Hostel and Library up to the end of the previous semester provided that student is not debarred from enrolment on disciplinary grounds.

6.2 The institute follows a Flexible Choice Based Credit System and Slot based table. Accordingly, the students shall be given the option for selecting their courses, credits, teachers, slots and create their time table. The student is given the option of selecting the number of credits to undergo in a semester, subject to the curriculum requirements of minimum and maximum.

Except for the first year courses, registration for a semester will be done during a specified week before the start of the semester as per the Academic Schedule.

Late registration /enrolment will be permitted by the Dean – Academics for genuine cases, on recommendation by the Head of the respective department, with a late fee as decided from time to time.

6.3 The student shall make the choice of course in consultation with the Faculty Advisor and as stipulated from time to time.

6.4 Students shall have to pay additional fee as prescribed, for registering in certain elective courses under Non - Departmental Electives courses offered by certain specific Departments and for higher level Foreign Languages, as decided from time to time.

7.0 Attendance

The faculty handling a course must finalise the attendance, 3 calendar days before the last instructional day of the course and submit to the HoD through the class teacher.

- a. A student with an attendance of less than 75% (Total Contact Hours - "TCH") in any course, irrespective of the reason for the shortfall of the attendance, will **not** be permitted to appear for the end-semester examination in that particular course. The student is however permitted to avail **Academic Leave** up to 10% for attending academic related activities like, Industrial Visits, Seminars, Conferences, Competitions etc., with the prior approval of the HoD. After the event the student should submit the proof of evidence to the HoD for approval of the Academic Leave.
- b. The remaining 25% allowance in attendance is given to account for activities under NCC / NSS / Cultural / Sports/ Minor Medical conditions etc.
- c. A student who earns an attendance ("TCH" – Total Contact Hours) between 40% and 75% in any course will be "RC" category which means Repeat the Course during the Summer / Winter break. Students under "RC" category will **not** be permitted to attend the Regular End Semester Examinations for that course. During the Summer / Winter break, the regular courses of the respective semester will be offered as Summer/Winter Courses, to enable the students to get required attendance and internal assessment marks to appear in the repeat exam.
- d. Students under "RC" category in any course shall attend the immediately following Summer / Winter course as detailed in clause 9.1. The detailed schedule of the Summer / Winter courses offered in every semester will be announced during the end of that semester. The student who fall under "RC" category has to select their appropriate slots and courses, optimally to attend the courses

- e. **The student, whose attendance falls below 40% for a course in any semester, will be categorized as “RA”, meaning detained in the particular course for want of attendance and they will not be permitted to write the End semester exam for that course. The procedure for repeating the course categorized as “RA” is mentioned in Clause 11.2.**

- 7.1** Additional condonation may be considered in rare and genuine cases which includes, approved leave for attending select NCC / Sports Camps, cases requiring prolonged medical treatment and critical illness involving hospitalization.

For such select NCC / Sports Camps prior permission for leave shall be obtained by the respective faculty coordinator / Director of sports from the designated authority, before deputing the students

- 7.2** For medical cases, submission of complete medical history and records with prior information from the parent / guardian to Dean (Student Affairs) is mandatory. The assessment of such cases will be done by the attendance sub – committee on the merit of the case and put up recommendations to the Vice – Chancellor. Such condonation is permitted **only twice** for a student in the entire duration of the programme.

The Vice-Chancellor, based on the recommendation of the attendance sub - committee may then give condonation of attendance, only if the Vice Chancellor deems it fit and deserving, but in any case, the condonation cannot exceed 10%.

8.0 Assessment Procedure

Every course shall have two components of assessment namely,

- a. Continuous Internal Assessment “CIA” This assessment will be carried out throughout the semester as per the Academic Schedule
- b. End Semester Examination “ESE”. This assessment will be carried out at the end of the Semester as per the Academic Schedule

The weightages for the various categories of the courses for CIA and ESE is given in Table 4.

Table 4 Weightage of the CIA and ESE for various categories of the courses

No.	Category of Courses	CIA weightage	CIA Minimum	ESE	ESE Minimum	Passing minimum (CIA + ESE)
1	Theory Course	50%	50%	50%	50%	50%
2	Practical	80%	50%	20%	50%	50%
3	Theory Course with Practical Components	60%	50%	40%	50%	50%
4	Department Elective (DE) / Non – Department Elective (NE)	50%	50%	50%	50%	50%
5	Design Project / Case Studies	100%	50%	---	---	50%
6	Internship / Personality Development	100%	50%	---	---	50%
7	Project and Viva Voce	50%	50%	50%	50%	50%

8.1 Theory Course / DE / NE Assessment weightages:

The general guidelines for the assessment of Theory Courses, Department Electives and Non – Department Electives shall be done on a continuous basis is given in Table 5.

Table 5a: Weightage for Assessment

No.	Assessment	Weightage	Duration
1.	First Periodical Assessment	10%	1 period
2.	Second Periodical Assessment	10%	1 Period
3.	Third Periodical Assessment	10%	1Period
4.	Seminar/Assignments/Project/ Lab	10%	--
5.	Surprise Test / Quiz / Lab	10%	--
6.	End Semester Exam	50%	2 to 3 hours

8.2 Practical: For practical courses, the assessment will be done by the course teachers as below:

Weekly assignment/Observation / lab records and viva as approved by the Department Exam Committee (“DEC”).

- a. Continuous Internal Assessment -- 80%
- b. End Semester Examination -- 20%

8.3 Theory courses with practical Component: For theory courses with practical Component the assessment will be calculated as follows as approved by the “DEC”.

- a. Continuous Internal Assessment -- 60%
- b. End Semester Exam -- 40%

Table 5b: Weightage for Assessment

No.		Assessment Theory, DE, NE courses	Weightage Theory, DE, NE courses	Duration
1.	CIA	First Periodical Assessment	10%	1 period
2.		Second Periodical Assessment	10%	1 Period
3.		Third Periodical Assessment	10%	1Period
4.		Practical Assessment	30%	----
5.	ESE	End Semester Exam	40%	2 to 3 hours

8.4 Design Project / Case Studies – Assessment

The general guidelines for assessment of Design Project is given in Table 6

Table 6: Assessment pattern for Design Project / Case Studies

No.	Review / Examination scheme	Broad Guidelines	Weightage
1.	First Review	Concept	20%
2.	Second Review	Design	30%
3.	Third Review	Experiment/Analysis	20%
4.	Project report and Viva – Voce	Results and Conclusion	30%

8.5 Internship

A student has to compulsorily attend summer internship during 2nd year (MBA) and 3rd year (MCA) for a minimum period of one month.

In lieu of summer internship, the student is permitted to register for undertaking case study / project work under a faculty of the Institute and carry out the project for minimum period of one month.

In both the cases, the internship report in the prescribed format duly certified by the faculty in-charge shall be submitted to the HoD. The evaluation will be done through presentation and viva. The course will have a weightage of 1/2 credits as defined in the respective curriculum.

- 8.6** For End of Programme Project / Dissertation / Internship / Thesis, the assessment will be done on a continuous as given in Table7

Table 7: Assessment of Project work

No.	Review / Examination scheme	Weightage
1.	First Review	10%
2.	Second Review	20%
3.	Third Review	20%
4.	Project report and Viva – Voce	50%

For the end of programme project and Viva – Voce semester examination, the student shall submit a Project Report in the prescribed format issued by the Institute. The first three reviews will be conducted by a Committee constituted by the Head of the Department. The end – semester assessment will be based on the project report and a viva on the project conducted by a Committee, constituted by the Registrar / Controller of examination. This may include an external expert.

- 8.7** For Non – CGPA courses the assessment will be graded “Satisfactory/Not Satisfactory” and grades of Pass/Fail will be awarded.
- 8.8 Flexibility in Assessment:**

The respective Departments under the approval of the Department Exam Committee (DEC) may decide the mode of assessment, based on the course requirements.

8.9 A student with internal assessment marks of **less than 50%** in any course will **not be permitted** to appear for the end-semester examination in that particular course and will be categorized in “RC” grade for that course. This grade shall appear in the grade sheet till the course is successfully completed in the subsequent semester(s).

9.0 Procedures for Course Repetition / Repeat Examinations

9.1 Summer / Winter Course: - for “RC” Category

a. Students under RC category i.e.

- i. Attendance between 40% and 75% in any course(s) OR
- ii. CIA marks less than the prescribed minimum as specified in clause 8.0 Table 4 in any course(s) OR
- iii. Falls under both 1 and 2 above

are eligible for registering for the **Summer / Winter Course** which will be conducted during the Summer / Winter break, to improve their Attendance and/or CIA marks in the courses, by paying the **prescribed registration fee fixed from time to time..**

b. The Odd semester regular courses will be offered only in the Winter and the even semester regular courses will be offered only in the Summer.

c. **RC** students shall register by payment of prescribed fee and attend the classes during the summer / winter break and take assessments to earn minimum internal marks (clause 10.0, Table 3) and/or required attendance, to become eligible for writing the Repeat Examinations (Clause 11.3).

d. The revised CIA marks shall not exceed 60% of the total internal weightage for any repeat course.

e. Re- Registration for ‘RC’ category

The students under “RC” category who **fail to improve** their attendance and/or CIA marks and **not** become eligible to write the Repeat Examination through the immediate summer/winter course are permitted to **re – register** for the Summer / Winter course again under “RC” category whenever it is offered in the subsequent semester(s) during their period of study by **paying 50% of the prescribed registration fee** as mentioned in

Clause 11.1 (a). It is the responsibility of the student to fix the appropriate slots in the Summer / Winter course time table. The student will not be able to register if he/she is unable to fix the slots in the time table. The course will remain in the “RC” category until he / she successfully completes that course.

9.2 Course – Repetition - “RA” Category

- a. Students who secure attendance less than **40%** in any course(s) in a semester will be categorized under “RA” - meaning **Repeat the course(s)** for want of minimum attendance. The CIA marks obtained by the students placed under RA category will become null and void.
- b. “RA” category students shall re-register for the same course once again whenever it is offered in the subsequent regular semesters and has to secure required minimum attendance and minimum internal assessment marks to become eligible to appear in the end semester examination for that course, by paying the requisite fee.
- c. It is the responsibility of the student to schedule their time table to include the “RA” courses without affecting the attendance of the regular courses of the current semester.
- d. Normally, a student will be permitted to register for not more than 3 “RA” courses in a semester. However, the students who wish to register for more than 3 “RA” courses are permitted to register only if the student finds suitable slots for doing the course within the framework of the time table for the regular semester. Request for registrations of additional RA courses over and above 3 in a semester shall be got approved by the respective HoDs.
- e. The student has the option to drop their regular courses proportionally in their regular semester during the course registration process without affecting the minimum credit requirement specified. Such dropped courses will be categorized as “RA”. However, the student has to complete the dropped courses in the subsequent semesters.

- f. It is the responsibility of the student to fix the slots for “RA” courses within the framework of the time table and slot availability without affecting his/her regular courses.

g. Detention

A student who secure RC or RA or both In all the registered theory courses prescribed in a semester shall repeat the semester by registering for the semester in the next academic year. However he/she is permitted to appear for arrear examination as per eligibility.

9.3 Repeat Examinations

- a. Normally, the results of the End Semester Examinations for Regular Theory courses are announced within a period of 10 days after the last regular examination.
- b. During the even semester, the Repeat Examinations will be conducted for even semester courses and during the Odd semester the Repeat Examinations will be conducted for Odd semester courses.
- c. The schedule for the Repeat Examinations will be notified through the Academic Calendar which will be published at the beginning of every academic year.
- d. The students under “RC” category, who have secured the requisite attendance and internal assessment marks as applicable, by successfully completing the Summer / Winter course, are eligible to register for the Repeat Examinations.
- e. The students who fail to secure a pass or being absent for genuine reasons in their End Semester Examination for the regular courses are permitted to appear for the Repeat Exams by paying the prescribed fee.
- f. For the **Supplementary examinations (refer: Clause 15.2)**, the students with “U” grade in any course (refer clause 8.0 Table 4 and Clause 16.1) shall register by paying requisite fee and appear in the Repeat Examinations.
- g. The students who wish to apply for the revaluation of their answer scripts (Regular/ Supplementary / Repeat Examinations) should apply immediately after the announcement of results.

10.0 Progression to higher semester

10.1 MBA / MCA – Regular: Student has to satisfy the following conditions laid down in Table 8 for progression from one academic year to next.

Table 8. Minimum Eligibility for progression MBA / MCA - Regular

To enroll for semester	Minimum no. of credits to be earned
3	15 Credits in 1 st and 2 nd Semester
5	30 credits in 1 st to 3 rd Semester put together (MCA)

If a student fails to satisfy the above criterion in an academic year, the student has to take a short break the programme until they become eligible for progression.

10.2 A student under **RA** category (due to lack of minimum attendance as specified in clause 8.1e) **or RC** category (due to lack of minimum internal marks as specified in clause 8.1c) **in all registered theory courses prescribed in a semester**, is detained and will not be allowed to proceed to the next semester. He/she has to re-register for the courses in the following academic year only.

11.0 Maximum Duration of the Programme

A student may complete the programme at a slower pace than the regular pace, but in any case in **not more than 3 years (6 semesters) for MBA and 4 years (8 semesters) for MCA**, excluding the semesters withdrawn as per clause **12.0**.

A student completing the **MBA / MCA** programmes during the extended period will not be eligible for Institute ranking.

12.0 Temporary Withdrawal from the Programme

- A student is permitted to take a break, up to a maximum of 2 semesters, during the entire programme to clear the backlog of arrears.
- A student may be permitted by the Vice- Chancellor to withdraw from the entire programme for a maximum of two semesters for reasons of ill health, Start – up venture or other valid reasons as recommended by a committee consisting of Head of Department, Dean of School, Dean (Academic) and Dean (Student Affairs).

13.0 Declaration of results

- 13.1** A student shall secure the minimum marks as prescribed in Clause 8.0 (Table 4) in all categories of courses in all the semesters to secure a pass in that course.
- 13.2 Supplementary Examinations:** If a candidate fails to secure a pass in any course due to not satisfying the minimum passing requirements and obtain a “U” grade – as per clause 15.1 he/she shall register, pay the requisite fee and re-appear for the End Semester Examination during the following semesters. Such examinations are called Supplementary Examinations. During the even semester, the supplementary exams will be conducted for even semester courses and during the odd semester the supplementary exams will be conducted for odd semester courses. He/she need not attend the contact course. However, the Internal Assessment marks secured by the candidate will be retained for all such attempts.
- 13.3** A candidate can apply for the revaluation of his/her end semester examination answer paper in a theory course after the declaration of the results, on payment of a prescribed fee
- 13.4** After 4 years (MCA) / after 3 years (MBA) the internal assessment marks obtained by the candidate will not be considered in calculating the passing requirement. A candidate who secures 50% in the end semester examination will be declared to have passed the course and earned the specified credits for the course irrespective of the score in internal assessment marks for the course.
- 13.5** Revaluation is **not** permitted for Design Project / Thesis. However, only for genuine grievances as decided by the Exam Grievance Committee a student may be permitted to apply for revaluation.
- 13.6** Candidate who earns required credits for award of degree after 3 years for MBA / MCA (lateral Entry) and 4 years for regular MCA for (on expiry of extended period of 2 semesters over and above normal duration of course) he/she will be awarded only *second class* irrespective of his/her CGPA. However, the period approved under temporary withdrawal, if any, from the programme (13.0) will be excluded from the maximum duration as mentioned above.

13.7 Semester Abroad Programme: Students who are allowed to undergo internship or Training in Industries abroad during their course work or attend any International Institute under semester abroad programme (SAP) up to a maximum of 1 semester will be granted credit equivalence for the Course Work/project work done by them in the Industry /Foreign Institute as per the recommendations of the credit transfer committee.

14.0 Grading

14.1 A grading system as shown in Table 9 will be followed.

Table 9 Grading system

Range of Marks	Letter Grade	Grade Points	Remarks
90 – 100	S	10	Outstanding
80-89	A	09	Excellent
70-79	B	08	Very Good
60-69	C	07	Good
56 -59	D	06	Average
51 – 55	E	05	Pass
<50	U	00	To Reappear for end-semester examination
--	RC	00	Repeat Course (Summer / Winter) due to Attendance deficiency (40% and 75%) and/or Lack of minimum CIA marks as specified in clause 8.0 Table 4
--	RA	00	Repeat the course due to (i) Lack of minimum attendance (below 40%) in regular course /
--	--	00	DETAINED “RC” or “RA” or both in all registered theory courses of a semester. The student is detained and has to repeat the entire semester. Clause 10.2

14.2 GPA and CGPA

GPA is the ratio of the sum of the product of the number of credits C_i of course “i” and the grade points P_i earned for that course taken over all courses “i” registered by the student to the sum of C_i for all “i”. That is,

$$GPA = \frac{\sum_i C_i P_i}{\sum_i C_i}$$

CGPA will be calculated in a similar manner, in any semester, considering all the courses enrolled from the first semester onwards.

14.3 The Grade card will not include the computation of GPA and CGPA for courses with letter grade **RC, RA and U** until those grades are converted to the regular grades.

14.4 A course successfully completed cannot be repeated.

15.0 Grade Sheet

15.1 Letter grade

Based on the performance, each student is awarded a final letter grade at the end of the semester in each course. The letter grades and corresponding grade points are given in Table 10.

15.2 A student is considered to have completed a course successfully and earned credits if he/she secures a letter grade other than **U, RC, and RA** in that course.

15.3 After results are declared, grade sheet will be issued to each student which will contain the following details:

- a. Program and discipline for which the student has enrolled.
- b. Semester of registration.
- c. The course code, name of the course, category of course and the credits for each course registered in that semester.
- d. The letter grade obtained in each course.
- e. Semester Grade Point Average (GPA).
- f. The total number of credits earned by the student up to the end of that semester in each of the course categories.

- g. The Cumulative Grade Point Average (CGPA) of all the courses taken from the first semester.
- h. Credits earned under Non CGPA courses.

16.0 Class/Division

16.1 Classification is based on CGPA and is as follows:

CGPA \geq 8.0: First **Class with distinction**

6.5 \leq CGPA <8.0: **First Class**

5.0 \leq CGPA <6.5: **Second Class.**

- 16.2
- i) Further, the award of '**First class with distinction**' is subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses in his/her first appearance with effect from II semester, within the minimum duration of the programme.
 - ii) The award of '**First Class**' is further subject to the candidate becoming eligible for the award of the degree having passed the examination in all the courses **within 2 years For MBA and 3 years for regular MCA Program.**
 - iii) The period of authorized discontinuation of the programme (vide clause 12.0) will not be counted for the purpose of the above classification.

17.0 Transfer of credits

17.1. Within the broad framework of these regulations, the Academic Council, based on the recommendation of the Credit Transfer Committee so constituted may permit students to earn part of the credit requirement in other approved Universities of repute & status in the India or abroad.

17.2 The Academic Council may also approve admission of students who have completed a portion of course work in another approved Institute of repute under lateral entry based on the recommendation of the credit transfer committee on a case to case basis.

17.3 Admission norms for working Professional:

Separate admission guidelines are available for working / experienced professionals for candidates with the industrial / research experience who desire to upgrade their qualification as per recommendation of Credit Transfer Committee.

18.0 Change of Discipline

18.1 If the number of students in any discipline of MBA / MCA class as on the last instructional day of the First Semester is less than the sanctioned strength, then the vacancies in the said disciplines can be filled by transferring students from other disciplines subject to eligibility. All such transfers will be allowed on the basis of merit of the students. The decision of the Vice-Chancellor shall be final while considering such requests.

18.2 All students who have successfully completed the first semester of the course will be eligible for consideration for change of discipline subject to the availability of vacancies and as per norms.

19.0 Power to modify

Notwithstanding all that has been stated above, the Academic Council is vested with powers to modify any or all of the above regulations from time to time, if required, subject to the approval by the Board of Management.

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
(COMMON FOR ALL SPECIALIZATIONS)									
SEMESTER - I									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	PC	MBB4701	Organizational Behaviour	3	0	0	3	1	3
2	PC	MBB4702	Managerial (Micro) Economics	3	0	0	3	1	3
3	PC	MBB4703	Legal and Business Environment	3	0	0	3	1	3
4	PC	MBB4704	Indian Ethos And Business Ethics	3	0	0	3	1	3
5	PC	MBB4705	Financial Reporting, Statements and Analysis	3	0	0	3	1	3
6	PC	MBB4706	Entrepreneurship & Innovation	3	0	0	3	1	3
7	PC	MBB4707	Business Statistics and Analytics For Decision Making	4	1	0	4	1	4
PRACTICAL									
8	PC	MBB4708	Business Communication	0	0	4	2	0	4
Total				22	1	4	24	7	26
SEMESTER - II									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	PC	MBB4721	Research Methods in Business	4	1	0	4	1	4
2	PC	MBB4722	Operations Management	3	0	0	3	1	3
3	PC	MBB4723	Marketing Management	3	0	0	3	1	3
4	PC	MBB4724	Human Resources Management	3	0	0	3	1	3
5	PC	MBB4725	Corporate Strategy	3	0	0	3	1	3
6	PC	MBB4726	Corporate Finance	3	0	0	3	1	3
PRACTICAL									
7	PC	MBB4727	Computer Lab and Software Application	0	0	4	2	0	4
Total				19	1	4	21	6	23

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION - FINANCE									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4801	Security Analysis and Portfolio Management	3	0	0	3	1	3
2	DE	MBC4802	Managing Banks and Financial Institutions	3	0	0	3	1	3
3	DE	MBC4803	Project Appraisal and Finance	3	0	0	3	1	3
4	DE	MBC4804	Financial Markets and Services	3	0	0	3	1	3
5	DE	MBC4805	Mergers, Acquisitions and Corporate Restructuring	3	0	0	3	1	3
PRACTICAL									
6	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				15	0	4	17	5	19
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4901	Derivatives Management	3	0	0	3	1	3
2	DE	MBC4902	International Finance	3	0	0	3	1	3
3	DE	MBC4903	Taxation	3	0	0	3	1	3
PRACTICAL									
4	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				9	0	5	19	3	14

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION - MARKETING									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4811	Consumer Behaviour	3	0	0	3	1	3
2	DE	MBC4812	Retail Management	3	0	0	3	1	3
3	DE	MBC4813	Sales And Distribution Management	3	0	0	3	1	3
4	DE	MBC4814	Integrated Marketing Communication / Promotional Strategy	3	0	0	3	1	3
5	DE	MBC4815	Digital and Social Media Marketing	3	0	0	3	1	3
PRACTICAL									
6	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				15	0	4	17	5	19
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4911	Product and Brand Management	3	0	0	3	1	3
2	DE	MBC4912	Service Marketing	3	0	0	3	1	3
3	DE	MBC4913	International Marketing	3	0	0	3	1	3
PRACTICAL									
4	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				9	0	5	19	3	14

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION - HUMAN RESOURCE MANAGEMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4821	Recruitment and Selection	3	0	0	3	1	3
2	DE	MBC4822	Employee Relations	3	0	0	3	1	3
3	DE	MBC4823	Hr Metrics & Analytics	3	0	0	3	1	3
4	DE	MBC4824	Compensation and Benefits Management	3	0	0	3	1	3
5	DE	MBC4825	Performance Management Systems	3	0	0	3	1	3
PRACTICAL									
6	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				15	0	4	17	5	19
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4911	Product and Brand Management	3	0	0	3	1	3
2	DE	MBC4912	Service Marketing	3	0	0	3	1	3
3	DE	MBC4913	International Marketing	3	0	0	3	1	3
PRACTICAL									
4	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				9	0	5	19	3	14

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION - SYSTEMS									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4831	Information Technology Management	3	0	0	3	1	3
2	DE	MBC4832	E-Commerce Technology and Management	3	0	0	3	1	3
3	DE	MBC4833	Knowledge Management Systems	3	0	0	3	1	3
4	DE	MBC4834	Decision Support Systems	3	0	0	3	1	3
5	DE	MBC4835	Software Development	3	0	0	3	1	3
PRACTICAL									
6	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				15	0	4	17	5	19
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4931	Enterprise Resource Planning	3	0	0	3	1	3
2	DE	MBC4932	Database Management Systems	3	0	0	3	1	3
3	DE	MBC4933	Business Analytics & M – Commerce (Proposed)	3	0	0	3	1	3
PRACTICAL									
4	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				9	0	5	19	3	14

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – OPERATION MANAGEMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4841	Logistics Management	3	0	0	3	1	3
2	DE	MBC4842	Materials Management	3	0	0	3	1	3
3	DE	MBC4843	Total Quality Management	3	0	0	3	1	3
4	DE	MBC4844	Project Management	3	0	0	3	1	3
5	DE	MBC4845	Services Operations Management	3	0	0	3	1	3
PRACTICAL									
6	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				15	0	4	17	5	19
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4941	Supply Chain Management	3	0	0	3	1	3
2	DE	MBC4942	Lean Six Sigma	3	0	0	3	1	3
3	DE	MBC4943	Maintenance Management	3	0	0	3	1	3
PRACTICAL									
4	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				9	0	5	19	3	14

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – AVIATION MANAGEMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4851	Airline And Airport Management	3	0	0	3	1	3
2	DE	MBC4852	Airline Marketing Management	3	0	0	3	1	3
3	DE	MBC4853	Airline Operations And Scheduling	3	0	0	3	1	3
4	DE	MBC4854	Airline Finance	3	0	0	3	1	3
5	DE	MBC4855	Aviation Law	3	0	0	3	1	3
6	DE	MBC4856	Aviation Safety Management & Accident Investigation	3	0	0	3	1	3
7	DE	MBC4857	Air Cargo Management	3	0	0	3	1	3
8	DE	MBC4844	Project Management	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4951	Airline Economics	3	0	0	3	1	3
2	DE	MBC4952	Airline Advertising & Sales Promotion	3	0	0	3	1	3
3	DE	MBC4953	Supply Chain Management	3	0	0	3	1	3
4	DE	MBC4954	Crew Resource Management	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – MEDIA AND ENTERTAINMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4861	Film Animation And Gaming Programming Management Paper I	3	0	0	3	1	3
2	DE	MBC4862	Film And Television Production Programming Management Paper I	3	0	0	3	1	3
3	DE	MBC4863	Media Business Practices Paper I	3	0	0	3	1	3
4	DE	MBC4864	Media Management Paper I	3	0	0	3	1	3
5	DE	MBC4865	Social Media And Rich Media Paper I	3	0	0	3	1	3
6	DE	MBC4866	Sound Production And Music Industry Management Paper I	3	0	0	3	1	3
7	DE	MBC4867	Film Animation And Gaming Programming Management Paper li	3	0	0	3	1	3
8	DE	MBC4868	Film And Television Production Programming Management Paper li	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4961	Media Business Practices Paper li	3	0	0	3	1	3
2	DE	MBC4962	Media Management Paper li	3	0	0	3	1	3
3	DE	MBC4963	Social Media And Rich Media Paper li	3	0	0	3	1	3
4	DE	MBC4964	Sound Production And Music Industry Management Paper li	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – HOSPITAL AND HEALTHCARE MANAGEMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4871	Human Anatomy, Physiology And Medical Terminology	3	0	0	3	1	3
2	DE	MBC4872	Health Environment	3	0	0	3	1	3
3	DE	MBC4873	Hospital Architecture Planning, Design And Maintenance	3	0	0	3	1	3
4	DE	MBC4874	Hospital Information System	3	0	0	3	1	3
5	DE	MBC4875	Hospital Materials Management	3	0	0	3	1	3
6	DE	MBC4876	Hospital And Patient Relation Management	3	0	0	3	1	3
7	DE	MBC4877	Hospital Supportive Services And Facilities Management	3	0	0	3	1	3
8	DE	MBC4878	Health Insurance And Managed Care	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4971	Medical Records Management	3	0	0	3	1	3
2	DE	MBC4972	Medical Tour Operations Management	3	0	0	3	1	3
3	DE	MBC4973	Patient Care Planning And Management	3	0	0	3	1	3
4	DE	MBC4974	Quality Management And Hospital Accreditation Systems	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – HOSPITALITY MANAGEMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4881	Hotel French	3	0	0	3	1	3
2	DE	MBC4882	Food And Beverage Management	3	0	0	3	1	3
3	DE	MBC4883	Rooms Division Management	3	0	0	3	1	3
4	DE	MBC4884	Hospitality Marketing Management	3	0	0	3	1	3
5	DE	MBC4885	Tourism Principles And Practices	3	0	0	3	1	3
6	DE	MBC4886	Travel Agency And Tour Operations Management	3	0	0	3	1	3
7	DE	MBC4887	Hospitality Law	3	0	0	3	1	3
8	DE	MBC4888	Facility Management	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4981	International Tourism Management	3	0	0	3	1	3
2	DE	MBC4982	Food And Beverage Control	3	0	0	3	1	3
3	DE	MBC4983	Event Management	3	0	0	3	1	3
4	DE	MBC4984	Safety And Security Management	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – FAMILY BUSINESS & ENTREPRENEURSHIP									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4891	Family Business Management	3	0	0	3	1	3
2	DE	MBC4892	Innovation And Creativity	3	0	0	3	1	3
3	DE	MBC4893	Sickness & Turnaround Strategies	3	0	0	3	1	3
4	DE	MBC4894	Project Planning & Management	3	0	0	3	1	3
5	DE	MBC4895	Business Regulation	3	0	0	3	1	3
6	DE		Dual Specialization Elective	3	0	0	3	1	3
7	DE		Dual Specialization Elective	3	0	0	3	1	3
8	DE		Dual Specialization Elective	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC4991	Dynamics Of Family Business Governance	3	0	0	3	1	3
2	DE	MBC4992	Social Entrepreneurship	3	0	0	3	1	3
3	DE	MBC4993	Finance And Tax Strategies For Family Business	3	0	0	3	1	3
4	DE		Dual Specialization Elective	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – SPORTS MANAGEMENT									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC48A1	Sports Organization And Administration	3	0	0	3	1	3
2	DE	MBC48A2	Sports Facilities Planning And Management	3	0	0	3	1	3
3	DE	MBC48A3	Ethics In Sports	3	0	0	3	1	3
4	DE	MBC48A4	Sports Biomechanics	3	0	0	3	1	3
5	DE	MBC48A5	Sports Physiology & Kinesiology	3	0	0	3	1	3
6	DE	MBC48A6	Sports Training And Conditioning	3	0	0	3	1	3
7	DE	MBC48A7	Sports Media, Communications & Event Management	3	0	0	3	1	3
8	DE	MBC48A8	Contemporary Issues In Sports	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC49A1	Coaching & Mentoring	3	0	0	3	1	3
2	DE	MBC49A2	Sports Betting And Corruption	3	0	0	3	1	3
3	DE	MBC49A3	Sports Psychology & Sociology	3	0	0	3	1	3
4	DE	MBC49A4	Sports Medicine & Nutrition	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

MASTER OF BUSINESS ADMINISTRATION (M.B.A)									
SPECIALIZATION – FINANCIAL MARKETS (NSE)									
SEMESTER - III									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC48B1	Capital Market Operations	3	0	0	3	1	3
2	DE	MBC48B2	Equity & Fixed Income	3	0	0	3	1	3
3	DE	MBC48B3	Derivatives Market (Equity, Currency, Interest Rate And Commodity)	3	0	0	3	1	3
4	DE	MBC48B4	Mutual Funds And Insurance	3	0	0	3	1	3
5	DE	MBC48B5	Bank Management	3	0	0	3	1	3
6	DE		Dual Specialization Elective	3	0	0	3	1	3
7	DE		Dual Specialization Elective	3	0	0	3	1	3
8	DE		Dual Specialization Elective	3	0	0	3	1	3
PRACTICAL									
9	PC	MBB4941	Summer Project	0	0	4	2	0	4
Total				24	0	4	26	8	28
SEMESTER - IV									
SL. NO	COURSE CATEGORY	COURSE CODE	NAME OF THE COURSE	L	T	P	C	S	TCH
1	DE	MBC49B1	Investment Analysis And Portfolio Management	3	0	0	3	1	3
2	DE	MBC49B2	Financial Planning & Wealth Management	3	0	0	3	1	3
3	DE	MBC49B3	Investment Banking	3	0	0	3	1	3
4	DE	MBC49B4	Financial Modelling	3	0	0	3	1	3
PRACTICAL									
5	PC	MBB4942	Final Project	0	0	5	10	0	5
Total				12	0	5	22	4	17

SEMESTER – I
(COMMON FOR ALL SPECIALIZATIONS)

COURSE TITLE		ORGANIZATIONAL BEHAVIOUR (Common to MBA General, Aviation, Media & Entertainment, Hospitality & Hospital Health care)		CREDITS	3
COURSE CODE	MBB4701	COURSE CATEGORY	BS	L-T-P-S	3- 0- 0- 1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the evolution of Organizational Behaviour and relevance of OB to Managerial Roles-				1,6
2	Ability to apply the knowledge of Individual behavior and its influence on achieving organizational objectives				2,6
3	Ability to analyze the importance of Group Behavior and its effect on Organizational Outcomes				3,4
4	Analyzing the Leadership skills, Power and politics impact to the growth of the organization				4
5	Understanding the Organizational dynamics in the perspective organization culture and organizational change				4
Prerequisites: Foundations of Individual Behaviour, Group Behaviour, Leadership & Power, Dynamics of organizational Behaviour					
MODULE – 1: FOCUS AND PURPOSE					6L
Introduction to Organizational Behaviour and <i>Managerial Roles</i> - Relevance of OB to Management Functions- Evolution of Behavioral Sciences					
MODULE – 2: INDIVIDUAL BEHAVIOR					6L
Personality- Factors Influencing Personality- Types of Personality- <i>Perception and Attitudes</i> - Motivation- Motivation Theories					
MODULE – 3: GROUP BEHAVIOR					6L
Groups in Organization- Stages of Group Formation- <i>Group Decision making Techniques</i> - Group Cohesiveness- Group Dynamics & Team work					
MODULE – 4: LEADERSHIP & POWER					6L
Leaders Vs Managers- <i>Leadership Styles</i> - Leadership Theories- Power and Politics Influence in organizations					
MODULE – 5: DYNAMICS OF ORGANIZATIONAL BEHAVIOR					6L
Organization Culture & Climate- <i>Technology and Organization Design</i> - Organization Change- Managing Organizational conflict					
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Stephen P. Robins, Organizational Behavior, PHI Learning / Pearson Education, 11th edition, 2008.
REFERENCE BOOKS	
1	Fred Luthans, Organizational Behavior, McGraw Hill, 11th Edition, 2001
E BOOKS	
1	https://bookboon.com/en/organisational-behaviour-ebook
2	/www.free-ebooks.net/ebook/Management-and-Organization-Behavior
MOOC	
1	https://www.mooc-list.com/course/organizational-analysis-coursera
2	www.coursera.org/learn/organizational-behavior
ONLINE RESOURCES	
1	www.nptel.ac.in
2	www.pearson.co.uk

COURSE TITLE	MANAGERIAL (MICRO) ECONOMICS (COMMON TO MBA GENERAL, M&A, AVIATION, HHM, HOSPITALITY MGMT)			CREDITS	3
COURSE CODE	MBB4702	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the fundamental economic problems and PPF.				1
2	Enabling the importance of Demand and Supply and Consumer Equilibrium.				4
3	Illustrating Production and Cost function in managerial economics.				4
4	Analyzing perfect and imperfect market conditions to enhancing market knowledge.				4
5	Understanding Pricing and Game Theory to enhancing updated managerial Economics knowledge.				4
Prerequisites: Management Principles, Business Operations, Basic Manufacturing unit knowledge.					
MODULE – 1: FUNDAMENTAL ECONOMIC PROBLEMS & PPF					6L
The themes of economics – <i>scarcity and efficiency</i> – three fundamental economic problems – society’s capability – Production possibility frontiers (PPF) – Productive efficiency Vs economic efficiency – economic growth & stability – Micro economies and Macro economies					
MODULE – 2: DEMAND AND SUPPLY, CONSUMER EQUILIBRIUM					6L
Market – Demand and Supply – Determinants – <i>Market equilibrium</i> – elasticity of demand and supply – consumer behaviour – consumer equilibrium – Approaches to consumer behavior.					

MODULE – 3: PRODUCTION AND COST FUNCTION		6L
Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function.		
MODULE – 4: PERFECT AND IMPERFECT MARKET		6L
Product market – perfect and imperfect market – different market structures – Firm’s equilibrium and supply – Market efficiency – Economic costs of imperfect competition.		
MODULE – 5: PRICING AND GAME THEORY		6L
Advanced Pricing and Auctions- Game Theory and Asymmetric Information		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics, 19th edition, Tata McGraw Hill, New Delhi, 2010	
2	William Boyes and Michael Melvin, Textbook of economics, Biztantra, 2005	
REFERENCE BOOKS		
1	N. Gregory Mankiw, Principles of Economics, 3rd edition, Thomson learning, New Delhi, 2007	
E-BOOKS		
1	www.free-ebooks.net/ebook/Managerial-Economics	
2	www.coursehero.com/Managerial-Economics-and-pdf	
MOOC		
1	https://www.mooc-list.com/course/introduction-managerial-economics-edx	
2	www.coursera.org/specializations/managerial-economics-business-analysis	
ONLINE RESOURCES		
1.	http://homepages.stmartin.edu/fac_staff/dstout/MBA631/lecture_notes.htm	
2.	http://mcu.edu.tw/~ychen/op_mgm/resource/res_main.html	
3.	http://recursos.pearson.es/castroman/cd_data/pptlecture.html	

COURSE TITLE		LEGAL AND BUSINESS ENVIRONMENT		CREDITS	3
COURSE CODE	MBB4703	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate an understanding of effective legal management principles as outlined in selected laws.				PO-1
2	Enabling the importance of legal techniques to apply the same in business environment				PO-4
3	Illustrating legal knowledge in corporate and firms for developing managerial skills in promoting business.				PO-4
4	Analyzing the legal business environment.				PO-4
5	Understanding of latest laws of the country and its' importance before implementing sustaining growth oriented legal system in the Business.				PO-4
Pre-requisites: Basic knowledge of business & commercial law in India, know-how about section, sub section and sub clause references and idea of recitals in case laws, precedents, injunctions, notice, judgements and decrees					
MODULE – 1: MERCANTILE LAW					6L
Introduction to legal Business Environment -Sources of Law and Growth of Judicial System in India- Contract Law: Nature and Elements of Contracts-Classification-Formation- Performance, Breach-Remedies-Void, Voidable, Unenforceable, Illegal and Quasi-Contracts- Law relating to Indemnity and Guarantee, Bailment and Pledge, Sale of Goods - Agreement to Sell and sales Contracts, Warrantees, Conditions, Performance and Rights of Unpaid Seller-Banking Instruments: Provisions of Negotiable Instruments for Banking and Commercial Mediums of Exchange.					
MODULE – 2: CORPORATE LAW					6L
Nature, Definitions, Types and Classification of Companies, Incorporation, Memorandum and Articles of Association , Prospectus, Important provisions of Companies Act 2013 relating to Management, Corporate Governance and Winding.					
MODULE – 3: INDUSTRIAL LAW					6L
Overview of-Factories Act, Payment of Wages Act, Payment of Bonus Act , Industrial Disputes Act and Workmen Compensation Act.					
MODULE – 4: INCOME TAX LAW AND GOODS AND SERVICES ACT					6L
Important provisions of Income Tax Act relating to Individual and Corporate Taxes and Overview of Latest Developments in Indirect tax Laws relating to GST.					
MODULE – 5: CONSUMER PROTECTION LAWS AND INFORMATION TECHNOLOGY ACT					6L
Consumer Movement In India, Scope of Coverage, Redressal Mechanisms and RTI Act; Information Technology Act 2000 with latest Amendments.					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Balachandran, V and Thothadri , S. Business Law , 2 nd ed.,Tata Mcgraw Hill , 2009
2	Elements of Mercantile Law- N.D.Kapoor, SULTAN CHAND & SONS, 34 th Edition, 2010.
REFERENCE BOOKS	
1	RESPECTIVE BARE ACTS
2	COMPENDIUM OF SUPREME COURT CASES;
3	LAW JOURNAL
E-BOOKS	
1	http://www.freebookcentre.net/Law/Law-Books.html
2	http://197.14.51.10:81/pmb/DROIT/1405899646.pdf
MOOC	
1	www.mooc-list.com/tags/business-law
2	https://www.mooc-list.com/course/business-law-wma
ONLINE RESOURCES	
1.	http://cde.annauniv.edu/mbaqp/pdf/First%20Semester/DBA1607/MBA%201607.pdf
2.	https://www.scribd.com/doc/115935555/DBA1607-LEGAL-ASPECTS-OF-BUSINESS-pdf
3.	https://www.scribd.com/document/369243344/LEGAL-ASPECTS-OF-BUSINESS-pdf
4.	http://osou.ac.in/eresources/DIM_COURSE_1_BLOCK_4.pdf
5.	http://www.cii.co.uk/media/874535/J03%202009-10.pdf

COURSE TITLE	INDIAN ETHOS AND BUSINESS ETHICS (MBA – ALL STREAMS)			CREDITS	3
COURSE CODE	MBB4704	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	The learner understands the basic concepts of Indian Ethos				1
2	The learner should be able to understand and apply work ethos and values				4
3	The learner should get familiar with the basic sources of Indian ethos and values				4
4	The learner understands the Indian Systems of learning				4
5	The learner is provided exposure on the Indian Heritage & CSR				4
Pre-requisites: Principles of Management, Organizational Behaviour					
MODULE – 1: INDIAN ETHOS – AN OVERVIEW					6L
Meaning, Features, Need, History, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, <i>Role of Indian Ethos in Managerial Practices</i>					

MODULE – 2: WORK ETHOS AND VALUES		6L
Meaning, Levels, Dimensions, Steps, Factors Responsible for Poor Work Ethos Life Goals or Purusharthas, Professionalism and Karma Yoga, Values Vs Skills, Value System, Values & Purity of Mind, Indian Values & Wisdom relevant to modern management. Values are universal , Why should we call them Indian Values		
MODULE – 3: THE SOURCES OF INDIAN ETHOS IN MANAGEMENT		6L
Management Lessons from Vedas, Management Lessons from Mahabharata, Management Lessons from Bible, Management Lessons from Quran , and Management Lessons from Kautilya's Arthashastra Indian Heritage in Business, Management, Production and Consumption. Ethics v/s Ethos Indian Management v/s Western Management		
MODULE – 4: INDIAN SYSTEMS OF LEARNING		6L
<ul style="list-style-type: none"> • Gurukul System of Learning : Meaning, Features, Advantages, Disadvantages • Modern System of Learning: Meanings, Features, Advantages, Disadvantages • Karma: Meaning, Importance of Karma to Managers, Nishkama Karma • Laws of Karma: The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection • Corporate Karma: Meaning, Methodology, Guidelines for good Corporate Karma • Self-Management: Personal growth and Lessons from Ancient Indian Education System Personality Development: Meaning, Determinants, Indian Ethos and Personality Development		
MODULE – 5: INDIAN HERTIAGE & CSR		6L
Business Ethics, Theories of Business Ethics, Corporate Social Responsibility, Utilitarian Views on Business Ethics - Methods and means of checking corruption , Whistle blowing Fivefold debts (Pancha Rina) Vs Corporate Social Responsibility (Discussion)		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Devdutt Pattanaik (2015), Business Sutra : A Very Indian Approach to Management	
2	R Nandagopal, Ajith Sankar RN: Indian Ethics and Values in Management, Tata Mc Graw Hill, 2011	
REFERENCE BOOKS		
1	Bhatta, S.K.(2006), Business Ethics & Managerial Values, Deep and Deep Publications, New Delhi.	
2	Dave, Nalini V(2003): Vedanta and Mana. Deep and Deep Publications, New Delhi.	
E-BOOKS		
1	http://gurukpo.com/business-ethics-and-ethos	
2	bookboon.com/en/management-organisation-ebooks	
MOOC		
1	www.mooc-list.com/tags/business-ethics	
2	https://www.coursera.org/learn/business-ethics	

ONLINE RESOURCES	
1.	http://devdutt.com/category/articles
2.	http://nptel.ac.in/syllabus/109106059/

COURSE TITLE		FINANCIAL REPORTING, STATEMENTS AND ANALYSIS		CREDITS	3
COURSE CODE	MBB4705	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: Understanding the various concepts of Financial, Cost and management accounting and able to explain and discuss them.				1
2	CO-2: Able to prepare various financial statements and interpret the contents thereof.				4
3	CO-3: Analyze the financial statements, and calculate various financial parameters for decision making.				4
4	CO-4: Make critical analysis of different firms in the same industry and interpret.				4
5	CO-5: Apply the concepts and calculations and come up with solutions for real life problems in corporate financial area.				4
Pre-requisites: Accounting principles, concepts and conventions, Accounting process, Preparation of Financial statements, Financial Reporting, Reporting practices, Analysis of Financial Statements with managerial perspective					
MODULE – 1: ACCOUNTING CONCEPTS, PRINCIPLES, BASES AND POLICIES					6L
Introduction to Financial, Cost and Management Accounting- Generally accepted accounting principles, Conventions and Concepts-Balance sheet and Profit & Loss account and related concepts - Introduction to inflation accounting- Introduction to human resources accounting- Accounting Standards - Scope and functions of Accounting Standards Board-International Financial Reporting System.					
MODULE – 2: ACCOUNTING MECHANICS					6L
Meaning of double entry accounting- Classification of accounts under Traditional approach and under Accounting Equation approach- Transactions and events-Meaning and roles of debit and credit- writing up Journals, passing journal entries, Introduction to various Secondary Books of account- Posting to Ledger- Depreciation methods and accounting-Inventory valuation methods - Preparing Trial balance, Adjustment entries					
MODULE – 3: COMPANY ACCOUNTS					6L
Final Accounts: Introduction , Adjustments before preparing final accounts , Depreciation , Bad Debts and accounting treatment of bad debts , Provision for doubtful debts , Reserves for Discount on Debtors and Creditors , Closing Stock- Preparation of Trading Account , Profit and Loss Account and Balance Sheet as Per Companies Act.					

MODULE – 4: FINANCIAL STATEMENT ANALYSIS		6L
<p>Meaning and type of Financial statement-Analysis and interpretation of financial statements-Types of financial analysis- Techniques of financial analysis- Limitations-Ratio Analysis, Meaning of Ratios, Classification of ratios, Advantages and Limitations, Inter firm and Intra firm comparison using ratio analysis-Meaning of Funds Flow statement, Preparation of Funds flow statement, Uses and limitations of funds flow statements- Cash flow analysis, preparation of Cash flow statement, Utility and Limitations of Cash flow statements.</p>		
MODULE – 5: COST ACCOUNTING, ACCOUNTING IN COMPUTERIZED ENVIRONMENT		6L
<p>Cost Accounts - Classification of manufacturing costs - Accounting for manufacturing costs. Cost Accounting Systems: Job order costing - Process costing- Activity Based Costing -Marginal costing including decision making involving alternative choices- Budgetary Control & Variance Analysis - Standard cost system. Significance of Computerised Accounting System- Codification and Grouping of Accounts -Maintaining the hierarchy of ledgers- Practical exposure to Accounting software (Tally or Wings).</p>		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	M.Y.Khan & P.K.Jain - Management Accounting, Tata McGraw Hill publishing company Ltd., 2011	
2	M.A.Sahaf - Management Accounting (Principles & Practice): Vikas Publishing House Pvt. Ltd., 2010	
REFERENCE BOOKS		
1	R.Narayanaswamy - Financial Accounting - A managerial perspective Prentice Hall India Pvt., Ltd., 2003	
2	Bhattacharya S.K., John Dearden - Accounting for Management text and cases - Vikas publishing house, New Delhi, 2001	
3	Dr.S.N. Maheshwari- Principle of Management Accounting: Sultan Chand & Sons, New Delhi, 2010	
E-BOOKS		
1	http://www.freebookkeepinghelp.com/accounting-textbooks - ebooks.html	
2	http://bookboon.com/en/accounting-and-finance-ebooks	
MOOC		
1	https://www.mooc-list.com/tags/management-accounting	
ONLINE RESOURCES		
1.	http://zu.edu.jo/UploadFile/Library/E_Books/Files/LibraryFile_91615_13.pdf	
2.	http://textofvideo.nptel.ac.in/110107073/lec60.pdf	
3.	https://www.apexcpe.com/%5Cpublications%5C171016.pdf	
4.	http://www.swlearning.com/ibc/albrecht9e/pdf/Albrecht9e_c05_202-253_low.pdf	
5.	http://download.nos.org/srsec320newE/320EL27.pdf	

COURSE TITLE		ENTREPRENEURSHIP & INNOVATION (COMMON TO MBA (GENERAL & AVIATION)		CREDITS	3
COURSE CODE	MBB4706	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: Student should be able to define who is an Entrepreneur and what his or her characteristic features are, what skills made them successful and what qualities are required to become an Entrepreneur.				1
2	CO-2: Students should be able to understand the concept of Business environment and the various factors influencing it, Government and its role in encouraging and supporting Entrepreneurship through various services including EDP training programs.				4
3	CO-3: Students are expected to get the capabilities to select Products, doing a pre-feasibility study, and prepare a feasibility report and evaluate it.				4
4	CO-4: Students should be able to explain the various issues involved in starting a venture, apply the growth strategies and scaling up the venture and also how to launch a product.				4
5	CO-5: Students are equipped to start a venture, monitor and evaluate it for avoiding sickness, how to revive sick units and effectively manage small business units.				4
Pre-requisites: Basics of Marketing/Finance, Business Environment and Managerial Theories					
MODULE – 1: ENTREPRENEURIAL COMPETENCE					6L
Entrepreneurship concept – Entrepreneurship as a Career – dimensions of Entrepreneurial Competencies – Entrepreneurial assessment - Part-time vs. Full time Entrepreneurship – Intrapreneurship – Role of Mentors. Innovation and Entrepreneurship – Design Thinking – Process.					
MODULE – 2: ENTERPRISE PROMOTION					6L
New Venture Creation – Resources, Capabilities, and strategies – identifying attributes of strategic resources – Opportunity Analysis – innovator or imitator – SWOT analysis – Internal and External Environment Analysis – Industry Analysis – Embryonic Companies and Spin off's – Opportunities in Emerging/Transition/Decline industries – Porter's five forces model – Startup India – Make in India – Govt. Support Schemes for Startups					
MODULE – 3: STRATEGIC PLANNING FOR EMERGING VENTURES					6L
The nature of planning in emerging firms – Strategic planning and its value – Entry Wedge – Resource based strategies – First mover advantage – Isolating Mechanisms – Industry stages and Strategy – Evaluating Strategy and Entrepreneurial Opportunities. Structural Planning – Forms of business ownership – Franchising – networking and alliances – Buying an existing business – Identifying the right Business Model Canvas – Seven Domains of John Mullins.					

MODULE – 4: BUSINESS PLAN PREPARATION & PITCHING		6L
Business Plan – Myths, importance, content, sections – expectations of investors – Dos and Don'ts – innovative methods of presenting a business plan – mind map, animated videos, etc. Incubators, Accelerators, Angels, VCs and Crowd funding – Expectation of investors - Art of Pitching – importance, types - Elevator pitch, 3 minutes pitch, etc		
MODULE – 5: STRATEGIC EVALUATION		6L
Issues-Problems-Response to Enterprise Problems - Business Development Services – Definition, Scope - Support Services Required By Small Enterprises - Important Support Schemes from Government – Industrial Sickness – Definition – Causes – Symptoms – Prediction – Revival – Managerial Deficiencies - Revival of Sick unit – BIFR and SICA's Role – Strategic Choices in Decline industries – Leadership – Niche – Harvest – Divest – Turnaround Strategies .		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	D.F.Kuratko and T.V.Rao (2016), Entrepreneurship: A South Asian Perspective, Cengage Learning.	
2	Abrams (2016). The Successful Business Plan: Secrets and Strategies. Planning Shop, USA, 6 th Edition	
REFERENCE BOOKS		
1	Raj Shankar (2012). Entrepreneurship: Theory & Practice. Vijay Nicole	
2	Hisrich et.al (2010). Entrepreneurship. Tata McGraw Hill, New Delhi	
3	Dollinger (2003). Entrepreneurship. Pearson, New Delhi	
E-BOOKS		
1	http://www.freebookcentre.net/Business/Entrepreneurship	
MOOC		
1	www.mooc-list.com/tags/entrepreneurship	
ONLINE RESOURCES		
1.	https://www.startupindiahub.org.in/content/sih/en/learning-and-development_v2.html	
2.	http://nptel.ac.in/courses/110105067/	
3.	http://nptel.ac.in/courses/109105098/	
4.	https://lmswise.wfglobal.org/	
5.	http://blogs.hbr.org/	

COURSE TITLE		BUSINESS STATISTICS AND ANALYTICS FOR DECISION MAKING		CREDITS	4	
COURSE CODE		MBB4707	COURSE CATEGORY	PC	L-T-P-S	3-1-0-1
CIA		50%		ESE	50%	
LEARNING LEVEL		BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO	
1	Ability to understand the concept of Correlation, Regression and Time Series Analysis				1	
2	Ability to apply the knowledge of Probability theory and extend its applications to normal distribution				4	
3	To understand the concept of Sampling distribution and apply the techniques in estimating the population parameter.				4	
4	Ability to formulate hypothesis and applying test of hypothesis in various Test of level of significance for decision making				4	
5	Ability to understand the concept of Non-Parametric tests and its application to test the level of significance in different form of Non-parametric tests, in the process of decision making.				4	
Pre-requisites: Basics of Statistics						
MODULE – 1: CORRELATION, REGRESSION AND TIME SERIES ANALYSIS					6L	
Correlation analysis – Simple applications – regression Analysis – Time Series Analysis – Variations in Time Series, trend analysis, Cyclical variations, Seasonal variations						
MODULE – 2: PROBABILITY					6L	
Basic definitions and rules for Probability, Conditional probability – Baye’s Theorem Random variables – Mathematical Expectation – Normal Distribution						
MODULE – 3: SAMPLING DISTRIBUTIONS AND ESTIMATION					6L	
Introduction to Sampling distributions – Sampling distribution of mean and proportion - Application of Central limit theorem – Sampling Techniques – Estimation: Point of Interval – Estimation for population parameters of large samples and small samples – Determining the Sample size.						
MODULE – 4: TESTING OF HYPOTHESIS - PARAMETRIC TESTS					6L	
Hypothesis testing: One sample and two sample tests for mean and proportion of Large samples – One sample and two sample tests for means of small samples (t test) – F test for two sample standard deviations – ANOVA One and Two way classification						
MODULE – 5: NON-PARAMETRIC TESTS						
Chi-square Test for Independence of attributes and goodness of fit – Sign test for paired data – Mann-Whitney U Test and Kruskal Wallis test – One sample run test						
TOTAL					30 Hrs.	
LAB / MINI PROJECT / FIELD WORK						
<i>Case Discussion on Self Study Topics</i>						
TEXT BOOKS						
1	Dr. S. P. Gupta (2012) -- “Statistical Methods” – Sultan Chand & Sons , New Delhi					

2	Srivatsava T.N. and Shailaja Rego – Tata McGraw Hill, 2008
REFERENCE BOOKS	
1	Levine D.M.Krehbiel T.C and Berenson M.L. – “Business Statistics” – A First Course Pearson Education Asia, 2 nd Edition, New Delhi, 2002
2	Gupta S.C and Kapoor V.K. – “Fundamentals of Mathematical Statistics” – Sultan Chand and Sons, New Delhi, 2002
3	Bowerman B.L. Connel R.T.O. and Hand M.L. – “Business Statistics in Practice”. 2 nd edition – McGraw Hill/Irwin, 2001
E-BOOKS	
1	www.chegg.com/textbooks/business-statistics-analytics-for-decision-making
MOOC	
1	www.mooc-list.com/tags/business-analytics
2	www.coursera.org/specializations/business-statistics-analysis
ONLINE RESOURCES	
1.	https://www.sas.com/en_us/offers/sem/statistics-machine-learning-at-scale.html
2.	https://www.tandfonline.com/doi/abs/10.1080/00401706.1971.10488835?journalCode=utch20
3.	https://london.ac.uk/sites/default/files/study-guides/study-guide-business-admin-business-statistics.pdf
4.	https://www.nvc.vt.edu/rmajor/bit5724/Chapter_1&2.pdf
5.	https://link.springer.com/chapter/10.1007%2F978-1-4614-7381-7_1

COURSE TITLE		BUSINESS COMMUNICATION (PRACTICAL)		CREDITS	2	
COURSE CODE		MBB4708	COURSE CATEGORY	PC	L-T-P-S	0-0-4-0
CIA		50%		ESE	50%	
LEARNING LEVEL		BTL - 5: APPLY				
CO	COURSE OUTCOMES				PO	
1	To understand and apply business communication strategies and principles to prepare effective communication for domestic and international business situations				1	
2	Acquire in-depth knowledge of principles of employment and oral communication				4	
3	To demonstrate clear, concise, thoughtful and good understanding of effective business writing using accurate research and reporting				4	
4	To demonstrate a good understanding of Business etiquette and relationship building skills, developing & delivering effective presentations				4	
5	Comprehend the function of public relations, design a strategic communication plan within the business context				4	
Pre-requisites: Basics of Communication, Etiquettes						
MODULE – 1: INTRODUCTION TO BUSINESS COMMUNICATION					6L	
Definition and classification of communication, purpose of communication, process of communication, importance of communication in management, communication structure in organization, barriers and gateways in communication, 7C's of communication, ethical considerations for business communication						
MODULE – 2: EMPLOYMENT COMMUNICATION					6L	
Resume Writing-planning, organizing contents, layout, guidelines for good resume; Application Letter, Group Discussions- nature, uses & importance, guidelines for GD, Interview, types of interview; guidelines for candidate and interviewers preparation; Practice Mock Interview in classrooms ORAL COMMUNICATION, principles of successful oral communication, Art of Public Speaking, effective listening, non-verbal communication, body language, paralanguage						
MODULE – 3: WRITTEN COMMUNICATION					6L	
Purpose of writing, pros & cons of written communication, principles of effective writing, writing technique. BUSINESS LETTER & REPORTS - Introduction to Business letters, types of business letters; Reports - definition & purpose, structure, types, format and drafting of various types of business reports.						
MODULE – 4: GROUP COMMUNICATION					6L	
Meetings: need, importance & planning of meetings, drafting of - notice, agenda, minutes & resolutions of meetings, writing memorandum, press release, press conference, Business etiquettes- netiquettes, telephonic & table etiquettes. PRESENTATION SKILLS - what is a presentation? elements of presentation, 4Ps of presentation, structuring, rehearsing and delivery methods						

MODULE – 5: CORPORATE COMMUNICATION		6L
Definition, importance, scope & components of corporate communication, professional communicator responsibilities, corporate communication & public relation, role of social media in communication.		
CASE METHOD OF LEARNING: Dimensions of a Case, Case Discussion, Usefulness of the Case Method, Training of Managers, Use the Case Method		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Lesikar RV & Pettit Jr. JD (2012)- Basic Business Communication : Theory & Application (Tata Mc Graw Hill)	
2	Raman, Meenakshi, Prakash Singh (2011) - Business Communication (Oxford University Press)	
REFERENCE BOOKS		
1	Rizwi Ashraf (2006) - Effective Technical Communication (Tata Mc Graw Hill)	
2	Krizan, Buddy, Merrier (2012) - Effective Business Communication (Cengage Learning)	
3	P.D. Chaturvedi (2014) - Business Communication (Pearson Education)	
E-BOOKS		
1	bookboon.com/en/business-communication	
2	http://www.e-booksdirectory.com	
MOOC		
1	www.mooc-list.com/tags/business-communication	
2	www.coursera.org	
ONLINE RESOURCES		
1.	https://www.edx.org/course/business-communications-ubcx-bus2x	
2.	https://alison.com/course/Business-Communication-Fundamentals-of-Business-Writing	
3.	https://alison.com/course/effective-communication-skills-for-managers	
4.	https://onlinecourses.nptel.ac.in/noc18_hs18/	
5.	https://www.edx.org/course/subject/communication	

SEMESTER – 2
(COMMON TO ALL SPECIALIZATIONS)

COURSE TITLE		RESEARCH METHODS IN BUSINESS		CREDITS	4	
COURSE CODE		MBB4721	COURSE CATEGORY	PC	L-T-P-S	3-1-0-1
CIA		50%		ESE	50%	
LEARNING LEVEL		BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO	
1	Ability to understand, define and explain the various concepts of research and the Research process				1	
2	Ability to apply the knowledge in the process of research design and Experimental research design				4	
3	Ability to understand the methods of collection of data and preparation of Questionnaire				4	
4	Ability to analyze the data by using Multi-variate Statistical Techniques				4	
5	Ability to summarize the research findings in the form of writing reports				4	
Pre-requisites: Basics of Statistics						
MODULE – 1: INTRODUCTION					6L	
Business research – Definitions and significance – The Research Process - Types of Research – Exploratory and Causal research – <i>Theoretical and empirical research</i> – Cross Sectional and Longitudinal studies – research hypothesis – hypothesis testing						
MODULE – 2: RESEARCH DESIGN AND MEASUREMENT					6L	
Research design – Definition – types of research design – Explorative and Causal Research design – Descriptive and experimental design – <i>different types of experimental Design</i> – validity of research design – Internal and external validity – Variable in research –Measurement and scaling – Different scales						
MODULE – 3: DATA COLLECTION					6L	
Types of data – Primary and Secondary data – <i>Survey vs Observation</i> – Experiments – Construction of Questionnaire and instrument validation of questionnaire – Sampling plan – Sample size – Sampling techniques – Random and non-random Sampling methods						
MODULE – 4: DATA PREPARATION AND ANALYSIS					6L	
Data preparation – editing – coding – <i>validity of data</i> – multivariate statistical Techniques – Factor Analysis – Discriminant analysis – Cluster analysis - multiple regression And Correlation – Application of SPSS package						
MODULE – 5: RESEARCH REPORT					6L	
Research Report – different types – contents of report – report writing – lay out of report - need of executive summary – <i>chapterisation – contents of chapter</i> – the role of audience – result section – recommendation and implementation section						
TOTAL					30 Hrs.	

LAB / MINI PROJECT / FIELD WORK	
<i>Case Discussion on Self Study Topics</i>	
TEXT BOOKS	
1	Donald R. Cooper and Ramcis S. Schindler, - Business Research Methods – Tata McGraw Hill Publishing Company Limited, New Delhi, 2000
2	R. Kothari – Research Methodology, Wishva Prakashan, New Delhi, 2001
REFERENCE BOOKS	
1	Uma Sekaran. Research Methods for Business – John Wiley and Sons Inc., New York, 2000
2	Donald H. Mc. Burney, Research Methods, Thomson Asia P. Ltd – Singapore, 2002
3	G.W. Ticehurst and A.J.Veal – Business Research Methods – Longman, 1990
E-BOOKS	
1	www.free-ebooks.net/ebook/Business-Research-Methodology
MOOC	
1	www.coursera.org
2	www.mooc-list.com/tags/research-methods
ONLINE RESOURCES	
1.	https://books.google.co.in/books/about/Research_Methods_in_Business_Studies.html?id=-sTUDbaefgkC
2.	http://gent.uab.cat/diego_prior/sites/gent.uab.cat.diego_prior/files/02_e_01_introduction-to-research-methods.pdf
3.	https://sisis.rz.htw-berlin.de/inh2012/12402512.pdf

COURSE TITLE		OPERATIONS MANAGEMENT (COMMON TO MBA GENERAL, M&A, AVIATION, HHM, HOSPITALITY MGMT)		CREDITS	3
COURSE CODE	MBB4722	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the competitive advantage and trade-offs.				1
2	Enabling the importance of facility layout and line balancing.				4
3	Illustrating different techniques in forecasting and inventory management techniques.				4
4	Analyzing supply chain management and MRP to enhancing operations knowledge.				4
5	Understanding the Project, Quality and Sustainable Operations Management to enhancing updated production knowledge.				4
Prerequisites: Management Principles, Business Operations, Basic Manufacturing unit knowledge.					
MODULE – 1: INTRODUCTION TO OPERATIONS MANAGEMENT					6L
Operations as a source of competitive advantage; <i>Trade-offs</i> and combinations, Process Analysis, Difference between Manufacturing and Service Operations					
MODULE – 2: FACILITY LAYOUT AND LINE BALANCING					6L
Product, Process Matrix, capacity planning- <i>Process Selection</i> and Facility layout: Designing product and process layouts and line balancing.					
MODULE – 3: FORECASTING AND INVENTORY MANAGEMENT					6L
Forecasting and its types, Inventory Management: <i>Deterministic demand model</i> –EOQ- Continuous and Periodic review Inventory models.					
MODULE – 4: SUPPLY CHAIN MANAGEMENT AND MRP					6L
Supply chain management; Lean vs Agile supply chains; <i>Aggregate Production Planning</i> ; Master Production Schedule and MRP.					
MODULE – 5: PROJECT MANAGEMENT					6L
Project Management, <i>Quality management</i> and Sustainable Operations Management.					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	R. Paneer Selvam, Production and Operations Management, Prentice Hall of India, 2002.				
2	Sang M Lee and Marc J Schniederjans, Operation Management, All India Publishers and Distributors, First Indian edition 1997.				
REFERENCE BOOKS					
1	Robert H. Lowson, Strategic operations Management (The new competitive advantage), Vikas Publishing House, First Indian reprint 2003				

E-BOOKS	
1	www.free-ebooks.net/ebook/Business-Research-Methodology
MOOC	
1	www.coursera.org
2	www.mooc-list.com/tags/research-methods
ONLINE RESOURCES	
1.	http://homepages.stmartin.edu/fac_staff/dstout/MBA631/lecture_notes.htm
2.	http://mcu.edu.tw/~ychen/op_mgm/resource/res_main.html
3.	http://recursos.pearson.es/castroman/cd_data/pptlecture.html

COURSE TITLE	MARKETING MANAGEMENT (COMMON TO MBA GENERAL, M & A, AVIATION, HHM, and HOSPITALITY MGMT.)			CREDITS	3
COURSE CODE	MBB4723	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the principles of marketing, outlined in marketing environmental study.				1
2	Enabling the importance of buyer behavior and market segmentation.				4
3	Illustrating product, product mix and production life cycle for developing marketing skills.				4
4	Analyzing the pricing and physical distribution systems to enhancing marketing knowledge.				4
5	Understanding the Branding Decisions, Image, Identity, & Personality to positioning the Brand.				4
Prerequisites: Management Principles, Types of Business, Management Theories					
MODULE – 1: MARKETING CONCEPTS, FUNCTIONS AND ENVIRONMENTAL FACTORS					6L
Definition of Marketing Management- Concepts - Importance – Functions. <i>Analyzing Marketing Environment and Competition:</i> various environmental factors affecting the marketing function.					
MODULE – 2: CONSUMER BEHAVIOUR AND MARKET SEGMENTATION					6L
Consumer Behaviour - Buying motives. Market Segmentation - bases - Target Marketing - <i>Positioning for Competitive Advantage-</i> Product/ Service.					
MODULE – 3: PRODUCTS, MIX, LIFECYCLE					6L
The Product - Product Classification - <i>Product Life Cycle (PLC)</i> - Product mix - modification & elimination - packing - Developing new Products- strategies.					

MODULE – 4: PRICING & PHYSICAL DISTRIBUTION		6L
Pricing: Meaning to Buyer & Seller - pricing policies – Objective factors influencing pricing decisions - Competitors action to price changes – Multi product pricing.		
MODULE – 5: BRANDING DECISIONS		6L
Physical distribution - Management of physical distribution - marketing risks.		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Philip Kotler (2014) - Marketing Management	
2	R.S.N. Pillai (2010) - Marketing Management	
REFERENCE BOOKS		
1	Cundiff and Still - Fundamentals of modern marketing, 2002	
2	Nanda Kumar - Marketing Management, 2001	
E-BOOKS		
1	bookboon.com/en/marketing	
2	http://www.freebookcentre.net/Business/Marketing	
MOOC		
1	www.coursera.org/learn/marketing-management	
2	www.mooc-list.com/tags/marketing-management	
ONLINE RESOURCES		
1.	http://www.indiaeducation.net/management/streams/marketing-management.aspx	
2.	https://www.coursera.org/learn/marketing-management	
3.	http://www.businessdictionary.com/definition/marketing-management.html	

COURSE TITLE		HUMAN RESOURCES MANAGEMENT (COMMON TO MBA – GENERAL)			CREDITS	3
COURSE CODE	MBB4724	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL - 4: ANALYSE					
CO	COURSE OUTCOMES					PO
1	Demonstrate an understanding of Human Resources and varied applications.					1
2	Ability to implement Human Resource Planning.					4
3	Explore Performance Appraisal Methods and use appropriate method.					4
4	Analyzing the training needs and effectively use for capacity building and career development.					4
5	Critically use managerial skills to negotiate, build and expand network.					4
Pre-requisites: Personality theories, Motivation theories						
MODULE – 1: INTRODUCTION						6L
Nature and scope of Human Resources Management – Introduction, <i>HR as a Factor of Competitive Advantage</i> , Line and staff responsibility of HR Managers.						
MODULE – 2: HUMAN RESOURCE PLANNING						6L
Concept of HR planning –Characteristics–Steps in HR planning – <i>Job Analysis</i> –Factors affecting recruitment–sources of recruitment – Recruitment & Selection process–HRD.						
MODULE – 3: PERFORMANCE APPRAISAL						6L
Performance Appraisal-methods, limitations and problems, ethics, Potential Appraisals, Compensation Management-job evaluation, wage/ salary fixation, incentives, bonus, <i>ESOPs, Fringe Benefits</i> , Career Planning & Development, Employee Separations, Downsizing & Outplacement , HRIS, Fundamentals of Industrial Relations and Fundamentals of Labour Laws.						
MODULE – 4: TRAINING AND DEVELOPMENT						6L
Induction – Training – Methods – Techniques – Identification of the training needs – Training and Development – Training need analysis-Delivery Methodology- Evaluation- <i>Capacity Building</i> - Competency Mapping- Transfer – Promotion and termination of services – Career development.						
MODULE – 5: MANAGERIAL SKILLS For EFFECTIVENESS						6L
Building organizational culture- team management- networking skills- interaction across business functions- collaboration and presentation skills- development of a project that addresses an organizational challenge- Building peer support for team's projects- Identifying operational and strategic gaps- identifying mentor to support professional development- Understand leadership challenges and strategies- <i>Negotiation & Assertiveness skills</i> - Mapping personal leadership and learning journey- Expanding professional and personal networks.						
TOTAL						30 Hrs.
LAB / MINI PROJECT / FIELD WORK						
<i>Case Discussion on Self Study Topics</i>						
TEXT BOOKS						

1	Human Resource Management (Texts and Cases)– K Ashwathappa- McGraw-Hill Education (India) Pvt. Limited 2017
2	Human Resource Management – Gary Dessler, Biju Varkkey, Pearson education, 2015
REFERENCE BOOKS	
1	Human Resource Management – Wendell L French- Houghton Mifflin Company 2003.
2	Human Resource Management – Tripathi- Cengage Learning, 2012.
E-BOOKS	
1	bookboon.com/en/hrm-ebooks
2	http://www.freebookcentre.net/Business/Human-Resources-And-Personnel-Management
MOOC	
1	www.coursera.org/Hr
2	www.mooc-list.com/tags/human-resource
ONLINE RESOURCES	
1.	https://www.hr360.com/human-resources/
2.	http://www.humanresourcesonline.net/
3.	https://www.shrm.org/
4.	https://www.thebalance.com/what-is-human-resource-management-1918143
5.	https://hr-guide.com/data/G400.htm

COURSE TITLE		CORPORATE STRATEGY			CREDITS	3
COURSE CODE		MBB4725	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL - 4: ANALYSE				
CO	COURSE OUTCOMES					PO
1	To Identify the forces impacting on corporate and business strategies					1
2	To Be critically aware of factors involved in strategy making					4
3	To Assess the resources and constraints for strategy making in a business context					4
4	To Explain the importance of social, economic and political forces and technological					4
5	To Investigate the impact of internationalization on strategy making					4
Pre-requisites: Basics of Business Environment						
MODULE – 1: INTRODUCTION AND ANALYSIS OF ENVIRONMENT						6L
Corporate strategy-A review of theory and practice - Analyzing the environment - the basics- Analyzing markets, competition and co-operation- <i>Developing customer driven strategy</i>						
MODULE – 2: ANALYSIS OF RESOURECES						6L
Analyzing the resources - the basics - <i>Analyzing human resources</i> - Analyzing financial resources - Analyzing operations resources						
MODULE – 3: THE PURPOSE OF THE ORGANISATION						6L
Purpose shaped by vision, <i>leadership and ethics</i> - Purpose emerging from knowledge, technology and innovation - Purpose delivered through corporate and business objectives						
MODULE – 4: DEVELOPING THE STRATEGIES						6L
Developing strategic options- the prescriptive process - Strategy evaluation and development- the prescriptive process - Finding the route forward- <i>emergent and prescriptive approaches</i> - Organizational structure and style people issues						
MODULE – 5: THE IMPLEMENTATION PROCESS						6L
Resource allocation, strategic planning and control - Government, public sector and not-for-profit strategies - International expansion and globalization strategy - <i>Strategy dynamics and entrepreneurial strategy</i> - Managing strategic change - Building a cohesive corporate strategy						
TOTAL						30 Hrs.
LAB / MINI PROJECT / FIELD WORK						
<i>Case Discussion on Self Study Topics</i>						
TEXT BOOKS						
1	Richard Lynch, Corporate Strategy, Prentice Hall, 2006					
2	Richard P. Rumelt, Good strategy bad strategy: the difference and why it matters, 2011					
REFERENCE BOOKS						
1	Daniel C. Esty, Green to gold: how smart companies use environmental strategy to innovate, create value, and build competitive advantage, 2006					

E-BOOKS	
1	bookboon.com/en/business-strategy-ebooks
2	http://www.free-management-ebooks.com/news/strategy-skills
MOOC	
1	www.coursera.org/learn/corporate-strategy
2	www.mooc-list.com/tags/corporate-strategy
ONLINE RESOURCES	
1.	https://www.strategy-business.com/
2.	https://www.tutor2u.net/business/reference/strategic-resources-of-a-business

COURSE TITLE	CORPORATE FINANCE (COMMON TO MBA – GENERAL)			CREDITS	3
COURSE CODE	MBB4726	COURSE CATEGORY	PC	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: To be able to describe the building blocks of FM: objectives, functions, apply the discounting and compounding techniques, measure the risk and return and determine value of bond, equity and an option.				1
2	CO-2: To determine the cost of capital and apply capital budgeting techniques.				4
3	CO-3: To understand the capital structure and dividend decisions and its impact on firm's value				4
4	CO-4: To calculate the operating cycle, working capital requirements, and understand management of cash, inventory and receivables.				4
5	CO-5: To understand the comparative advantage of long term sources of finance, and about factoring, leasing and venture capital financing.				4
Prerequisites: To know the fundamentals concepts of all the functional areas of finance department and the vital role and functions of finance manager					
MODULE – 1: FOUNDATIONS OF FINANCE					6L
Financial management – An overview, time value of money. Introduction to the concept of risk and return of a single asset and of a portfolio. <i>Valuation of bonds and shares option valuation</i>					
MODULE – 2: INVESTMENT DECISIONS					6L
Capital Budgeting: Principles and techniques, Nature of capital budgeting, Identifying relevant cash flows, Evaluation Techniques, Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index, Comparison of DCF techniques, Project selection under capital rationing, <i>Inflation and capital budgeting</i> . Concept and measurement of cost of capital, Specific costs and overall cost of capital					

MODULE – 3: FINANCING AND DIVIDEND DECISION		6L
Financial and operating leverage, capital structure, Cost of capital and revaluation, designing capital structure. Dividend policy, Aspects of dividend policy, practical consideration, forms of dividend policy, practical considerations, forms of dividends, share splits.		
MODULE – 4: WORKING CAPITAL MANAGEMENT		6L
Principles of working capital: concepts ,need; Determinants, issues and estimation of working capital, <i>Accounts Receivables Management</i> and factoring, Inventory management, Cash management, Working capital finance, Trade credit, Bank finance and Commercial paper.		
MODULE – 5: LONG TERM SOURCES OF FINANCE		6L
Indian capital and stock market, new issues market. Long term finance: Shares debentures and term loans, lease, hire purchase, project financing, venture capital financing		
TOTAL		30 Hrs.
LAB / MINI PROJECT / FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	I.M.Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 8th edition, 2015	
2	M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill Publishing company Ltd., 4th edition, 2004	
REFERENCE BOOKS		
1	Aswat Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2000	
2	Hrshikes Bhattacharya – Working capital management, strategies and techniques, Prentice – Hall of India Pvt. Ltd., New Delhi 2001.	
3	James C.Vanhorne – Financial Management and policy – Pearson Education Asia (low priced edition), 2008	
E-BOOKS		
1	bookboon.com/en/corporate-finance-ebooks	
2	http://www.freebookcentre.net/Business/Finance-Books	
MOOC		
1	www.edx.org/course/corporate-finance	
2	www.coursera.org/learn/wharton-finance	
ONLINE RESOURCES		
1.	http://nptel.ac.in	
2.	http://www.youtube.com/iit	

COURSE TITLE	COMPUTER LAB AND SOFTWARE APPLICATION (PRACTICAL)			CREDITS	2
COURSE CODE	MBB4727	COURSE CATEGORY	PC	L-T-P-S	0-0-4-0
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 5: APPLY				
CO	COURSE OUTCOMES				PO
1	CO-1: Understand to use word, excel, power point and database.				1
2	CO-2: Ability to perform word, excel, power point, access and database.				4
3	CO-3: Learn and develop objectives are concerned with more complex learning outcomes.				3
4	CO-4: Understand, design and present a concrete structure for the database.				4
5	CO-5: Understand the use emerging technology and research when necessary				4
Pre-requisites: MS Excel, MS Power point, Package Development					
MODULE – 1: BUSINESS APPLICATION SOFTWARE					20L
MS office – MS Excel, MS Power Point, MS Word, MS Access, MS Front Page, MS Project, Accounting packages, Statistical Packages, Operations Research Package, Packages in functional areas of management.					
MODULE – 2: DATABASE MANAGEMENT PACKAGES					20L
Sql server or oracle or ingress; front-end tool – Visual basic or Developer 2000					
MODULE – 3: INHOUSE DEVELOPMENT OF A PACKAGE					20L
Development of Package					
TOTAL					60 Hrs.
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Rajagopalan, SP. (2010) Computer Application in Business, Vikas Publishing House, New Delhi				
REFERENCE BOOKS					
1	Martin. (2010) Principles of Data Base Management, Prentice Hall of India, New Delhi.				
E-BOOKS					
1	https://ocw.mit.edu/courses/aeronautics-and-astronautics/16-852j-integrating-the-lean-enterprise-fall-2005/lecture-notes/14_ent_info_sys.pdf				
MOOC					
1	https://www.mooc-list.com/course/management-information-systems-saylororg				
ONLINE RESOURCES					
1.	https://en.wikipedia.org/wiki/Microsoft_Office				
2.	http://artificialintelligence-notes.blogspot.in/2010/07/knowledge-acquisition-by-expert-system.html				

SEMESTER III

SPECIALIZATIONS – FINANCE

COURSE TITLE		SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT (MBA GENERAL MANAGEMENT – FINANCE - ELECTIVE)		CREDITS	3
COURSE CODE	MBC4801	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	To be able to set investment objectives, identify the sources of investment information and investor protection				1
2	To Understand follow the compliance requirements laid down by SEBI				4
3	To calculate the intrinsic value of a security using the fundamental analysis techniques				4
4	To analyse and interpret the charts on stock market performance				4
5	To apply portfolio theory for portfolio construction and evaluation. To be evaluate the performance of a Mutual Fund				4
Pre-requisites : Financial Management					
MODULE – 1:					6L
Investment setting – Securities – Sources of investment information – Security market indications – Security Contract regulation Act. Investor Protection.					
MODULE – 2:					6L
Overview of capital market, Institutional structure in capital market, Reforms and state of capital market, New issue market and problems, Securities and Exchange Board of India (SEBI), Debt Market.					
MODULE – 3:					6L
Economic Analysis – Economic forecasting and stock Investment Decisions – Forecasting techniques. Industry Analysis – Industry classification. Economy and Industry Analysis. Industry life cycle – Company Analysis Measuring Earnings – Forecasting Earnings – Applied Valuation Techniques – Graham and Dodds investor ratios.					
MODULE – 4:					6L
Fundamental Analysis Vs Technical Analysis – Charting methods – Market Indicators. Trend – Trend reversals – Patterns - Moving Average – Exponential moving Average – Oscillators – ROC Momentum – MACD – RSI – Stocastics.					
MODULE – 5:					6L
Portfolio Theory – Portfolio Construction – Diagnostics Management – Performance Evaluation – Portfolio revision- Mutual Funds.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Donald E. Fischer & Ronald J. Jordan, 'Security Analysis & Portfolio Management', Prentice Hall of India Private Ltd., New Delhi 2000.				

2	V.A.Avadhani – ‘Securities Analysis and Portfolio Management’, Himalaya Publishing House, 2016.
REFERENCE BOOKS	
1	V.K.Bhalla, ‘Investment Management’, S.Chand & Company Ltd., Seventh Edition, 2000
E-BOOKS	
1	Security Analysis and Portfolio Management, NCFM, NSEINDIA.com
2	Investment Analysis and Portfolio Management, NCFM, NSEINDIA.com
3	Security Markets (Basic and Intermediate), NCFM Modules
MOOC	
1	Security Analysis and Portfolio Management, MOOC, NPTEL http://nptel.ac.in/courses/110105035/2
ONLINE RESOURCES	
www.investopedia.com www.nseindia.com www.bseindia.com http://www.open.ac.uk/postgraduate/modules/b862	

COURSE TITLE		MANAGING BANKS AND FINANCIAL INSTITUTIONS (MBA GENERAL – FINANCE ELECTIVE)		CREDITS	3
COURSE CODE	MBC4802	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understanding of the tax, its nature and characteristics, and the basic concepts in tax, analysing tax evasion, tax avoidance and tax planning				1
2	Understanding the various sources of income for an individual and applying the concept to calculate the total income and tax liability of an individual				4
3	Understanding the sources of income for HUF, Firms, AOP etc., and the tax structure for various persons				5
4	Understanding the computation of corporate tax and its implications, MAT				5
5	Understanding the concept of GST, its implications on revenue on central and state governments, and collection of CGST and SGST				3
Pre-requisites: Indian banking structure -Overview of lending products and loan appraisal process-Recovery of advances-Managing various banking risks-Regulatory and legal environment-Innovations and recent trends in banking					
MODULE – 1: INDIAN BANKING STRUCTURE AND OPERATIONS					6L
Indian Financial system-Commercial Banking – Classification of Banks – Functions — Banking Structure - Central Banking – Evolution –Role and Functions of RBI - Banking Operations: Acceptance of Deposits, Lending of Funds- E Banking/Online banking- Electronic Funds transfer systems, Clearing House operations- Foreign Exchange operations -Wealth Management/Private Banking operations.					
MODULE – 2: OVERVIEW OF LENDING PRODUCTS AND CREDIT APPRAISAL PROCESS					6L
Principles of Lending-Secured and Unsecured loans- Lending approach to Individuals, Industry, Trade, Agriculture, MSME- Security aspects and Documentation-Loan processing, Sanctioning and Monitoring of Trade advances, Industrial advances, Agricultural advances , Home Loans and Unsecured personal loans.					
MODULE – 3: RECOVERY OF ADVANCES, NPA AND RESOLUTION					6L
Recovery of Advances- Methods –Classification of assets as Standard, Non Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA’s – Debt Recovery Tribunals – Lok Adalats-Asset Reconstruction Fund-SARFAESI ACT.					
MODULE – 4: RISK MANAGEMENT					6L
What is Risk and Uncertainty- Basic purpose of Risk Management in Banks- The process of Risk Management- Different types of Risks in Banks-Operational risk, Liquidity risk, Credit Risk, Market Risk, Interest rate risk, Currency risk, Reputational Risk and their management					
MODULE – 5: REGULATORY ENVIRONMENT, INNOVATIONS AND RECENT TRENDS IN BANKING					6L
Banking Regulation Act, 1949 (Definition of Banking, Licensing, opening of branches, Functions of Banks, Inspection) – Capital Adequacy Norms and Basel Accord – Recent trends in banking-CBS, CRM, Treasury Management, and Investment Banking .					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
<i>Case Discussion on Self Study Topics</i>	
TEXT BOOKS	
1	Indian Financial System and Commercial Banking – IIB Special and preferred sector Finance – IIB (2012)
2	Management Accounting and Financial Management – IIB (2007)
3	Prudential Accounting Norms and Audit of Banks – Naganatham M. and Jayaraman (2008)
4	Management of Financial Institutions By Meera Sharma – PHI Learning Pvt Ltd. (2011)
REFERENCE BOOKS	
1	Financial Institutions and Markets by L M Bhole and Jitendra Mahakud (2002)
2	Indian Financial System by Prof.M Y Khan-Tata McGraw Hill (2007)
E-BOOKS	
1	Financial Markets (Basic, Intermediate and Advanced Module), NCFM
MOOC	
1	http://nptel.ac.in/courses/110106040/ : Management of Banks
2	http://nptel.ac.in/syllabus/110106042/ : Financial Markets and Institutions
ONLINE RESOURCES	
	<ol style="list-style-type: none"> 1. https://www.edx.org/course/subject/business-management/risk-management 2. http://www.iibf.org.in/ 3. https://www.rbi.org.in/

COURSE TITLE		PROJECT APPRAISAL AND FINANCE (MBA GENERAL – FINANCE ELECTIVE)		CREDITS	3
COURSE CODE	MBC4803	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understand and analyse the essential features of projects, and learn how to develop a systematic approach towards of generation of ideas and understanding the purpose of assessment and appraisal of the promoters of the management.				1
2	Understanding the purpose of market analysis and its significance on appraisal of market viability,				4
3	Understanding the purpose of financial appraisal, assessing the various components of cost of project, and preparing projected financial statements				5
4	Understanding risk and difference between business risk and financial risk, and understanding the various types and measures of risk				5
5	Understanding the implementation process and analysing the cost over runs				3
Pre-requisites: Knowledge on basics of finance, marketing and government agencies					
MODULE – 1: FOUNDATION					6L
Project Fundamentals, Features, identification, Project life cycle, Project Appraisal and financing, Appraisal of Promoters and Management by Lending Institutions, and its significance, IRR Spread, Determination of IRR using excel software					
MODULE – 2: MARKET AND TECHNICAL ANALYSIS					6L
Market Analysis and Appraisal, Demand Forecasting, Product Pricing Decisions, Tata Nano's case study , Technology and knowhow selection, Infrastructural facilities and inputs of production, Significance of Technology Appraisal , Social Cost Benefit Analysis					
MODULE – 3: FINANCIAL ANALYSIS					6L
Assessment of Cost of project, purpose of financial analysis and appraisal, Assessment of Components of Cost of Project, Total cost of the project, Sources of Project finance, Financial Subsidies, Projected Financial Statements , Techniques of Financial analysis,					
MODULE – 4: PROJECT RISK MANAGEMENT					6L
Business risk vs Financial risk, Risk management in Project finance , Types and Measures of Project Risk, Sensitivity Analysis, Scenario Analysis, Break Even Analysis, Simulation Analysis, Decision Tree Analysis					
MODULE – 5: PROJECT MANAGEMENT					6L
Time and Cost Overruns and Over Run Financing, Network techniques for project management, Pre-requisites for Successful Project Implementation, Performance Audit, Project Leadership, Project knowledge Management, Closure and Audit					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Project Appraisal and Financing – Ambrish Gupta – PHI Learning Pvt Ltd, 2017
REFERENCE BOOKS	
1	Projects, Eighth edition – Prasanna Chandra – Tata Mcgraw Hill, 2014
E-BOOKS	
1	http://www.ddegjust.ac.in/studymaterial/mba/fm-405.pdf
MOOC	
1	http://www.nptel.ac.in/courses/112102107/79 : Project conception and Appraisal
2	http://nptel.ac.in/courses/112102106/4 : Project and Production management
ONLINE RESOURCES	
	1. http://www.ddegjust.ac.in/studymaterial/mba/fm-405.pdf
	2. http://www.terisas.ac.in/courses/PPM%20124.pdf

COURSE TITLE	FINANCIAL MARKETS AND SERVICES (MBA GENERAL – FINANCE ELECTIVE)			CREDITS	3
COURSE CODE	MBC4804	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understanding of the tax, its nature and characteristics, and the basic concepts in tax, analysing tax evasion, tax avoidance and tax planning				1
2	Understanding the various sources of income for an individual and applying the concept to calculate the total income and tax liability of an individual				4
3	Understanding the sources of income for HUF. Firms, AOP etc., and the tax structure for various persons				5
4	Understanding the computation of corporate tax and its implications, MAT				5
5	Understanding the concept of GST, its implications on revenue on central and state governments, and collection of CGST and SGST				3
Pre-requisites: To enlighten the students with the Concepts and Practical dynamics of Financial Markets and Financial Services					
MODULE – 1: FINANCIAL SYSTEM AND MARKET					6L
Structure of Financial System – role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – <i>Financial Services Sector Problems and Reforms</i>					
MODULE – 2: FINANCIAL SERVICE					6L
Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Frame Work of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types –					

Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India	
MODULE – 3: VENTURE CAPITAL AND LEASING 6L	
Venture Capital – Growth of Venture Capital in India – Financing Pattern under Venture Capital – Legal Aspects and Guidelines for Venture Capital, Leasing – types of Leases – <i>Evaluation of Leasing Option Vs. Borrowing.</i>	
MODULE – 4: CREDIT RATING AND FACTORING 6L	
Credit Rating – Meaning, Functions – Debt Rating System of CRISIL, ICRA and CARE. Factoring, Forfeiting and Bill Discounting – Types of Factoring Arrangements – <i>Factoring in the Indian Context</i>	
MODULE – 5: MUTUAL FUND 6L	
Mutual Funds – Concept and Objectives, Functions and Portfolio Classification, Organization and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India. Debt Securitisation – Concept and Application – De-mat Services-need and Operations- role of NSDL and CSDL. (Case Studies are Compulsory)	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
<i>Case Discussion on Self Study Topics</i>	
TEXT BOOKS	
1	Bhole & Mahakud, Financial Institutions and Market, TMH, New Delhi, 2012
2	V.A.Avadhani, Marketing of Financial Services, Himalayas Publishers, Mumbai, 2013
3	DK Murthy, and Venugopal, Indian Financial System, IK Int Pub House, 2012
4	Anthony Saunders and MM Cornett, Fin Markets & Institutions, TMH, New Delhi, 2001
REFERENCE BOOKS	
1	Punithavathy Pandian, Financial Markets and Services, Vikas, New Delhi, 2001
2	Vasanth Desai, Financial Markets & Financial Services, Himalaya, Mumbai, 2002
3	Meir Khan – Financial Institutions and Markets, Oxford Press. 8.Madura, Financial Markets & Institutions, Cengage, New Delhi, 2008
4	Dr.Gurusamy, Financial services and system, TMH, 2003
E-BOOKS	
1	Financial Markets – Beginer, Intermediate and Advanced Module – NCFM
2	https://spu.fem.uniag.sk/cvicenia/kf/cierna/Financial%20management/financial_markets.pdf
MOOC	
1	http://nptel.ac.in/syllabus/110106042/ Financial Markets and Institutions
2	http://nptel.ac.in/syllabus/109104076/ Money and Banking
ONLINE RESOURCES	
	https://www.cisi.org/cisiweb2/shop/learning-materials https://books.google.co.in/books?id=ZMSw0jrHcEC&source=gbs_book_other_versions

COURSE TITLE		MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING (MBA GENERAL – FINANCE ELECTIVE)		CREDITS	3
COURSE CODE	MBC4805	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the concept of restructuring, the reasons for which restructuring is undertaken, the various methods and applying the concept for restructuring.				1
2	Analysing the strategies that are prevalent in M & A decisions, the process involved in the M & A, and tackling the managerial challenges				4
3	Understanding the different methods of restructuring, and Valuation approaches, and applying the concept for valuing the business				5
4	Understanding the different types of takeovers, and ill effects and applying the concept to insulate the business from takeover				5
5	Understanding the regulatory framework of M & A, its impact on the corporates, and analysing the regulatory framework to undertake the mergers.				3
Pre-requisites: Knowledge on companies, strategies, capital structure, expansion plans, and legal framework within which the companies work.					
MODULE – 1: CORPORATE RESTRUCTURING					6L
Meaning, need & scope, types of corporate restructuring strategies, the regulatory framework for corporate restructuring, Mergers, Meaning, Reasons for mergers, objectives of mergers , Steps involved in Mergers, theories of Mergers, Amalgamation, Methods of accounting for amalgamation, consideration for amalgamation					
MODULE – 2: STRATEGIC PERSPECTIVE OF M & A					6L
A strategic perspective, Industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, Merger Process, Dynamics of M&A process, Five-stage model, due diligence (detailed discussion), Managerial challenges of M & A					
MODULE – 3: METHODS OF RESTRUCTURING & VALUATION					6L
Different methods of restructuring, Joint Ventures, Sell off and Spin off, Divestitures, Equity carve out Leveraged buy outs (LBO), Management buy outs, Master limited partnerships, Employee stock ownership plans (ESOP), Valuation – Valuation approaches, Valuing operating and financial synergy, Valuing corporate control, Valuing of LBO, Methods of financing mergers, cash offer, share exchange ratio					
MODULE – 4: TAKE OVERS					6L
Takeovers, types, hostile takeover approaches, Take over defenses – financial defensive measures – Coercive offers and defense – anti-takeover amendments – poison pill defense					

MODULE – 5: LEGAL & REGULATORY FRAMEWORK		6L
The regulatory framework of mergers and acquisitions, Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997 , provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Mergers, Acquisitions and Corporate Restructuring – Nishikant Jha – Himalaya Publishing House, 2002	
REFERENCE BOOKS		
1	Mergers, Acquisitions and Corporate Restructuring – Patrick A Gaughan – John Wily & Sons, Inc, 2017	
E-BOOKS		
1	Mergers & Acquisitions Module, NCFM, NSEINDIA.COM	
MOOC		
1	https://www.edx.org/course/ma-concepts-theories-new-york-institute-finance-ma1-1x : M&A Concepts	
2	https://www.futurelearn.com/courses/mergers-acquisitions-concepts-theories	
ONLINE RESOURCES		
	https://www.edupristine.com/blog/mergers-acquisitions https://www.cfainstitute.org/learning/products/.../corporate_finance_chapter10.pptx	

SEMESTER III

SPECIALIZATIONS – MARKETING

COURSE TITLE		CONSUMER BEHAVIOUR (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4811	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the dimensions of consumer behavior and market opportunity.				1
2	Enabling the importance of Psychological influences on Consumer Behavior.				5
3	Illustrating Organizational and Institutional Consumer Behavior.				4
4	Analyzing the influences on Consumer Behavior to enhancing consumer knowledge.				6
5	Understanding Marketing Ethics to enhancing consumer behavior				2
Pre-requisites: Marketing Principles, Buyer Behaviour and Motives					
MODULE – 1: DIMENSIONS OF CONSUMER BEHAVIOUR, MARKET OPPORTUNITY					6L
Concepts – <i>Significance</i> – Dimensions of Consumer Behavior - Market Opportunity Identification– Analysis & Evaluation-Introduction and overview.					
MODULE – 2: PSYCHOLOGICAL INFLUENCES ON CONSUMER BEHAVIOR					6L
Psychological Influences on consumer behavior - Perception-Learning-Motivation and values– Personality-Attitudes and <i>Persuasion-Decision</i>					
MODULE – 3: ORGANIZATIONAL AND INSTITUTIONAL CONSUMER BEHAVIOR					6L
Buying and Disposing-Groups and Consumer Behavior-Organizational and <i>Institutional Consumer Behavior</i>					
MODULE – 4: INFLUENCES ON CONSUMER BEHAVIOR					6L
Socio-Cultural, Cross Culture - Family group – <i>Reference group</i> – Communication -Influences on Consumer behavior - Consumer Behavior in the networked era-					
MODULE – 5: MARKETING ETHICS AND CONSUMER BEHAVIOR					6L
Alternative views on Consumer Behavior-Marketing Ethics and <i>Consumer Behavior</i> .					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Leon G.Schiffman and Leslie Lasar Kanuk, Consumer Behavior, Pearson Education, India, 2002.				
2	Paul Peter et al., Consumer Behavior and Marketing Strategy, Tata McGraw Hill, Indian Edition, 7th Edition 2005.				
REFERENCE BOOKS					
1	Frank R. Kardes, Consumer Behaviour and Managerial Decision Making, 2nd Edition. 2. Assel, Consumer Behavior - A Strategic Approach, Biztranza, 2008.				
2	Philip Kotler, Consumer Behaviour, 14 th Edition, 2012				

E-BOOKS	
1.	https://d1.islamhouse.com/data/en/ih_books/single/en_Consumer_Behavior.pdf
2.	https://www.tutorialspoint.com/consumer_behavior/consumer_behavior_tutorial.pdf
MOOC	
1.	https://onlinecourses.nptel.ac.in/noc17_mg05
ONLINE RESOURCES	
	http://www.bbamantra.com/consumer-behaviour nptel.ac.in/downloads/110105029/ http://www.brunel.ac.uk/~bustbdm/1_lecture_notes/marketing/LEC-07%20Consumr%20Behaviour.doc

COURSE TITLE		RETAIL MANAGEMENT (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4812	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%		ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the challenges and opportunities of retail and explain the trends in global and Indian Retailing				1
2	Ability to apply the knowledge of organized and unorganized formats, Emerging trends in retail formats and MNC's role in organized retail formats.				5
3	Ability to analyze the Choice of retail locations, Positioning of retail shops, Building retail store Image , Merchandizing and category management				6
4	Ability to engage in self-study to formulate, design, implement, analyze and demonstrate an Retail advertising and promotions, Online retail Emerging trends				3
5	Evaluate real and complex Understanding of Retail shopper behavior and Shopper Profile Analysis				2
Pre-requisites: To understand the comprehensive view of retailing, retail consumer behaviour and apply marketing concepts in a practical retail environment					
MODULE – 1: INTRODUCTION					6L
An overview of Global Retailing – Challenges and opportunities – <i>Retail trends in India</i> – Socio economic and technological Influences on retail management					
MODULE – 2: RETAIL FORMATS					6L
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – <i>Emerging trends in retail formats</i> – MNC's role in organized retail formats.					
MODULE – 3: RETAILING DECISIONS					6L
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - <i>Retail service quality management</i> –Merchandizing and category management					

MODULE – 4: RETAIL SHOP MANAGEMENT		6L
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail store brands – Retail advertising and promotions – Online retail – Emerging trends		
MODULE – 5: EVALUATION AND CONTINUOUS IMPROVEMENT METHODS		6L
Understanding of Retail shopper behavior – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behavior – Complaints Management		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007	
2	Ogden, Integrated Retail Management, Biztantra, India, 2008.	
REFERENCE BOOKS		
1	Patrick M. Dunne and Robert F Lusch, Retailing, Thomson Learning, 4th Edition 2008	
2	Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 2007.	
E-BOOKS		
1	https://www.tutorialspoint.com/retail_management/retail_management_tutorial.pdf	
2	https://www.welingkaronline.org/autoptlibrary/librarynotices/retailmanagement.pdf	
MOOC		
1.	nptel.ac.in/courses/110104070/36	
ONLINE RESOURCES		
	www.nptel.ac.in https://books.google.co.in/books Ogden	

COURSE TITLE		SALES AND DISTRIBUTION MANAGEMENT (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)			CREDITS	3
COURSE CODE	MBC4813	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE					
CO	COURSE OUTCOMES					PO
1	Ability to understand the Evolution, nature and importance, strategies and tactics and emerging trends in sales and distribution					1
2	Ability to apply the knowledge of sales force recruitment, training and motivation and compensation for sales force					4
3	Ability to analyze the channel designing, selecting channel partners and channel conflict					6
4	Ability to engage in self-study to formulate, design, implement, analyze and demonstrate distribution and retail management					7
5	Evaluate real and complex Understanding of elements of supply chain					5
Pre-requisites: To acquire knowledge in sales management and Distribution domain						
MODULE – 1: INTRODUCTION						6L
Evolution of Sales Management – nature and importance – Sales Objective - selling process, Strategies and tactics – <i>Emerging Trends</i> – Buying Decision Process – Situations – Role of Marketing and Selling – Sales forecasting techniques						
MODULE – 2: SALES FORCE						6L
Sales quota – Sales Territory – Designing – assigning Sales people - managing-Concepts of Sales organization- Specialization – <i>Size of the sales force</i> – recruiting and selecting- sales force – training-motivating-compensating and reading the sales force – controlling sales force.						
MODULE – 3: CHANNEL DESIGNING						6L
Channel design factor – ideal structure – <i>Selecting channel partners</i> – Training up, Motivating and evaluating channel members – Channel design implementations – Channel power – Channel design – Channel conflict.						
MODULE – 4: DISTRIBUTOR & RETAILER MANAGEMENT						6L
Types of retailers – role of retailer – retailing strategies – store design – <i>franchising</i> – e-tailing – wholesaler – functions – classification – limitations of wholesalers.						
MODULE – 5: SALES SUPPLY CHAIN						6L
Elements of channel information systems – logistics –Definition – origin – Key activities focus areas of SCM – <i>IT as enabler of SCM</i> – selling in international markets						
TOTAL					30 Hrs	
LAB/MINI PROJECT/FIELD WORK						
<i>Case Discussion on Self Study Topics</i>						
TEXT BOOKS						
1	Tanner, J and Honey cut ED; Sales Management, Pearson Education, 2009					

REFERENCE BOOKS	
1	Sales Management by Richard R. Still, Edward W. Cundiff & Norman A.P. Govoni. 2002
2	Marketing Channels by Louis W. Stern, Adel I. El-Ansary & Anne T. Coughlan, 2010
E-BOOKS	
1	http://gurukpo.com/Content/MBA/Sales_Management.pdf
2	https://www.scribd.com/document/.../Sales-and-Distribution-Management-PDF-eBook
MOOC	
1.	https://onlinecourses.nptel.ac.in/noc16_mg02
ONLINE RESOURCES	
	www.nptel.ac.in https://books.google.co.in/books / Krishna Havldar/

COURSE TITLE		INTEGRATED MARKETING COMMUNICATION / PROMOTIONAL STRATEGY (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4814	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the Enhancing Brand Equity through IMC				1
2	Ability to apply the knowledge of Reach and frequency of advertisements				4
3	Ability to analyze the Scope and role of sale promotion and Objectives of sales promotion,				5
4	Ability to engage in self-study to formulate, design, implement, analyze and demonstrate an application of Marketing Public Relation function.				4
5	Evaluate real and complex Packaging, Point of Purchase Communications and Signage				4
Pre-requisites: To understand the basic concepts of advertising and sales promotion and how business organisations and other institutions carry out such activities.					
MODULE – 1: INTRODUCTION TO ADVERTISEMENT					6L
Concept –definition-scope-Objectives-functions-principles of advertisement – Enhancing Brand Equity through IMC-Role of Advertisement and Promotions in Segmentation, Targeting and Positioning					
MODULE – 2: ADVERTISEMENT MEDIA					6L
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - Traditional vs Modern Media: Online and Mobile Advertising -Social Media for Advertising and Promotion-Direct Marketing and Other Media-Advertising Media: Planning and Analysis-Measuring Ad Message Effectiveness					
MODULE – 3: SALES PROMOTION					6L
Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented- Consumer Sales Promotion: Sampling and Couponing- Consumer Sales Promotions: Premiums and Other Promotions					
MODULE – 4: PUBLIC RELATIONS					
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix- Marketing Public Relation function - Process of Public Relations-advantages and disadvantages of PR					
MODULE – 5: PUBLICITY					
Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity – Importance of Publicity – Public Relations, Word-of-Mouth Influence and Sponsorships-Packaging, Point of Purchase Communications and Signage 6L					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010
2	Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education, 7th Edition, 2007.
REFERENCE BOOKS	
1	Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.
2	S. H. H. Kazmi and Satish K Batra, Advertising & Sales Promotion, Excel Books, New Delhi, 2001.
E-BOOKS	
1	http://lib.dtc.ac.th/ebook/BusinessAdmistration/5183.pdf
2	http://v5.books.elsevier.com/bookscat/samples/9780750663618/9780750663618.PDF
MOOC	
1	nptel.ac.in/courses/110104070/39
ONLINE RESOURCES	
	www.nptel.ac.in https://books.google.com/books/about/Advertising_And_Promotion

COURSE TITLE		DIGITAL AND SOCIAL MEDIA MARKETING (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4815	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understand what social media is, the various channels through which it operates, and its role in marketing strategy				1
2	Use principles of consumer and social psychology to develop social media content and campaigns that engage consumers				2
3	Draw on knowledge about word-of-mouth marketing to develop effective approaches for propagating ideas, messages, products, and behaviors across social networks				5
4	Measure the impact of a social media campaign in terms of a specific marketing objective				4
5	Implement the camping strategy				6
Pre-requisites: To understand the basic concepts of Marketing					
MODULE – 1: INTRODUCTION TO DIGITAL MARKETING AND SEO					6L
Strategies in Digital Marketing - Aligning Internet with Business Objectives - User Behaviour & Navigation - Branding & User Experience - Stakeholders in Search - Customer Insights - On & off-page Optimization - Meta Tags, Layout, Content Updates - Inbound Links & Link Building					
MODULE – 2: SEARCH MARKETING AND WEB SITE ANALYTICS					6L
Campaign Management - Conversion Tracking - Targeting & Analytics - Keyword Selection - Conversion Metrics: CPA, CTR - Goal Configuration & Funnels - Intelligence Reporting - Conversions, Bounce Rate, Traffic Sources, Scheduling etc					
MODULE – 3: SOCIAL MEDIA					6L
What is Social Media Marketing? - Overview of Facebook, Twitter, LinkedIn, Blogging, Youtube and Flickr - Building Brand Awareness Using Social Media - Social Media Management - Insights and Analytics – Revenue optimization tools – SEO & SEM – Ad text optimization – Best Practice Examples & case Studies					
MODULE – 4: EMAIL AND MOBILE MARKETING					6L
User Behaviour - Market Segmentation, Key Metrics - Best Practice Case Studies - Split Testing - Campaign Process Optimisation - SMS Strategy - Mobile Advertising - Mobile Optimized Websites - 7 Step Process for Mobile Apps - Proximity Marketing - Strategic Steps - Review & Testing					
MODULE – 5: Display advertising AND STRATEGIC PLANNING					
Tracking your Campaign - Optimizing the Campaign - Campaign Planning - Running Effective Ads - Situation Analysis , Planning, Budget, Measurement - Information Gathering & Research - Key Strategy & Planning Concepts & Methodologies - Best Practice Case Studies					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
<i>Case Discussion on Self Study Topics</i>	
TEXT BOOKS	
1	Dave Chaffey, Fiona Ellis-Chadwick, Digital marketing 6th edition-2016
2	Shama Hyder, Chris Brogan, The Zen of Social Media Marketing-2016
REFERENCE BOOKS	
1	Aleksej Heinze, Gordon Fletcher, Tahir Rashid, Ana Cruz, Digital and Social Media Marketing-2017
2	Bell, D., J. Choi, and L. Lodish (2012), "What Matters Most in Internet Retailing" Sloan Management Review.
E-BOOKS	
1	https://www.pauladaunt.com/books/Social%20Media%20Marketing.pdf
2	http://netmining.com/wp-content/uploads/2015/09/Netmining-Marketing-Big-Book.pdf
MOOC	
1	nptel.ac.in/courses/110104070/42
ONLINE RESOURCES	
	https://www.smartinsights.com/social-media-marketing/ https://www.intechinc.com/blog/the-best-online-resources-for-digital-marketing/ https://www.wordstream.com/social-media-marketing

SEMESTER III

SPECIALIZATIONS – HUMAN RESOURCE MANAGEMENT

COURSE TITLE		RECRUITMENT AND SELECTION (MBA GENERAL –HUMAN RESOURCES MANAGEMENT ELECTIVE)			CREDITS	3
COURSE CODE		MBC4821	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL – 4: APPLY				
CO	COURSE OUTCOMES					PO
1	Ability to screen and selection the candidates					1
2	Ability to do testing					4
3	Understand hiring internal process					4
4	Ability to do the hiring process and hiring decisions					4
5	Ability to do external recruitment					4
Pre-requisites: Screening, testing, hiring the candidates						
MODULE – 1: SELECTION						6L
Application Forms: bio-data / resume / curriculum vitae, Identifying the ingredients of success: the winning candidate's profile, challenges in the interview, the starting point, day to day execution, dealing with people, the inner person, additional characteristics. Studying the CV.						
MODULE – 2: TESTING						6L
Meaning, definition, purpose, advantages and disadvantages, Ability tests clerical ability test, mechanical ability test, mental ability test, physical ability test, personality assessment test, typing test, shorthand test, computer proficiency test Interviewing: Planning the interview , Interview process - getting started, examining the 5interview areas, examining the strengths & weaknesses, listening to what are being said, digging for Behavioural gold, probing for specifics, spotting patterns, using an interview checklist, Allowing candidates to ask questions at the end, explaining the procedure of selection and concluding with a happy note, making the decision. Interview in public sector undertaking, statutory requirements						
MODULE – 3: HIRING INTERNALLY						6L
Meaning and definition of internal recruitment, Advantages and disadvantages in terms of cost, time, quality and suitability. Sources of internal recruitment: - circulars, intranet advertisements, employee referrals, Appointment or promotion, Policy guidelines and union settlements						
MODULE – 4: HIRING PROCESS AND HIRING DECISION						6L
Nature of hiring: regular, temporary, full time, part time, apprentice, contractual, and outsourcing, Existing post or new post to be created , Need analysis, cost analysis and job analysis.						
MODULE – 5: EXTERNAL HIRING						6L
Meaning and definition of external recruitment. Sources of recruitment:- advertisement, in newspaper, TV/Radio, Internet, search on the internet, wanted signboards, consultants, employment exchange, campus recruitment, employee referrals and unsolicited applications. Advantages and disadvantages of the above sources in terms of cost, time, convenience, reach of the targeted population, and quality of applicant pool. Job advertisement: drafting, size and contents. Contents of public sector recruitment: single or multiple sources and choosing the best source						
TOTAL						30 Hrs.

LAB / MINI PROJECT / FIELD WORK	
<i>Case Discussion on Self Study Topics</i>	
TEXT BOOKS	
1	Gareth Roberts, Recruitment and Selection: A Competency Approach, CIPD Publishing, 2004.
2	Recruitment And Selection : Theories And Practices, Dipak Kumar Bhattacharyya, Cengage, 2016.
REFERENCE BOOKS	
1	A. M. Sharma "Personnel & HRM", Himalaya Publishing House 2005
2	Arun Monappa and Mirza Saiyadin, Human Resource Management, Tata Mc Graw Hill Publishing Co. 2001
E-BOOKS	
1	https://www.shrm.org/academicinitiatives/universities/teachingresources/Documents/09-0152%20Gusdorf_Instructor_Notes.pdf
2	https://www.asu.edu/hr/documents/RecruitmentHandbook.pdf
MOOC	
1	https://www.mooc-list.com/course/recruiting-hiring-and-onboarding-employees-coursera
ONLINE RESOURCES	
1	https://www.youtube.com/watch?v=Z3IOca6YVSc
2	https://www.tutorialspoint.com/recruitment_and_selection/recruitment_and_selection_tutorial.pdf

COURSE TITLE		EMPLOYEE RELATIONS (MBA GENERAL –HUMAN RESOURCES MANAGEMENT ELECTIVE)		CREDITS	3
COURSE CODE	MBC4822	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Demonstrate an understanding of Employee Relations and Industrial Climate in India.				1
2	Understand the process of collective bargaining				4
3	Illustrate ability to comprehend employee grievance and redressal.				4
4	Understand appropriate statutory norms to settle Industrial Disputes.				4
5	Understand the process of social audit.				4
Pre-requisites: Fundamentals of Human Resource Management					
MODULE – 1: INTRODUCTION					6L
Introduction- Industrial Conflict- Concept and determinants of Industrial relations and its <i>position in India</i>					
MODULE – 2: COLLECTIVE BARGAINING					6L
Collective Bargaining- <i>Recent Trends in Industrial Disputes</i> -Lay off- Termination Retrenchment-closures- VRS					
MODULE – 3: TRADE UNIONS					6L
Trade Unions-Grievances and Redressal mechanisms -Code of discipline in industries-Standing orders- <i>Settlements</i> –Employee Counselling-WPIM					
MODULE – 4: INDIAN ACTS					6L
Managing foreign nationals in Indian organizations: Industrial Acts -Industrial Disputes Act 1947, Payment of Gratuity Act 1982, <i>ESI Act 1948</i> .					
MODULE – 5: INTERNATIONAL OUTLOOK					6L
Role of Indian Labour Laws and International bodies such as <i>ILO</i> -Social Audit.					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
Researches on Human resources management					
TEXT BOOKS					
1	Personnel Management and Industrial Relations- P C Tripathi				
2	Human Resource Management and Human Relations- V.P. Michael-Himalaya Publishing House				
REFERENCE BOOKS					
1	Industrial Relations - Arun Monappa				
2	Legal Systems in Business– R.Senapathy				
3	Personnel Management- kalyani publishers- k.k. Ahuja				

E-BOOKS	
1	Employee Relations (HR Fundamentals) 1st Edition, Elizabeth Aylott, 2014
2	Mastering Employee Engagement, Tim Eisenhauer, 2018
MOOC	
1	https://www.coursera.org/specializations/human-resource-management
2	https://www.mooc-list.com/course/human-resources-open2study
ONLINE RESOURCES	
1.	https://labour.gov.in/industrial-relations
2.	http://www.mca.gov.in/MinistryV2/companiesact2013.html
3.	https://www.india.gov.in/topics/law-justice
4.	http://www.lawsofindia.org/
5.	https://www.shrm.org/

COURSE TITLE		HR METRICS & ANALYTICS (MBA GENERAL – HUMAN RESOURCES MANAGEMENT ELECTIVE)		CREDITS	3
COURSE CODE	MBC4823	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE & EVALUATE				
CO	COURSE OUTCOMES				PO
1	Have detailed knowledge of every step in the analytics process and be able to manage the HR analytics process from front to back				4
2	Ability to measure and quantify the contribution of HR activity at an organisational level				4
3	Have the knowledge and tool to head the implementation of data-driven HR practices throughout the organization				4
4	Compose an HR scorecard and Human capital's ROI to be able to benchmark the organizations HR metrics				4
5	Provide evidence of critical analytical and evaluative ability by presenting in a compelling way the results of Human capital & HR analytics for Organisational effectiveness.				4
Pre-requisites: Human Resource Management and Strategic Management					
MODULE – 1: HR ANALYTICS IN PERSPECTIVE					6L
Understand the characteristics, the strategic focus and problems facing of HR analytics -HR analytics process and application of analytical techniques to evaluate Human capital impact on business					
MODULE – 2: METRICS AND DATA CHALLENGES					6L
Data & Metrics – to identify and obtain quality HR data - the purpose & efficiency of metrics – creating HR metrics and link to KPIs- <i>transform strategic goals to HR metrics</i>					
MODULE – 3: TOOL KITS FOR RESOLVING OPERATIONAL ISSUES					6L
<i>Tool kits available in market</i> - Identify and resolve operational issues in order to develop and align HR metrics with organizational strategy.					
MODULE – 4: ANALYTICS AND THE ORGANISATION AS A SYSTEM					6L
Analytics – Human Capital in the Value Chain- Balance Score card – ROI – Predictive Analytics					
MODULE – 5: REPORTING AND STRATEGIES FOR IMPROVING ORGANISATIONAL EFFECTIVENESS					7L
Reporting & Advising - the 4 rules of reporting HR analytics- importance of data visualization - why design is important in reporting basic principles of information design - knowledge, skill, and ability to use the results of data collection and analysis - <i>tell a story in a compelling manner so that change follows for improving Organisational Effectiveness</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	The New HR Analytics – Jac Fitzenz (2010), AMACOM
2	Edwards, M. R., & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.
3	HR Scorecard and Metrics, HBR, 2001.
REFERENCE BOOKS	
1	Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2003
2	70 HR metrics with examples- simplicable- uploaded by Ajay Burman on March 5 th , 2016 on scribd
3	Sesil, J. C. (2014). Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education
4	Pease, G., & Beresford, B. (2014). <i>Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments</i> . Wiley.
5	Phillips, J., & Phillips, P.P. (2014). <i>Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes</i> . McGraw-Hill.
E-BOOKS	
1	http://content.edupristine.com/HRA%20Ebook-%20Website.pdf
2	http://www.mop.ir/portal/File/ShowFile.aspx?ID=47f988a6-dee5-4c9c-b079-79d1c9f46da2
3	http://www.danangtimes.vn/Portals/0/Docs/520152012-0814416438Analytics.pdf
4	http://conferinta.management.ase.ro/archives/2014/pdf/92.pdf
5	https://www.svuniversity.edu.in/Assets/PersonalBlog/201789171023392_Research-Publications.pdf
6	https://cic.shrm.org/sites/cic.shrm.org/files/HRMetrics.pdf
MOOC	
1	https://www.analyticsinhr.com/blog/hr-analytics-courses/
2	https://www.ecornell.com/courses/human-resources-management/hr-analytics-for-business-decisions/
3	http://aztechtraining.com/course/hr-metrics-analytics
ONLINE RESOURCES	
1.	https://www.exed.hbs.edu/
2.	http://www.open.edu
3.	https://www.open.ac.uk/
4.	scribd

COURSE TITLE		COMPENSATION AND BENEFITS MANAGEMENT (MBA GENERAL – HUMAN RESOURCES ELECTIVE)		CREDITS	3
COURSE CODE	MBC4824	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: APPLY				
CO	COURSE OUTCOMES				PO
1	Ability to design Job Analysis and defend factors affecting compensation.				1
2	Compare and contrast Pay related Models and structure one as Job demands.				4
3	Illustrate ability to critically analyse rewards available and model a scheme as the job requires.				4
4	Explore and apply appropriate statutory norms to accommodate to statutory requirements.				4
5	Analyse critically the changing working environment and recommend innovative compensation plans retrieving employee champions.				4
Pre-requisites: Fundamentals of Human Resources Management					
MODULE – 1: INTRODUCTION					6L
Strategy-Job Analysis-Job evaluation approach to compensation management –Market and Internal Competitiveness- <i>Factors affecting Compensation</i>					
MODULE – 2: MODELS AND STRUCTURE					6L
Bonuses- concept & methods of calculation-Pay for performance-competency based pay-Pay Models-Pay structure- <i>Performance Appraisals</i> -Compensatory Exceptions					
MODULE – 3: REWARDS					6L
Motivation theories on rewards-Equity based rewards- team rewards-Reward strategy & psychological contract- <i>Employee Benefits</i> -Stock Options-International compensation					
MODULE – 4: LEGAL					6L
Law relating to compensation- Executive compensation- Benefits administration-Pay Policies and Practices across countries- <i>Benchmark Standards</i> -Role of Unions-Legal & Regulatory Issues					
MODULE – 5: CHALLENGES & FUTURE					6L
Employee welfare and working conditions-statutory and voluntary measures –Hurdles in Implementation-Strategies to Overcome challenges- <i>Innovations in Compensation</i>					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
Research on Organisational Study with specific reference to Payroll					
TEXT BOOKS					
1	The complete Guide to Executive Compensation- Bruce R Ellig-McGraw Hill Inc. (2014)				
2	Strategic Compensation: A Human Resource Management approach - Joseph J. Martocchio-Pearson New International Edition, 2014				
REFERENCE BOOKS					
1	Compensation – George T. Milkovich- McGraw Hill, 2015.				

2	The Compensation Handbook, Sixth Edition : A State-Of-The-Art Guide to Compensation Strategy and Design – Lance A. Berger- McGraw Hill
3	Rewarding excellence: Pay Strategies for the new economy-Edward E Lawler-Jossey Bass Inc. Publishers
E-BOOKS	
1	Compensation and Benefit Design: Applying Finance and Accounting Principles to Global Human Resource Management Systems 1st Edition, Kindle Edition, by Bashker D. Biswas
2	<i>The WorldatWork Handbook of Compensation, Benefits & Total Rewards, Wiley</i>
MOOC	
1	https://www.mooc-list.com/course/managing-employee-compensation-coursera
2	https://www.mooc-list.com/course/internet-emerging-technologies-coursera
ONLINE RESOURCES	
1.	https://www.thebalance.com/variable-pay-and-benefits-for-employee-retention-1918287
2.	https://www.allaboutcareers.com/careers/career-path/human-resources-compensation-benefits-reward
3.	http://hrcouncil.ca/hr-toolkit/compensation-overview.cfm
4.	https://www.hr.com/en/app/blog/2010/02/compensation-and-benefits-definition-and-importanc_g5kiosxm.html
5.	https://hr-guide.com/data/G400.htm

COURSE TITLE		PERFORMANCE MANAGEMENT SYSTEMS (MBA GENERAL –HUMAN RESOURCES MANAGEMENT ELECTIVE)		CREDITS	3
COURSE CODE	MBC4825	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: APPLY				
CO	COURSE OUTCOMES				PO
1	CO-1: Demonstrate ability to use the right Performance evaluation metric				1
2	CO-2: Contrast models and asses the performance with appropriate measures.				4
3	CO-3: Illustrate ability to implement PMS there by.				4
4	CO-4: Explore and apply innovative ways of rewarding employee transforming them into an indispensable asset.				4
5	CO-5: Analyze critically ethical issues relating rewards and successfully defend the fitting recognition.				4
Pre-requisites: Fundamentals of Human Resources Management					
MODULE – 1: INTRODUCTION					6L
Reviewing & Managing Performance–Performance Management and strategic planning- <i>Dimensions</i> -Process-Relevance in Organisations					
MODULE – 2: MODELS					6L
Alternative models for Assessing Performance-Balance score card-EFQM Model- Outcome metrics– Economic Value Added (EVA)- <i>Economic measures</i>					
MODULE – 3: IMPLEMENTATION					6L
Building a High Performance culture-Performance Management & Employee Development- Performance Appraisals-Performance Management System- <i>Factors affecting Implementation</i> - Pitfalls					
MODULE – 4: REWARDS					6L
Performance Management and Rewards-Financial and Non-financial Rewards-Individual and group - <i>Innovative Recognition Programs</i>					
MODULE – 5: ETHICS					6L
Ethics in Performance Management – <i>Rewards and Legal issues</i> -Value based incentive-Integrating ethics with workplace					
TOTAL				30 Hrs.	
LAB / MINI PROJECT / FIELD WORK					
Research on GAPS in existing PMS					
TEXT BOOKS					
1	Performance Management –Herman Aguinis-Pearson Education, 2012				
2	Performance Management- Prem Chanda-Macmillan, 2011				
REFERENCE BOOKS					
1	Performance Management & Appraisal Systems– T V Rao-Response Books, 2002				

2	Compensation and Reward Management-B D Singh-Excel Books, 2014
3	Employee Reward- Michael Armstrong-CIPD Publishing, 2006
E-BOOKS	
1	http://promeng.eu/downloads/training-materials/ebooks/soft-skills/performance-management.pdf
2	https://books.google.co.in/books/about/Performance_Management.html?id=Cgef6OsYcqkC&redir_esc=y
MOOC	
1	https://www.mooc-list.com/course/project-performance-management-apnacourse
2	https://www.coursera.org/learn/employee-performance
ONLINE RESOURCES	
1	https://www.udemy.com/database-management-system/
2	https://www.udemy.com/courses/development/databases/
3	https://www.udemy.com/database-design-and-management/
4	https://www.udemy.com/database-design/
5	https://www.udemy.com/introduction-to-database-systems/

SEMESTER III

SPECIALIZATIONS – SYSTEMS

COURSE TITLE		INFORMATION TECHNOLOGY MANAGEMENT MBA - SYSTEMS ELECTIVE		CREDITS	3
COURSE CODE	MBC4831	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: To understand the concept of information technology, its history, types and challenges and issues faced by IT managers				1
2	CO-2: Acquire in-depth knowledge of computer hardware and software, their types and technology for input and output				4
3	CO-3: To understand the concept of computer network, its types and information sharing.				4
4	CO-4: To demonstrate a good understanding of functional and enterprise systems, decision making process and security issues.				4
5	CO-5: Comprehend the latest trends in Information Technology.				4
Pre-requisites: Fundamentals of Information Technology					
MODULE – 1: INTRODUCTION					6L
Managing in Information Age. Evolution of IT Management – Types of Information Systems– Internet Based Business Systems– IT Management Challenges and issues – <i>Critical success Factors for IT Managers.</i>					
MODULE – 2: COMPUTER HARDWARE AND SOFTWARE					6L
Computing Hierarchy – Input – Output Technologies -Types of Software, Operating Systems- Functions of Operating Systems, Types of Operating Systems (Batch Processing, Multitasking, Multiprogramming and Real time Systems) Database Management Systems Concepts, <i>Types of Data Models.</i>					
MODULE – 3: DATA COMMUNICATION NETWORKS					6L
Concepts of Data Communication, Types of Data Communication Networks, Communications Media, Concepts of Computer Networks, the Internet, World Wide Web, Intranet and Extranets: Operation of the Internet, <i>Services provided by Internet</i>					
MODULE – 4: FUNCTIONAL AND ENTERPRISE SYSTEMS					6L
Data, Information and Knowledge Concepts, Decision Making, Process, Components of decision making and Information Systems, <i>Overview of Security Issues in Information Technology</i>					
MODULE – 5: EMERGING TRENDS IN INFORMATION TECHNOLOGY					6L
Cloud Computing, E-commerce, Mobile Application, User Interfaces, Analytics, Knowledge management, Internet of Things, <i>Social Media</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Efraim Turban, R. Kelly Rainer Jr, Richard E. Potter, Introduction to Information Technology, John Wiley & Sons, (Asia) Pvt. Ltd. Singapore. (2012)
2	Henry C. Lucas. Jr, Information Technology – Strategic Decision Making for Managers, John Wiley & Sons (Asia) Pvt. Ltd., Singapore. (2014)
3	Garroll W. Frenzel Johne. Frenzel, Management of Information Technology, Thomson Course Technology, Boston. (2004)
REFERENCE BOOKS	
1	Foundation of Information Technology, Alexis Leon, Mathews Leon, Leon Vikas. 2001
2	Information Technology for Management, Ramesh Behi, Mc Graw Hill. 2012
3	Foundations of IT, Dhiraj Sharma, Excel books. 2003
E-BOOKS	
1	Managing Information Technology by Edley Wainright Martin, Prentice Hall, 2004
2	INFORMATION TECHNOLOGY FOR MANAGEMENT by BEHL, Tata McGraw-Hill Education, 2014
MOOC	
1	https://www.edx.org/free-online-information-technology-it
2	https://www.class-central.com/subject/information-technology
ONLINE RESOURCES	
1	https://alison.com/course/information-technology-management
2	https://link.springer.com/article/10.1007/s10799-018-0287-2
3	https://www.degruyter.com/view/j/itms

COURSE TITLE		E-COMMERCE TECHNOLOGY AND MANAGEMENT (MBA– SYSTEMS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4832	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	CO-1: To understand E-commerce framework, history, advantages and disadvantages				1
2	CO-2: Acquire in-depth knowledge of e-commerce business models and managing an e-enterprise				4
3	CO-3: To demonstrate clear, concise, thoughtful and good understanding of electronic payment system and its types				4
4	CO-4: To demonstrate a good understanding of e-marketing and its types				4
5	CO-5: Comprehend the future trends in e-commerce				4
Pre-requisites: Basics of e-Commerce					
MODULE – 1: INTRODUCTION TO E-COMMERCE					6L
An Overview, Electronic Commerce – Cutting edge, Electronic Commerce Framework, Evolution of E-commerce, Roadmap of e-commerce in India, Advantages and Disadvantage of E-commerce					
MODULE – 2: E-COMMERCE PROCESS MODELS					6L
Introduction, Business Models, E-business Models Based on the Relationship of Transaction Parties, e-commerce Sales Life Cycle (ESLC) Model, Managing the e-Enterprise: Introduction, e-Enterprise, Managing the e-Enterprise, Comparison between Conventional Design and E-organisation					
MODULE – 3: ELECTRONIC PAYMENT SYSTEMS					6L
Electronic Payment Systems, Electronic Cash, Smart Cards and Electronic Payment Systems, Credit Card Based Electronic Payment Systems, Risks and Electronic Payment Systems					
MODULE – 4: E-MARKETING					6L
The scope of E-Marketing, Internet Marketing Techniques, Consumer Market, One-to-One Marketing, Consumer Demographics, Maintaining Loyalty, Gaining Acceptance, Online Catalogue, the Pilot Catalogue, A Unique Search Engine					
MODULE – 5: FUTURE TRENDS IN E-COMMERCE					6L
Future Directions: Software Agents, Technology Behind Software Agents, Types of Software Agents, Characteristics and Properties of Software Agents, Frame-work for Software Agent-based e-commerce					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Efraim Turban et al., 'Electronic Commerce – A managerial perspective', Pearson Education Asia. (2008)				
2	Kalakota et al, 'Frontiers of Electronic Commerce', Addison Wesley. 2000				

REFERENCE BOOKS	
1	Sandeep Krishnamurthy, 'E-Commerce Management – Text and Cases', Thomson Learning.2002
2	Greenstein Firsman, 'Electronic Commerce', Tata McGraw Hill. 2001
3	Nabil Adam et al, 'Electronic Commerce – Technical, Business and Legal Issues'. Prentice Hall. 2003
E-BOOKS	
1	Electronic Commerce by Gary <u>Schneider</u> , Cengage Learning, 2017
2	E-commerce and M-commerce Technologies, P. Candace Deans, IRM Press, 2005
MOOC	
1	https://www.mooc-list.com/course/digital-business-models-edx
2	https://www.mooc-list.com/course/internet-emerging-technologies-coursera
ONLINE RESOURCES	
1	http://www.oxfordhomestudy.com/courses/online-management-courses/e-commerce-online-course
2	https://www.apnacourse.com/course/flipkart
3	http://www.cobcertified.com/online-ecommerce-course-elearning.html

COURSE TITLE		KNOWLEDGE MANAGEMENT SYSTEMS (MBA– SYSTEMS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4833	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Study the concepts of Knowledge Management Initiatives				1
2	Analyze the techniques of Expert Systems & its applications				4
3	Understand the Concepts of Knowledge Engineering & its future				4
4	Study the concepts of Artificial Neural Networks & fuzzy logic				4
5	Apply the concepts of Internet - Based Software & Intelligent Agents				4
Pre-requisites: Basics of Knowledge Management & Artificial Intelligence					
MODULE – 1: INTRODUCTION					6L
Organizational Learning and Transformation; Knowledge Management Initiatives; Approaches to Knowledge Management; Information Technology in Knowledge Management; Knowledge Management Systems Implementation; <i>Roles of People in Knowledge Management</i>					
MODULE – 2: ARTIFICIAL INTELLIGENCE AND EXPERT SYSTEMS					6L
Concepts and Definitions of Artificial Intelligence; Evolution of Artificial Intelligence; The Artificial Intelligence Field; Basic Concepts of Expert Systems; Applications of Expert Systems; <i>Structure of Expert Systems</i> ; How Expert Systems Work; Problem Areas Suitable for Expert Systems; Benefits and Capabilities of Expert Systems					
MODULE – 3: KNOWLEDGE ACQUISITION, REPRESENTATION, AND REASONING					6L
Concepts of Knowledge Engineering; Scope and Types of Knowledge; Methods of Knowledge Acquisition from Experts; Automated Knowledge Acquisition from Data and Documents; Reasoning in Rule-Based Systems; Explanation and Meta knowledge; Inferencing with Uncertainty; Expert Systems Development; <i>Knowledge Acquisition and the Internet</i>					
MODULE – 4: ADVANCED INTELLIGENT SYSTEMS					6L
Machine - Learning Techniques; Case-Based Reasoning; Basic Concept of Neural Computing; Learning in Artificial Neural Networks; Developing Neural Network-Based Systems; Genetic Algorithms Fundamentals; Developing Genetic Algorithm Applications; Fuzzy Logic Fundamentals; <i>Developing Integrated Advanced Systems</i>					
MODULE – 5: INTELLIGENT SYSTEMS OVER THE INTERNET					6L
Web-Based Intelligent Systems; Intelligent Agents: An Overview; Characteristics of Agents; Intelligent Agents; Classification and Types of Agents; Internet-Based Software Agents; DSS Agents and Multi-Agents; Semantic Web: Representing Knowledge for Intelligent Agents; Web-Based Recommendation Systems; <i>Managerial Issues of Intelligent Agents</i>					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Saint-Onge, H. (2002), "Linking knowledge to strategy", Conference on Strategic Planning for KM.
2	Drucker, P. (2001), Management Challenges for the 21st Century, Harper Business Press, New York, NY.
REFERENCE BOOKS	
1	Information Systems Management in the Big Data Era (Advanced Information and Knowledge Processing) by Robert Drake and Peter Lake 2014.
2	Knowledge Management Systems: Information and Communication Technologies for Knowledge Management by Ronald Maier, 2002.
3	Knowledge Management in Theory and Practice by Kimiz Dalkir, 2005.
E-BOOKS	
1	Paradigms of Knowledge Management: With Systems Modelling Case Studies (Studies in Systems, Decision and Control) by Krishna Nath Pandey, 2011.
2	Knowledge Management Framework for System Development Projects" by Damodar Kondav. 2014.
MOOC	
1	https://www.mooc-list.com/course/knowledge-management-and-big-data-business-edx
2	https://www.mooc-list.com/course/internet-emerging-technologies-coursera
ONLINE RESOURCES	
1	Liebowitz, J. (2011) Knowledge retention: What practitioners need to know, retrieved October 2012 from http://www.kmworld.com/Articles/ReadArticle.aspx?ArticleID=73363
2	Ning K.S. (2006), A Career in Knowledge Management?, iKMS, retrieved 12 October 2012 from http://knowledge.typepad.com/ikms_newsletter/2006/05/a_career_in_kno.html
3	Robertson, J. (2003). Where is the knowledge in a CMS? Step Two Designs. Retrieved on February 2011 from http://www.steptwo.com.au/papers/kmc_wherek/index.html
4	Skyrme, D. (2011c), 'Organizing for Knowledge Management', [Online], Available at: http://www.skyrme.com/kmroadmap/roles.htm#skills [15 Jan. 2013]
5	Lee, H., and Choi, B. (2000), 'Knowledge Management Enablers, Processes, and Organizational Performance: An Integration and Empirical Examination', Journal of Management Information Systems, 20(1), pp. 179-228.

COURSE TITLE		DECISION SUPPORT SYSTEMS (MBA – SYSTEMS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4834	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Study the concepts of Decision-Making in design phase				1
2	Analyze the techniques of Model Management systems & its applications				4
3	Understand the Concepts Decision Support System methodologies of & its future				4
4	Study the concepts of Enterprise Support systems				4
5	Apply the concepts of business intelligence in real time applications				4
Pre-requisites: Fundamentals of Decision - Making and Information Systems					
MODULE – 1: INTRODUCTION					6L
Introduction and Definitions; Systems; Models; <i>Phases of the Decision Making Process</i> ; Decision-Making: The Intelligence Phase; Decision-Making: The Design Phase; Decision-Making: The Choice Phase; Decision-Making: The Implementation Phase; How Decisions Are Supported; Personality Types, Gender, Human Cognition, and Decision Styles; Decision Makers					
MODULE – 2: DECISION SUPPORT SYSTEMS					6L
DSS Configurations; Characteristics and Capabilities of DSS; Components of DSS; The Data Management Subsystem; The Model Management Subsystem; The User Interface (Dialog) Subsystem; <i>Knowledge-Based Management Subsystem</i> ; The User; DSS Hardware; DSS Classifications					
MODULE – 3: DECISION SUPPORT SYSTEM DEVELOPMENT					6L
Introduction to DSS Development; Traditional System Development Life Cycle; Alternative Development Methodologies; Prototyping: The DSS Development Methodology; Change Management; <i>DSS Technology Levels and Tools</i> ; DSS Development Platforms; DSS Development Tool Selection; Team-Developed DSS; End User Developed DSS					
MODULE – 4: MANAGEMENT SUPPORT SYSTEMS					6L
Managers and Decision-Making; Managerial Decision-Making and Information Systems; Managers and Computer Support; Computerized Decision Support and the Supporting Technologies; A Framework for Decision Support; The Concept of Decision Support Systems; Group Support Systems; <i>Enterprise Information Systems</i> ; Knowledge Management Systems; Expert Systems; Artificial Neural Networks; Advanced Intelligent Decision Support Systems; Hybrid Support Systems					
MODULE – 5: BUSINESS INTELLIGENCE					
The Nature and Sources of Data; Data Collection, Problems, and Quality; Web/Internet and Commercial Database Services; Database Management Systems in Decision Support Systems / Business Intelligence; <i>Database Organization and Structures</i> ; Data Warehousing; Data Marts					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Decision Support Systems: Putting Theory into Practice by Ralph H Sprague and Hugh J Watson, 2002
2	Decision Support and Expert Systems: Management Support Systems (Macmillan series in information systems) by Efraim Turban, 2005.
REFERENCE BOOKS	
1	Decision Support Systems and Intelligent Systems, Seventh Edition, Efraim Turban, Jay E. Aronson, Richard V. McCarthy, Prentice-Hall of India, 2007
2	Decision Support Systems, A Knowledge-Based Approach, Clyde W. Holsapple and Andrew B. Whinston, 2001.
3	Decision Support Systems for Business Intelligence by Vicki L. Sauter, 2010.
E-BOOKS	
1	https://bookboon.com/en/decision-making-support-systems-ebook
2	https://bookboon.com/en/analytics-for-managerial-decision-making-ebook
MOOC	
1	https://www.mooc-list.com/course/ren-gong-zhi-hui-artificial-intelligence-coursera
2	https://www.mooc-list.com/course/machine-learning-coursera
ONLINE RESOURCES	
1.	http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3232&context=cais
2.	https://dl.acm.org/citation.cfm?id=578156
3.	Power D.J., Sharda R. (2009) Decision Support Systems. In: Nof S. (eds) Springer Handbook of Automation. Springer, Berlin, Heidelberg
4.	https://pubsonline.informs.org/doi/abs/10.1287/opre.23.4.656
5.	D.J. Power: A Brief History of Decision Support Systems, DSS Resources.COM, http://DSSResources.COM/history/dsshistory.html , version 4.0, March 10 (2007)

COURSE TITLE		SOFTWARE DEVELOPMENT (MBA – SYSTEMS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4835	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: APPLY				
CO	COURSE OUTCOMES				PO
1	Study the concepts of Software Development Process				1
2	Develop an understanding of the principles and techniques used in the Software Development Life Cycle				4
3	Analyze business problem using software design				4
4	Articulate the fundamental principles of information software analysis and design				4
5	Establish and understanding of the various techniques for software design				4
Pre-requisites: Basics of Software design & development					
MODULE – 1: INTRODUCTION					6L
Software Development Process, Paradigms Project management Process and Project Metrics, Software estimation, Empirical estimation models, planning, Risk analysis , Software project scheduling and Tracking					
MODULE – 2: BUILDING THE ANALYSIS MODELS					6L
System, Process and Product Engineering Hierarchies Requirement Engineering and its phases, Concepts, Data Flow Model, Control Flow Model, State Charts and Transition Models, Quality Function Deployment, Language and Tools, Requirements Validation Metrics .					
MODULE – 3: SOFTWARE DESIGN					6L
Software Design Concepts and Principles, Data Design, Software Architectural Styles Analysis of Architectural Designs Architectural Design Metrics, Design Structure Quality Index Estimation, User interface design models and process Interface Design Activities, Component Level Design and Notations , Component Level Design Metrics					
MODULE – 4: SOFTWARE TESTING					6L
Principles of Software Testing White-Box Testing Techniques and its Variants, Black- Box Testing Techniques and its Variants, Integration, Validation and System Testing					
MODULE – 5: SOFTWARE QUALITY ASSURANCE					6L
Quality Metrics and Models, Software Reliability – Theory , Software Maintenance, Software Configuration Management - Reverse Engineering and Re-engineering					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
NIL					
TEXT BOOKS					
1	Roger Pressman. S., Software Engineering: A Practitioner s Approach, McGraw Hill, 2001				
2	Ian Sommerville, Software Engineering, 7th Edition, Pearson Education, New Delhi, 2004				

REFERENCE BOOKS	
1	Ali Behforooz, Frederick J Hudson, Software Engineering Fundamentals, second edition, Oxford University Press, Noida, 2003
2	Shari Lawrence Pfleeger, Software Engineering Theory and Practice, second Edition, Pearson Education, New Delhi, 2001
3	Stephen R Schach, Classical and Object-Oriented Software Engineering – With UML and C++, McGraw Hill, New Delhi, 2002
E-BOOKS	
1	www.softwaretestinghelp.com/practical-software-testing-new-free-ebook-download/
2	bookboon.com/en/systems-analysis-and-design-ebook
MOOC	
1	https://www.udemy.com/software-requirements-gathering/
2	https://www.udemy.com/software_methodologies/
ONLINE RESOURCES	
1.	https://www.udemy.com/software-development-processes/
2.	https://www.udemy.com/software-agile-development/
3.	https://www.udemy.com/software-testing-course/
4.	https://www.udemy.com/testing-success/
5.	https://www.udemy.com/principles-of-software-architecture/

SEMESTER III

SPECIALIZATIONS – OPERATIONS MANAGEMENT

COURSE TITLE		LOGISTICS MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4841	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: Ability to understand the Scope, functions and objectives of Logistics to solve Managerial issues.				2
2	CO-2: Ability to apply the knowledge of distribution channels and outsourcing logistics on achieving value proposition to the organization				6
3	CO-3: Ability to analyze the importance of Transportation and packaging and its effect on consumer and industry				4
4	CO-4: Analyzing the Performance measurement of logistics and its impact to the growth of the organization.				4
5	CO-5: Understanding the current trends in the perspective of logistics and its influence towards organizational change				5
Pre-requisites: To learn the need and importance of logistics in product flow					
MODULE – 1: INTRODUCTION					6L
Definition and Scope of Logistics – Functions & Objectives – Customer Value Chain – Service Phases and attributes – Value added logistics services – Integrating logistics into supply chain - Role of logistics in Competitive strategy – <i>Customer Service</i>					
MODULE – 2: DISTRIBUTION CHANNELS AND OUTSOURCING LOGISTICS					6L
Distribution channel structure - channel members, channel strategy, role of logistics and support in distribution channels. Logistics requirements of channel members. <i>Logistics outsourcing</i> – catalysts, benefits, value proposition – Cross docking – Effective Inventory Management – On time Delivery					
MODULE – 3: TRANSPORTATION AND PACKAGING					6L
Transportation System – <i>Evolution, Infrastructure and Networks</i> – Effective utilization - Freight Management – Vehicle Routing – Containerization – Milk Run and FTL concepts. Packaging- Design considerations, Material and Cost. Packaging as Unitization. Consumer and Industrial Packaging. Despatches – SKD/CKD – international requirements					
MODULE – 4: PERFORMANCE MEASUREMENT AND COSTS					6L
Performance Measurement – Need, System, Levels and Dimensions. Internal and External Performance Measurement – Metrics – <i>Logistics Audit</i> . Cost – Identification, Time Frame and Formatting.					
MODULE – 5: CURRENT TRENDS					6L
Logistics Information Systems – Need, Characteristics and Design. E-Logistics – Structure and Operation. Logistics Resource Management eLRM. Automatic Identification Technologies. Global Logistics – Operational and Strategic Issues, ocean and air transportation – Trans country regulations - Strategic logistics planning. <i>Green Logistics</i>					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
<i>Case Discussion on Self Study Topic</i>	
TEXT BOOKS	
1	Bowersox Donald J, Logistics Management – The Integrated Supply Chain Process, Tata McGraw Hill,3rd edition 2016
2	Sople Vinod V, Logistics Management – The Supply Chain Imperative, Pearson Education, 3rd Edition, 2012
REFERENCE BOOKS	
1	Coyle et al., The Management of Business Logistics, Cengage Learning, 7th Edition, 2004.
2	Ailawadi C Sathish & Rakesh Singh, Logistics Management, PHI, 2011.
3	Ronald H. Ballou, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007
E-BOOKS	
1	Logistics An Introduction to Supply Chain Management, Donald Waters, Palgrave macmillan
2	Logistics management, Satish c. Ailawadi , p. Rakesh singh, PHI Publishing
MOOC	
1	https://www.edx.org/course/supply-chain-fundamentals-mitx-ctl-sc1x-2
2	https://www.mooc-list.com/tags/supply-chain-logistics
ONLINE RESOURCES	
	www.nptel.ac.in books.google.co.in/books Bowersox Donald J, Logistics Management The Integrated Supply Chain Process, Tata McGraw Hill,3 rd edition 2016

COURSE TITLE		MATERIALS MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4842	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the Operating environment, strategies, MRP & ERP in production plan				1
2	Ability to apply the knowledge of Materials Planning to achieve the capacity management				5
3	Ability to analyze the importance of inventory management in controlling and policy decisions of the organization				7
4	Analyzing the purchasing management in demand forecasting of the organization				3
5	Understanding the Warehouse Management in performance measurement of the organization.				2
Pre-requisites: Understand how material management should be considered for profitability					
MODULE – 1: INTRODUCTION					6L
Materials management-role, need, importance, strategies, costs techniques – impact on Working Capital and profits - Operating environment-aggregate planning - approaches master scheduling- manufacturing planning and control system -manufacturing resource planning -enterprise resource planning-making the production plan					
MODULE – 2: MATERIALS PLANNING					6L
Materials requirements planning-bill of materials-resource requirement planning-manufacturing resource planning-capacity management-scheduling orders- production activity control -codification.					
MODULE – 3: INVENTORY MANAGEMENT					6L
Policy Decisions- objectives-control –Need for safety stock – inventory reduction techniques: ABC, FSN, VED - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Probabilistic inventory models – Differential inventory management – no store concept – Perpetual inventory management.					
MODULE – 4: PURCHASING MANAGEMENT					6L
Establishing specifications- selecting suppliers -price determination-value analysis and standardization - forward buying-mixed buying strategy-price forecasting- -demand management-price forecasting-purchasing under uncertainty-purchasing of capital equipment -international purchasing					
MODULE – 5: WAREHOUSE MANAGEMENT					6L
Principles of storage – Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification- -operational efficiency-productivity- cost effectiveness- performance measurement – risks in inventory holding – regulations in inventory holding.					

TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Discussion on Self Study Topic</i>		
TEXT BOOKS		
1	J.R.Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012	
2	P. Gopalakrishnan, Purchasing and Materials Management, Tata McGraw Hill, 2012	
REFERENCE BOOKS		
1	A.K.Chitale and R.C.Gupta, Materials Management, Text and Cases, PHI Learning, 2nd Edition, 2006	
2	A.K.Datla, Materials Management, Procedure, Text and Cases, PHI Learning, 2nd Edition, 2006	
3	Ajay K Garg, Production and Operations Management, Tata McGraw Hill , 2012	
E-BOOKS		
1	http://shodhganga.inflibnet.ac.in/bitstream/10603/79409/10/10_chapter%202.pdf	
2	https://perso.crans.org/fortuneau/ressources_maxnce_nouchet Management.pdf	
MOOC		
1	https://www.coursera.org/specializations/supply-chain-management	
2	https://alison.com/course/inventory-management-using-inventory-models	
ONLINE RESOURCES		
	<ol style="list-style-type: none"> 1. www.nptel.ac.in 2. books.google.co.in/books J. R. Tony Arnold, Stephen N. Chapman, Lloyd M. Clive, Materials Management, Pearson, 2012 	

COURSE TITLE		TOTAL QUALITY MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4843	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the Total Quality Management vision, mission and policy statement of in the organization				1
2	Ability to apply the knowledge of principles and philosophies of quality management				5
3	Ability to analyze the importance of statistical process control for the application and reengineering process of the organization.				4
4	Analyzing the importance of tools and techniques for quality management				3
5	Understanding the importance of quality systems organizing and implementation of TQM quality audits				2
Pre-requisites: To learn the quality philosophies and tools in the managerial perspective					
MODULE – 1: INTRODUCTION					6L
Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. <i>Dimensions of product and service quality</i> . Cost of quality.					
MODULE – 2: PRINCIPLES AND PHILOSOPHIES OF QUALITY MANAGEMENT					6L
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Taguchi techniques – introduction, loss function, parameter and tolerance design, signal to noise ratio. <i>Concepts of Quality circle</i> , Japanese 5S principles and 8D methodology. Lean Management concepts					
MODULE – 3: STATISTICAL PROCESS CONTROL					6L
Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributed. Process capability – meaning, significance and measurement- .Total productive maintenance (TMP), Terotechnology. Business process Improvement (BPI) – principles, applications, <i>reengineering process</i> , benefits and limitations. Hypotheses testing, Regression analysis, Design of Experience					
MODULE – 4: TOOLS AND TECHNIQUES FOR QUALITY MANAGEMENT					6L
7 Quality Tools, Quality new 7 tools, Quality functions development (QFD) – Benefits, <i>Voice of customer</i> , information organization, House of quality (HOQ), building a HOQ, QFD process. CFM, Quality circles, Quality Network, total employee involvement and Failure mode effect analysis (FMEA)					
MODULE – 5: QUALITY SYSTEMS ORGANIZING AND IMPLEMENTATION					6L
Introduction to IS/ISO 9004:2000 – quality management systems – guidelines for performance improvements. Organizational limitations, Process approach, PDCA cycle, Quality Audits. <i>TQM culture</i> , Leadership					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
<i>Case Discussion on Self Study Topic</i>	
TEXT BOOKS	
1	Dale H.Besterfield, Carol Besterfield – Michna, Glen H. Besterfield, Mary Besterfield – Sacre, Hermant – Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management, Revised Third edition, Pearson Education, 2011
2	Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, II Edition 2010
REFERENCE BOOKS	
1	Douglas C. Montgomery, Introduction to Statistical Quality Control, Wiley Student Edition, 4th Edition, Wiley India Pvt Limited, 2008.
2	James R. Evans and William M. Lindsay, The Management and Control of Quality, Sixth Edition, Thomson, 2005.
E-BOOKS	
1	https://www.wiley.com/college/sc/reid/chap5.pdf
2	http://shodhganga.inflibnet.ac.in/bitstream/10603/108436/10/10_chapter%201.pdf
MOOC	
1	https://www.class-central.com/university/iitk
ONLINE RESOURCES	
	1. www.nptel.ac.in

COURSE TITLE		PROJECT MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4844	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the Project Management goals in project formulations in the organization				1
2	Ability to apply the knowledge of planning and budgeting in cost estimating and improvement of the organization				5
3	Ability to analyze the importance of PERT & CPM Networks in project uncertainty and allocating scarce resources of the organization				4
4	Analyzing the importance of project control in project evaluation				6
5	Understanding the importance of types of project organizations in managing conflicts in the organizations				2
Pre-requisites: To apply project management principles in business situations to optimize resource utilization and time optimization.					
MODULE – 1: INTRODUCTION TO PROJECT MANAGEMENT					6L
Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles- Responsibilities and Selection – Project Teams.					
MODULE – 2: PLANNING AND BUDGETING					6L
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams . Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.					
MODULE – 3: SCHEDULING & RESOURCE ALLOCATION					6L
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Allocating scarce resources – Goldratt’s Critical Chain					
MODULE – 4: CONTROL AND COMPLETION					6L
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system. Time and cost management, Project Evaluation, Auditing and Termination.					
MODULE – 5: PROJECT ORGANISATION & CONFLICT MANAGEMENT					6L
Formal Organization Structure – Organization Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topic</i>					
TEXT BOOKS					
1	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014				
2	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5th Edition 2016				

REFERENCE BOOKS	
1	Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
2	Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010
E-BOOKS	
1	https://www.nesacenter.org/uploaded/conferences/SEC/2014/handouts/Rick_Detwiler/15Detwiler_Resources.pdf
2	http://alexandre-plennevaux.infographie-heaj.eu/e-book%20collection/The%20Principles%20Of%20Project%20Management.pdf
MOOC	
1	https://www.mooc-list.com/course/principles-project-management-open2study
2	https://www.edx.org/course/introduction-project-management-adelaidex-project101x-1
ONLINE RESOURCES	
	<ol style="list-style-type: none"> 1. www.nptel.ac.in 2. books.google.co.in/books John M.Nicholas, Project Management for Business and Technology Principles and Practice, Second Edition, Pearson Education, 5th Edition 2016

COURSE TITLE		SERVICES OPERATIONS MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4845	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the importance and nature of services in competitive environment				3
2	Ability to apply the knowledge of Service Design in adding value to the customers				1
3	Ability to analyze the importance of Service quality in designing services delivery				5
4	Analyzing the importance of services facility in creating and designing the service layouts				4
5	Understanding the importance of managing capacity and demand in supply chain management				2
Pre-requisites: To help understand how service performance can be improved by studying services operations management					
MODULE – 1: INTRODUCTION					6L
Services – Importance, role in economy, service sector – growth; Nature of services -Service classification , Service Package, distinctive characteristics , open-systems view; Service Strategy – Strategic service vision, competitive environment, generic strategies, winning customers					
MODULE – 2: SERVICE DESIGN					6L
New Service Development – Design elements – Service Blue-printing - process structure – generic approaches –Value to customer; Retail design strategies – store size – Network configuration					
MODULE – 3: SERVICE QUALITY					6L
Service Quality- Dimensions, Service Quality Gap Model; Measuring Service Quality –SERVQUAL - Walk-through Audit; Quality service by design - Service Recovery - Service Guarantees					
MODULE – 4: SERVICE FACILITY					6L
. Services capes – behaviour - environmental dimensions – framework; Facility design – nature, objectives, process analysis – process flow diagram, process steps, simulation; Service facility layout					
MODULE – 5: MANAGING CAPACITY AND DEMAND					6L
Managing Demand – strategies; Managing capacity – basic strategies, supply chain, supply management tactics , operations planning and control, capacity scheduling - Retail Discounting Model- Newsvendor Model; Managing Waiting Lines –Queuing systems					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topic</i>					
TEXT BOOKS					
1	James A. Fitzsimmons, Service Management – Operations, Strategy, Information Technology, Tata McGraw-Hill – 7th Edition 2013.				

2	Richard Metters, Kathryn King-Metters, Madeleine Pullman, Steve Walton Successful Service Operations Management, South-Western, Cengage Learning, 2nd Edition ,2012
REFERENCE BOOKS	
1	Cengiz Haksever, Barry Render, Roberta S. Russell, Rebert G. Murdick, Service Management and Operations, Pearson Education – Second Edition, 2000.
2	Robert Johnston, Graham Clark, Service Operations Management, Pearson Education, 2nd Edition, 2005
3	Philip Kotler, Hermawan Kartajaya, Iwan Setiyawan, Marketing 4.0: Moving from Traditional to Digital, John Wiley & Sons, 2017
E-BOOKS	
1	https://www.mheducation.co.uk/he/chapters/9780077133016.pdf
2	https://www.jerosystems.com/2016/servop.pdf
MOOC	
1	https://www.edx.org/course/operations-management-iimbx-om101-1x
2	https://www.mooc-list.com/course/introduction-operations-management-coursera
ONLINE RESOURCES	
	www.nptel.ac.in books.google.co.in/books James A.Fitzsimmons, Service Management Operations Tata McGraw-Hill 7 th Edition

SEMESTER III

SPECIALIZATIONS – AVIATION MANAGEMENT

COURSE TITLE		AIRLINE AND AIRPORT MANAGEMENT (MBA - AVIATION)			CREDITS	3
COURSE CODE	MBC4851	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL- 2: UNDERSTAND					
CO	COURSE OUTCOMES					PO
1	The Students were able to understand about the Aviation's History ,its major players and it current trends and challenges					5
2	It enables the student to do the Planning of the Airport and to perform operations involved in the Airport.					4
3	It enables the students to know and interpret the Meteorological data's and to calculate the Airport fees, Rates and Charges.					4
4	It enables the students to understand and adhere to the various Regulations involved Aviation Industry.					4
5	It enables the students to understand about the Navigational and ATC control process.					5
Pre-requisites: Management Principles						
MODULE – 1: INTRODUCTION						6L
History of aviation – Organisation, global & social environment – History of Aviation - Major players in the airline industry - SWOT analysis of different airline companies in India & abroad– Market potential of airline industry in India – <i>New airport development plans in India</i> – challenges and opportunities in airline industry – domestic and international from an Indian perspective						
MODULE – 2: AIRPORT INFRASTRUCTURE AND MANAGEMENT						6L
Airport planning – air terminal planning, design and operation – airport operations – airport functions – organisation structure in an airline - airport authority of india (AAI) - <i>Functions of AAI</i> , comparison of global and Indian airport management – role of AAI -airline privatization – partial privatisation.						
MODULE – 3: AIR TRANSPORT SERVICES						6L
Various air transport services - International air transport services – Indian scenario – an overview of airports in Delhi, Mumbai, Hyderabad and Bangalore – <i>the role of private operators</i> – airport development and maintenance						
MODULE – 4: INSTITUTIONAL FRAMEWORK						6L
Role of DGCA - slot allocation – methodology followed by atc and dgca -management of bilaterals – economic regulations						
MODULE – 5: AIR TRAFFIC CONTROLLING						6L
Role of air traffic control - Airspace and navigational aids – control processes – <i>case studies in airline industry</i> – Mumbai, Delhi airport Privatization – 6 cases in the airline industry.						
TOTAL						30 Hrs
LAB/MINI PROJECT/FIELD WORK						
<i>Case Discussion on Self Study Topics</i>						

TEXT BOOKS	
1	Graham.A. Managing Airports: An International Perspective - Butterworth - Heinemann, Oxford 2001.
2	Wells.A. Airport Planning and Management, 4th Edition McGraw- Hill, London 2000.
REFERENCE BOOKS	
1	Doganis. R. The Airport Business Routledge, London 1992
2	Alexender T. Wells, Seth Young, Principles of Airport Management, McGraw Hill 2003
3	P S Senguttavan, Fundamentals of Air Transport Management , Excel Books 2007
E-BOOKS	
1	https://www.questia.com/library/economics-and-business/business/management/operations-research
MOOC	
1	https://learn.canvas.net/courses/1103/pages/airline-operations-mooc-team-2
ONLINE RESOURCES	
	<ol style="list-style-type: none"> 1. https://en.wikipedia.org/wiki/Airport_and_airline_management 2. http://www.aci.aero/Global-Training/Training-Information 3. http://www.pondiuni.edu.in/sites/default/files/Air-faresmgt-070414.pdf 4. https://www.youtube.com/watch?v=RXcyC_j3U2c 5. https://ec.europa.eu/transport/sites/transport/files/modes/air/studies/doc/2015-10-employment-and-working-conditions-in-air-transport-and-airports.pdf

COURSE TITLE		AIRLINE MARKETING MANAGEMENT (MBA - AVIATION)		CREDITS	3
COURSE CODE	MBC4852	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	CO1: Understanding the marketing principles in Aviation industry				3
2	CO2: Understanding PESTEL Analysis and to build customer satisfaction				3
3	CO3: Understanding the pricing strategies in related to product features.				3
4	CO4: Comprehend the process and tools to find the competitor and their sustainability in the fields.				6
5	CO5: Getting an exposure on innovation and strategies through e – sources.				5
Pre-requisites: Basic Principles of marketing, airline services					
MODULE – 1: INTRODUCTION TO AIRLINE MARKETING					6L
Marketing Environment, <i>Customer Oriented Organisation</i> , Marketing Conceptual Framework, Marketing Mix, Stages in application of marketing principles to airline management.					
MODULE – 2: AIRLINE FINANCIAL PERFORMANCE					6L
Customer Definition, Apparent & True Needs, Industrial Buying Behaviour, Customer in the Business Air Travel Market & Leisure Market, Air Freight Market, Theoretical basis of PESTE Analysis, <i>Building Customer Satisfaction</i>					
MODULE – 3: PRODUCT ANALYSIS IN AIRLINE MARKETING					6L
Product – definition, Product Life Cycle, <i>Product Life Cycles in Aviation Industry</i> , Managing Product Portfolio, Balancing Risk and Opportunity, Fleet & Schedules related Product Features, Customer Service Related Product Features, Pricing Decisions, Building Blocks in the Airline Pricing Policy					
MODULE – 4: MARKETING RESEARCH					6L
Types, process, tools and techniques, application of marketing research, product launching, demand estimation, advertising, brand preferences, customer satisfaction, retail stores image, customer perception, distribution, customer relationship, competitor analysis and related aspects, <i>preparation of marketing research report</i>					
MODULE – 5: INFORMATION TECHNOLOGY IMPACT ON MARKETING DECISIONS					6L
Online marketing, web based marketing programmes, emerging now trends and challenges to marketers, <i>sample case studies</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Stephen Shaw " Airline Marketing and Management " Ashgate Sixth Edition, 2007.				
2	Phlip Kotler: Marketing management (Milleniumedidtion), prentice hall of India P (Ltd), New Delhi 2001.				

REFERENCE BOOKS	
1	Boyd Walker, Marketing Management, McGraw Hill, 2002
2	Keith Flether, Marketing Management and Information Technology Prentice Hall, 2001.
3	
E-BOOKS	
1	http://perpustakaan.sttkd.ac.id/ebook/uploads/Airline%20marketing%20and%20management.pdf
2	http://mail.dai-global-developments.com/6syd9zz4azim/09-isaac-bernhard-3/read-9781409401476-airline-marketing-and-management-hardback.pdf
MOOC	
1	https://www.udemy.com/aviation-customer-service-in-airline-industry
ONLINE RESOURCES	
	1. https://www.sciencedirect.com/journal/journal-of-air-transport-management 1. https://www.journals.elsevier.com/journal-of-air-transport-management/recent-articles 2. https://www.mcgill.ca/iasl/files/iasl/ASPL614-Airline-Business.pdf

COURSE TITLE	AIRLINE OPERATIONS AND SCHEDULING (MBA - AVIATION)			CREDITS	3
COURSE CODE	MBC4853	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Students will understand different types of models to optimize transportation and assignment solutions.				5
2	Students will learn the cost consideration through PERT and CPM.				4
3	Students will understand different type's Algorithm.				4
4	Students understand commercial flights operations				4
5	Students understand crew scheduling and route assignment in an Airline				5
Pre-requisites: Management & Safety Principles					
MODULE – 1: TRANSPORTION AND ASSIGNMENT MODELS					6L
Definition – Transportation model – basic feasible solution – unbalanced and degeneracy models-optimal solution – MODI method. Assignment problem – Hungarian method – restriction – unbalanced – <i>traveling salesman problem</i> – transshipment model.					
MODULE – 2: SCHEDULING					6L
Critical Path Method (CPM) – Networks computation – floats – Program Evaluation Technique (PERT) – <i>Cost considerations</i> in PERT and CPM.					

MODULE – 3: NETWORK MODELS		6L
<i>Scope and definition of network models</i> – Minimal spanning tree algorithm – Krushkal – Prim’s Algorithm – Maximal Flow model – Fort and Fulkerson Algorithm – Shortest Route – Dijkstra’s and Floyd’s algorithm.		
MODULE – 4: OPERATIONS RECOVERY		6L
Overview of Operation control centre – Aircraft Passenger Delays – Flight Postponement and cancellation model-Airline operation Recovery – Challenges – Role of Simulation.		
MODULE – 5: ROBUST SCHEDULING		6L
Robust Crew Scheduling – Robust Aircraft Routing – Degradable Schedule Design.		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Barnhart, C., F. Lu, and R Shenoj. “Integrated Airline Scheduling”. In Operations Research in the Air Industry.	
REFERENCE BOOKS		
1	Panneer Selvam R., “Operations Research “PH Publications, 2004	
2	Barnhart, C., and K Talluri. “ Airline Operations Research”, 2001	
3	Chebalov, S., and D. Klabjan. “Robust Airline Crew Scheduling. Move-up Crews”, 2008	
E-BOOKS		
1	https://www.questia.com/library/economics-and-business/business/management/operations-research	
2	https://christiemaganamoha.files.wordpress.com/2017/05/airline-operations-and-scheduling-by-massoud-bazargan.pdf	
MOOC		
1	https://www.coursera.org/learn/wharton-operations	
2	https://ocw.mit.edu/courses/civil-and-environmental-engineering/1-206j-airline-schedule-planning-spring-2003/	
ONLINE RESOURCES		
	http://www.ad-opt.com/	

COURSE TITLE		AIRLINE FINANCE (MBA - AVIATION)			CREDITS	3	
COURSE CODE		MBC4854	COURSE CATEGORY		DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%	
LEARNING LEVEL		BTL- 4: APPLY					
CO	COURSE OUTCOMES					PO	
1	CO1 : To Compute Time value, Future Value, Annuity value of Money concepts					5	
2	CO2 : To Analyse a Financial statement by way of Ratio analysis, students able to understand Airline specific ratios					4	
3	CO3 : To understand various sources of Internal and External sources of funds					4	
4	CO4 : To Understand various financial planning aspects such as Budgets and control in Airlines and Working Capital Management					4	
5	CO5 : To devise Hedging strategies and understand Leasing concepts					5	
Pre-requisites: Accounting for Management							
MODULE – 1: FOUNDATIONS OF FINANCE						6L	
Financial Management – An Overview, Time value of money, Capital Budgeting: Principles and techniques, Nature of capital Budgeting , Identifying relevant cash flows, Evaluation techniques – Payback, ARR, NPV, IRR, PI, Comparison of DCF techniques, Project selection under capital rationing, Inflation and capital Budgeting.							
MODULE – 2: AIRLINE FINANCIAL PERFORMANCE						6L	
World Airline financial results, Factors affecting Financial results – Airline financial statements – Airline financial ratios – Inter Airline Comparison of Airline Ratios – Valuation and Tangible assets – Valuation of Intangible assets – Valuation of Airlines as a whole – Rating Agencies							
MODULE – 3: SOURCES OF FINANCE						6L	
Sources of Internal finance – Sources of External finance – Institution evolved in Aircraft finance – Equity finance – Foreign ownership Limits – Share trading and share market Listing – Initial Public offers – Airline Privatization – Full Privatization – Gradual Privatization – Partial Privatization							
MODULE – 4: AIRLINE FINANCIAL PLANNING						6L	
Budget Preparation and control – Working capital Management – Principles of working capital – concepts need – Determinants , issues and estimation of working capital, Accounts receivable management and factoring – Financial Planning.							
MODULE – 5: RISK MANAGEMENT & LEASING						6L	
Exchange rate Volatility – Airline Trading exposure to currency movements – Airline Foreign exchange risk management – Fuel price exposure – Aircraft leasing – finance Lease – Operating Lease – Japanese Operating Lease – Wet Lease – Sale and Leaseback – Aircraft securitizations							
TOTAL						30 Hrs	
LAB/MINI PROJECT/FIELD WORK							
<i>Case Discussion on Self Study Topics</i>							
TEXT BOOKS							
1	Peter S Morrell : Airline Finance, Ashgate Publishers, 2007.						

2	Bijan Vasigh, Ken Fleming and Lian Mackay : Foundations of Airline Finance, Methodology and Practice, 2010.
REFERENCE BOOKS	
1	I M Pandey, Financial management, Vikas Publishing House, 2015
2	Khan and Jain, Financial Management – Text, Problems and cases, Tata Mcgraw Hill, 4e, 2004
E-BOOKS	
1	http://www.komaristaya.ru/stud/airline.finance.pdf
MOOC	
1	https://www.mooc-list.com/course/aviation-101-canvas-net
ONLINE RESOURCES	
	http://nptel.ac.in/courses/110105035/

COURSE TITLE		AVIATION LAW (MBA - AVIATION)			CREDITS	3
COURSE CODE		MBC4855	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	CO-1: It enables the students that how the air law is developed periodically in the world and how the Air Act 1934 and Aircraft rules established in British India					1
2	CO-2: it enables the students how the commercial air transportation commenced in India and the impact of Paris convention					4
3	CO-3: It enables students to learn about airlines liability in case of accident					4
4	CO-4: It enables the students to learn about privatization of airlines and airport and open sky policy in India					4
5	CO-5 It enables the students learn about air route, airport security and ground navigational aids etc.					5
Pre-requisites: Basics of Airline Marketing Management						
MODULE – 1: HISTORY AND DEVELOPMENT OF AIR LAW IN INDIA						6L
Introduction - Paris Convention on Air Navigation 1919 - Birth of Indian Air Companies - Indian Aircraft Act 1934 - Aircraft Rules 1937 - Nationalization of Air Services - International Airports Authority in India - <i>History of Aviation</i> - Survey of Current Air law in India.						
MODULE – 2: INTERNATIONAL AIR TRANSPORTATION						6L
Chicago conference - Rules for Air Navigation - Liberalisation of International Air transportation - Bermuda Agreement - Application of GATT Principles to International Air Transportation - <i>Environmental Protection Measures</i> - India and Bilateral Services Agreement.						

MODULE – 3: AVIATION LIABILITY		6L
Liability of the Carrier under the Indian Carriage by Air Act 1972 - Warsaw Convention 1929 - International Carriage - Hague Protocol 1955 - Montreal Interim Agreement 1966 - Guatemala City Protocol 1971.		
MODULE – 4: AIRLINES OWNERSHIP		6L
Introduction - Privatisation - Policy issues - Current Situation – Air Space Management in India.		
MODULE – 5: AVIATION IN INDIA		6L
Past - present - Future Overview - Airlaw and Aviation Policy in India - Air Routes and Aerodromes in India - Aviation Security - Development of Civil Aviation and Airlaw and Policy in India - Development of Aviation in India and Future Outlook for National Airlines		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Raymond C Speciale. “Fundamentals of Aviation Law”, Mc Graw Hill 2016	
2	Ronald, “International Aviation Law: A Practical Guide”, Routledge 2012.	
REFERENCE BOOKS		
1	Michael W Pearson. “Foundations of Aviation Law”, Routledge publishers, 2015.	
2	Paul B. Larsen, “Aviation Law: Cases, Laws and Related Sources, 2012.	
E-BOOKS		
1	https://news.eduboks.site/?book=0071458670	
2	https://www.britannica.com/topic/air-law	
MOOC		
1	http://www.enhelion.com/courses-info/60/certificate-aviation-law	
2	https://www.coursesites.com/webapps/Bb-sites-course-creation-BBLEARN/courseHomepage.htmlx?course_id=_386249_1	
ONLINE RESOURCES		
	https://targetstudy.com/courses/mba-aviation-management.html https://www.durhamtech.edu/academics/coursedescriptions/courseoutlines/MKT220.pdf	

COURSE TITLE		AVIATION SAFETY MANAGEMENT & ACCIDENT INVESTIGATION (MBA - AVIATION)		CREDITS	3
COURSE CODE	MBC4856	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	CO-1: To help the students to understand the concepts of overall aviation safety and security and the causes of accidents.				1
2	CO-2: The students will understand the human factors involved in aviation safety.				4
3	CO-3: Students will understand different type's aviation safety programs.				4
4	CO-4: Students will learn flight maintenance and analysis..				4
5	CO-5: Students will know different types of manual used at Airport				5
Pre-requisites: Management & Safety Principles					
MODULE – 1: AVIATION CONCEPTS, FUNCTIONS AND ENVIRONMENTAL FACTORS					6L
Aviation Safety – Need-Economic of aviation safety – safety Vs Mission – Randomness of Damage Accident Injury – Zero Accident Rate – Accident causes – Multiple Vs Single cause – Aircraft Accident – Aircraft Mishap – Aircraft incident – Building Aviation Safety Programme – Prevention methodology – Risk Management.					
MODULE – 2: HUMAN FACTORS IN AVIATION SAFETY, MOTIVATION, TRAINING					6L
Theory of Risk – Changing the Behaviour of the risk takers – Attitudes – Discipline – Punishment – Protection of safety – Motivating Safety Behaviour – Human factors difficulties – Training involving human factors – Human Performance Concerns – Human Performance Factors					
MODULE – 3: AVIATION SAFETY PROGRAMME, SAFETY COMMITTEES					6L
Internal Reporting Systems – Information Distribution System – Aviation Safety Committee – Aviation Safety Inspection Programs – Aviation safety program Evaluation – Flight Operation Safety Inspection – Safety Inspection Report Format – Aviation Safety Education and Training – Aviation Safety Awards Programs – Accident Preparation and Investigation.					
MODULE – 4: AIRCRAFT MAINTENANCE SAFETY					6L
Aircraft discrepancies – Delayed and Deferred Discrepancies – Training – Configuration Control – Maintenance Engine runs and taxiing – Maintenance test flight – Maintenance analysis – Tools Control – Hazardous Waste Disposal – Bogus parts – Technical data – Maintenance Inspections – Flight Line Practices – Maintenance Safety Programs – Maintenance Safety Inspections.					
MODULE – 5: SAFETY CRITERIA, DOCUMENTS					6L
Airport Certification Manual – Airport Emergency Plan – Airports/Heliports criteria – Airfield criteria – Airspace Criteria – Foreign object control – Bird Hazards – Snow and Ice Removal – Fuel Handling – Vehicle Control – Airport and Heliport Safety Inspections.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					

TEXT BOOKS	
1	Aviation Safety Programs – A Management Handbook – Richard H. Wood, 2003.
2	Safety Management Systems for Aviation Practitioners: Real-world Lessons, 2013.
REFERENCE BOOKS	
1	Commercial Aviation Safety V edition – Claence C.Rodufues, 2011.
2	Commercial Aviation Safety VI edition Stephan K. Cusick, 2017
3	Safety Management Systems in Aviation – Allan J Stolzer, Carld. Halford, 2008
E-BOOKS	
1	https://asrs.arc.nasa.gov/search/database.html
MOOC	
1	https://www.coursesites.com/webapps/Bb-sites-course-creation-BBLEARN/courseHomepage.htmlx?course_id=_305204_1
ONLINE RESOURCES	
	https://aviation-https://asrs.arc.nasa.gov/search/database.html

COURSE TITLE	AIR CARGO MANAGEMENT (MBA - AVIATION)			CREDITS	3
COURSE CODE	MBC4857	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	It enable the students to learn the basic knowledge of Air Cargo operations				1
2	It enable the students understand the movement of Cargo from Shipper to Destination				4
3	It enable the students to learn about business model to increase the revenue and cut cost				4
4	It enable the students about duties and responsibilities of different agencies involved in the Cargo Management				5
5	It enable the students about national aviation policy on Cargo movement and to augment that facilities in the Cargo terminal				5
Pre-requisites: Basics of Airline Marketing Management					
MODULE – 1: INTRODUCTION TO AIR CARGO MANAGEMENT					6L
Introduction, Operations and Industry Regulations, Service Function, Organization and Liability, SLI, Types of cargo, Air Cargo Tariff, Rates & Charges , Valuation charges and Disbursement, Airway Bill, Function , Purpose and Validation					
MODULE – 2: DEVELOPMENT OF THE CONCEPT OF AIR CARGO MANAGEMENT					6L
Overview of the Air Cargo Industry, the fundamental changes taking place in the industry, the changing needs of shippers, Leveraging information technology in key areas of the industry, Air Cargo Competitive Landscape – emerging trends in air cargo industry, Performance of leading air cargo operators, economics of PTF (Passenger to Freighter), History of PTF					

MODULE – 3: OVERVIEW OF AIR CARGO OPERATIONS AND BUSINESS MODELS		6L
Applying gap analysis for profit opportunities and better efficiencies, Strategies and business models from other industries: Lessons for Air Cargo, Logistics as a competitive advantage in supermarket retailing, Logistics as a key to profitability - Short history of automation in air cargo , Expectations of the end customer, Benefits of automation and e-business for the end-to-end air cargo supply chain, Components of a comprehensive e-Cargo approach for a modern cargo airline and a freight forwarding.		
MODULE – 4: DIGITALISATION OF AIR CARGO MANAGEMENT AND CARGO HANDLING FACILITY		6L
Understanding the Technology of E-Cargo, EDI standards: Cargo-IMP vs. XML, Cargo Community Systems, The Cargo Cloud, E-Pouch solutions and electronic document management platforms, the paperless process flows, Technology for the warehouse: how to match data with the physical flows for optimum efficiency, Airport Cargo Activity & Cargo Zone, Aircraft Handling with Cargo, Cargo Terminals and Facilities , Emerging trend in Cargo & Cargo Carriers.		
MODULE – 5: AIR CARGO POLICY		
National Civil Aviation Policy – Air cargo focus – Main Features – Implications for stakeholders		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Discussion on Self Study Topics</i>		
TEXT BOOKS		
1	Michael Sales, Air Cargo Management: Air Freight and the Global Supply Chain, Routledge, 2017.	
2	Airline Efficiency edited by John D. Bitzan, James H. Peoples, Wesley W. Wilson, Emerald, 2016.	
REFERENCE BOOKS		
1	Sung Chi-Chu, “4th Party cyber logistics for Aircargo”, Boston: Kluwer Academic Publishers, 2006.	
2	P.S.Senguttavan, “Fundamentals of Air transport management”, Oxford-Atlas-Oxford Publishing, Excel books, 2010.	
E-BOOKS		
1	https://pdfentity.co/downloads/air_cargo_management_air_freight_and_the_global_supply_chain.pdf	
MOOC		
1	https://www.coursera.org/learn/supply-chain-logistics	
2	https://ocw.mit.edu/courses/aeronautics-and-astronautics/16-886-air-transportation-systems-architecting-spring-2004/	
ONLINE RESOURCES		
	https://targetstudy.com/courses/mba-aviation-management.html https://www.durhamtech.edu/academics/coursedescriptions/courseoutlines/MKT220.pdf	

COURSE TITLE		PROJECT MANAGEMENT (MBA GENERAL MANAGEMENT, AVIATION, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4844	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the Project Management goals in project formulations in the organization				1
2	Ability to apply the knowledge of planning and budgeting in cost estimating and improvement of the organization				5
3	Ability to analyze the importance of PERT & CPM Networks in project uncertainty and allocating scarce resources of the organization				4
4	Analyzing the importance of project control in project evaluation				6
5	Understanding the importance of types of project organizations in managing conflicts in the organizations				2
Pre-requisites: To apply project management principles in business situations to optimize resource utilization and time optimization.					
MODULE – 1: INTRODUCTION TO PROJECT MANAGEMENT					6L
Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. <i>Project Manager – Roles- Responsibilities and Selection</i> – Project Teams.					
MODULE – 2: PLANNING AND BUDGETING					6L
The Planning Process – Work Break down Structure – <i>Role of Multidisciplinary teams</i> . Budget the Project – Methods. Cost Estimating and Improvement. Budget uncertainty and risk management.					
MODULE – 3: SCHEDULING & RESOURCE ALLOCATION					6L
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – <i>Allocating scarce resources</i> – Goldratt’s Critical Chain					
MODULE – 4: CONTROL AND COMPLETION					6L
The Plan-Monitor-Control cycle – <i>Data Collecting and reporting</i> – Project Control – Designing the control system. Project Evaluation, Auditing and Termination.					
MODULE – 5: PROJECT ORGANISATION & CONFLICT MANAGEMENT					6L
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. <i>Managing conflict</i> – Team methods for resolving conflict.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Clifford Gray and Erik Larson, Project Management, Tata McGraw Hill Edition, 6e,2014				
2	John M. Nicholas, Project Management for Business and Technology - Principles and Practice, Second Edition, Pearson Education,5th Edition 2016				

REFERENCE BOOKS	
1	Gido and Clements, Successful Project Management, sixth Edition, Cengage, 2015.
2	Harvey Maylor, Project Management, Fourth Edition, Pearson Education, 2010
E-BOOKS	
1	https://books.google.co.in/books John M.Nicholas, Project Management for Business and Technology Principles and Practice, Second Edition, Pearson Education,5 th Edition 2016
MOOC	
1	https://www.mooc-list.com/course/principles-project-management-open2study
ONLINE RESOURCES	
	www.nptel.ac.in

SEMESTER III

SPECIALIZATIONS – MEDIA & ENTERTAINMENT MANAGEMENT

COURSE TITLE		FILM ANIMATION AND GAMING PROGRAMMING MANAGEMENT PAPER I (TO MBA MEDIA AND ENTERTAINMENT)		CREDITS	3
COURSE CODE	MBC4861	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understand the Animation production pipeline.				2
2	Able to Understand the Animation production practices.				6
3	Able to Understand the special EFX production pipeline				4
4	Able to discuss the production management.				4
5	Understand the special EFX production practices.				5
Pre-requisites: Film Animation and Gaming fundamentals, Pipelines					
MODULE – 1: ANIMATION PRODUCTION PIPELINE					6L
2D traditional pipeline - pre production & post production, 2D flash – pre production & post production , 3D high end – <i>pre production , post production</i> .					
MODULE – 2: ANIMATION PRODUCTION PRACTICES					6L
Various processes in 2D & 3D , best practices in production work globally , <i>QC practices</i> .					
MODULE – 3: SPECIAL EFX PRODUCTION PIPELINE					6L
Special EFX <i>production pipeline</i> & practices in the world.					
MODULE – 4: PRODUCTION MANAGEMENT					6L
Softwares used in different stages , pre production management , working with artists , <i>role of modelers</i> .					
MODULE – 5: SPECIAL EFX PRODUCTION PRACTICES					6L
HR allocation for pre production , production , texturing department , exposure to gnom library , data centre for rendering and post production , <i>Q C practices</i> .					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Preparation of a pre-production plan for an animation film</i>					
TEXT BOOKS					
1	Renee Dunlop, Production pipeline fundamentals for film and games, Focal press, 2014				
2	Richard E. Williams, The Animator’s survival kit, Faber, 2009.				
REFERENCE BOOKS					
1	Dan Irish, The Game Producer’s Handbook, Cengage Learning PTR, 2005.				
E-BOOKS					
1	https://www.blopanimation.com/making-an-animated-short-ebook/				
MOOC					
1.	https://www.mooc-list.com/course/explore-animation-futurelearn				
2.	https://www.mooc-list.com/tags/film				

ONLINE RESOURCES	
	www.gameindustry.biz www.unit9.com www.digigaming.com

COURSE TITLE		FILM AND TELEVISION PRODUCTION PROGRAMMING MANAGEMENT PAPER I (TO MBA MEDIA AND ENTERTAINMENT)		CREDITS	3	
COURSE CODE		MBC4862	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%		ESE	50%	
LEARNING LEVEL		BTL-2:UNDERSTAND		ASSESSMENT MODEL	TA3	
CO	COURSE OUTCOMES				PO	
1	Understand the finer aspects of copyrights and royalty issues existing in India, in relation to music and radio business.				4	
2	Understand the growth of Animation and Video Game Industry.				5	
3	Understand the laws pertaining to cyberspace and Internet.				6	
4	Able to discuss the pros and cons of these laws on right to freedom of expression.				3	
5	Understand the rights of the media publishing companies and how they distribute the contents to public.				3	
Prerequisites: Film production fundamentals, equipments, production house						
MODULE – 1: VARIOUS GENRES OF FILM AND TELEVISION, FILM AESTHETICS					6L	
Introduction to Video technology and terminologies, Film Genres, Television Genres, <i>Film Aesthetics</i>						
MODULE – 2: FILM AND VIDEO CLASSIFICATION, FORMATS, EQUIPMENT AND JOB PROFILES					6L	
Narrative and Non-narrative Films, Feature Films, Ad Films, Documentaries and Television, Genres under each type, Medium & Film Formats, Aspect Ratios, Film Syntax: Shot, Scene & Sequence, Mis-en-scene, <i>Continuity Editing</i> , Cameras (For films & videography).						
MODULE – 3: STAGES OF PRODUCTION					6L	
Grips, Lights & package, Sound (On Location & Studio), Post Processing, Hierarchy & Roles across departments in Production & Post, Role of Producer & Production <i>Executives in different stages of production.</i>						
MODULE – 4: BUSINESS OF FEATURE FILMS					6L	
Screen Writing for, scripting, Preparation of Shooting Script, Script breakdown, Visualizing the Content and Craft, Treatment Notes, Character Sketches, Storyboarding, Animatics, Pre-viz, Scheduling, <i>Crewing, Casting</i> , Auditions and Agreements.						

MODULE – 5: RECEE, LICENCES AND ROYALTIES		6L
Location Scouting, Recce and Permissions & Approvals, Hiring Equipment & Rentals, Daily Call Sheets, Assembling & Accommodating the Cast & Crew, Production Safety, Handling Stocks / HDD / Tapes, Obtaining Licenses and Royalties, Post Production Studio Management		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Editing of short videos</i>		
TEXT BOOKS		
1	Eve Light Honthamer, The complete film production handbook, Focal press, 2010	
2	Nicholas George, Film Crew: Fundamentals of Professional Film & Video production, Platinum Eagle Publishing, 2010	
REFERENCE BOOKS		
1	http://portalsso.vansd.org/portal/page/portal/Staff_Portal/Staff_Pages/VSAA_STAFF_PAGES/VSAA_ALT_Berhow/Film%20Art%20and%20Filmmaking.pdf	
E-BOOKS		
1	https://www.filmmakingstuff.com/wp-content/uploads/2014/01/The-Modern-MovieMaking-Movment.pdf	
MOOC		
1.	https://www.coursera.org/courses?query=film	
2.	https://www.mooc-list.com/tags/film-production	
ONLINE RESOURCES		
	Webarchive.nationalarchives.gov.uk www.bbc.com www.nord.no www.tandfonline.com	

COURSE TITLE		MEDIA BUSINESS PRACTICES PAPER I (TO MBA MEDIA AND ENTERTAINMENT)		CREDITS	3
COURSE CODE	MBC4863	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understand the various laws related to entertainment and media industry and will have a strong grounding in application of these laws.				4
2	Understand the finer aspects of copyrights and royalty issues existing in India, in relation to music and radio business				5
3	Understand the laws surrounding the Film and TV business and on the importance of abiding these laws				6
4	Understand the shape of business practices of Television				3
5	Understand the shape of business practices of Film				3
Prerequisites: Business communication, Business Law, Publication and report writing					
MODULE – 1: ADVANCED ENTERTAINMENT LAW IN INDIA					6L
Contracts, Copyrights and IP in India, drafting contracts, filing of patents, formalities and necessary procedures, security concerns, trade secrets and privacy, IP, Digital signature, telecommunication regulations					
MODULE – 2: MUSIC AND RADIO BUSINESS					6L
Music and Concerts - Copyrights - Publishing, Record Label development, Future of the Music Business due to new streaming and place shifting technologies, Indian Music Label companies, Music Royalty and distribution of content					
MODULE – 3: MEDIA, DISTRIBUTION OF CONTENT, LAWS					6L
Laws and Copyrights involves with the Film and TV Business in India, Distribution of Content for Film and TV Business Theatres and Distributors, and Legal Aspects surrounding Film and TV Business .					
MODULE – 4: TELEVISION					6L
The shape of business, Now: The issues, the opportunities and trends, the other revenue opportunities, the programming opportunities, the growth years, the birth of MSOs, the way the business works: software, broadcast and distribution, The metrics, The regulations. Digitisation					
MODULE – 5: FILM					6L
The shape of business, Now: The issues, the opportunities, the trends, the glimmer of a new beginning, the birth of alternative revenue streams, the birth of a new film industry, the changing Eco-system, the way the business works, the metrics and the regulations .					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
<i>Case Discussion on Self Study Topics</i>					
TEXT BOOKS					
1	Taxmann, Copyright Act 1957 (2017)				
2	Taxmann, Trade Marks Act 1999 with Trade Marks Rules 2017				

REFERENCE BOOKS	
1	Vanitha Kohli – Khandekar, The Indian Media Business, SAGE publications, 2013.
E-BOOKS	
1	https://alexanderstreet.com/products/business-e-books-online
MOOC	
1	https://alexanderstreet.com/products/business-e-books-online
ONLINE RESOURCES	
	www.ibef.org www.makeinindia.com/sector/media-and-entertainment www.contracts.org.in

COURSE TITLE	MEDIA MANAGEMENT PAPER I (FOR MBA MEDIA & ENTERTAINMENT)			CREDITS	3
COURSE CODE	MBC4864	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understand the various forms of media and gain insights about Media convergence, Media conglomerates.				6
2	Understand the media management concept and perspective				4
3	Be able to understand media industry as manufacturers				3
4	Understand the media economics, strategic management and marketing.				1
5	Be able to understand media management insights, practices and challenges.				2
Prerequisites: Management Principles, Layout, Design and Scheduling					
MODULE – 1: MEDIA FORMS					6L
Print media, Broadcast media, New media, Folk media, Performing arts, Photography, Advertising media, Media convergence, <i>Media conglomerates</i>					
MODULE – 2: MEDIA MANAGEMENT: CONCEPT AND PERSPECTIVE					6L
Concept, origin and growth of Media Management Fundamentals of management Management School of Thought Visionary Leadership- Media Entrepreneurs, Qualities and Functions of media managers. Case studies on visionary leadership of Media entrepreneurs and highlight the strategies they used. <i>Students will also do some written assignments</i>					
MODULE – 3: MEDIA INDUSTRY					6L
Media industry as manufacturers- Manufacturing Consent. Changing Ownership patterns and structure of news media organizations in India Media and Entertainment Business- Print, TV, Film, Music, Radio, Telecommunications, Internet, Out of Home, Events Freedom and					

<p>challenges - Arranging equipment and personnel for a new media enterprise, problems of finance, FDI.</p> <p>Case studies of Indian and International Media Giants</p> <p>Different media organizations - Indian and International. They will prepare a project on the management strategies adopted by any one newspaper or one television channel. They will also do a comparative analysis of two media organizations.</p> <p>Assignments on the topics mentioned above. Project on news/content management strategies</p>	
MODULE – 4: MEDIA ECONOMICS, STRATEGIC MANAGEMENT AND MARKETING	
6L	
<p>Understanding Media Economics- Economic thought, Theoretical foundations, issue and concerns of media economics. Capital inflow, Budgeting, Financial management, and personnel Management Strategic Management, news and content management. Market forces , performance evaluation(TAM, TRP and HITS) and Market shifts Media audiences and credibility.</p>	
MODULE – 5: MEDIA MANAGEMENT: INSIGHTS, PRACTICES AND CHALLENGES	
6L	
<p>Media Management practices followed by Indian and Global Media Organisations Ethico – legal perspectives in Media management. Government - Media Interface- Policies and regulations Issues related to Paid news, lobbying, pressure group influence, Corporatization and Politicization of Media</p>	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
<i>Case Discussion and Written assignments on Self Study Topics</i>	
TEXT BOOKS	
1	Vinita KohliKhandeka, Indian Media Business, Sage, 2013
2	PradipNinan Thomas, Political Economy of Communications in India, Sage, 2010.
REFERENCE BOOKS	
1	Dennis F. Herrick, Media Management in the age of Giants, Surjeet Publications, 2005
E-BOOKS	
1	https://books.google.co.in/books/about/Electronic_Media_Management.html?id=VkbAHd88CdwC&redir_esc=y
MOOC	
1	https://www.coursera.org/specializations/social-media-marketing
ONLINE RESOURCES	
	<p>https://websourcegroup.com/web-design/social-media-management</p> <p>https://books.google.co.in/books?isbn=113561959X</p> <p>https://books.google.co.in/books?isbn=1317458532</p>

COURSE TITLE		SOCIAL MEDIA AND RICH MEDIA PAPER I (TO MBA MEDIA AND ENTERTAINMENT)		CREDITS	3
COURSE CODE	MBC4865	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2, 3 & 6: UNDERSTAND, APPLY & CREATE				
CO	COURSE OUTCOMES				PO
1	Understand social media, online & 2.0				5
2	Understand and utilise Wikis and Future class;				6
3	Be able to understand blogging concepts, ethics, terms, tools and techniques, and create blogs				4
4	Understand wordpress, trackbacks, blogrolls				4
5	Be able to understand RSS feeds and feedreaders: distribution, productivity and monitoring, and create RSS feeds.				3
Prerequisites: Social media knowledge					
MODULE – 1: SOCIAL MEDIA, ONLINE & 2.0					6L
Course introduction: what has changed online, how and why we got here: Overview of social media and Web 2.0 , <i>Differences between traditional media and social media</i>					
MODULE – 2: WIKIS AND FUTURE CLASS					6L
Introduction to wikis, including PB wiki and Media Wiki . Students discuss in groups and report back to instructor who will illustrate how to edit a wiki and take notes. In future classes, <i>assigned students will take notes on the wiki.</i>					
MODULE – 3: BLOGGING CONCEPTS , ETHICS, TERMS , TOOLS AND TECHNIQUES					6L
Blogging culture: authenticity, transparency, authority, influence, ethics, and credibility , Writing for the web: how do people read and browse online? , Newspapers text vs. online text: similarities and contrasts , Corporate blogging , <i>Hosting your own blog vs. using hosted blog platforms.</i>					
MODULE – 4: WORDPRESS, TRACKBACKS, BLOGROLLS					6L
Creation of a web site using Wordpress content management system , Basics of HTML and CSS to get you out of a jam , Trackbacks, links, tags, sidebars, blogrolls, widgets, and feeds , <i>Principal search engines for blogs</i>					
MODULE – 5: RSS FEEDS AND FEEDREADERS : DISTRIBUTION , PRODUCTIVITY AND MONITORING					6L
Managing online information, publishing and distributing media online, syndicating media and <i>content through RSS</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Notes on Wiki, Creating blogs, creating RSS feed					
TEXT BOOKS					
1	Jay Baer, Youtility, Portfolio Penguin, 2013				
2	Van Looy, Amy, Social Media Management, Springer, 2016				

REFERENCE BOOKS	
1	Richard Caladine, Enhancing E – Learning with Media-Rich Content and Interactions, 2008
E-BOOKS	
1	https://books.google.co.in/books/about/Electronic_Media_Management.html?id=VkbAHd88CdwC&redir_esc=y
MOOC	
1	https://www.coursera.org/specializations/social-media-marketing
ONLINE RESOURCES	
	www.springer.com/in/book www.business.linkedin.com/marketing-solutions

COURSE TITLE	SOUND PRODUCTION AND MUSIC INDUSTRY MANAGEMENT PAPER I (TO MBA MEDIA AND ENTERTAINMENT)			CREDITS	3
COURSE CODE	MBC4866	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-3: APPLY				
CO	COURSE OUTCOMES				PO
1	Be able to understand and discuss the rich music industry of the past, and also be able to differentiate between the different musical notes.				4
2	Be able to have an in depth knowledge about a recording studio, its types and be able to do a costing for setting up of an studio				3
3	Understand the studio and infrastructure designing in a radio station				6
4	Be able to understand how the songs, jingles, and background music are recorded.				5
5	Be able to plan and prepare a recording schedule as well as to prepare a budget proposal.				2
Prerequisites: Music, Audio & Studio knowledge					
MODULE – 1: MUSIC INDUSTRY					6L
Introduction to contemporary music industry, popular music genres, popular musicians, <i>music programs and shows</i> .					
MODULE – 2: SETTING UP AN AUDIO STUDIO					6L
What is a recording Studio, <i>Multitrack</i> And Stereo Recording.					
MODULE – 3: STUDIO					6L
Studio Types, Home studio, Professional Studios, Commercial Considerations, Costings, <i>Recording Formats</i> .					

MODULE – 4: AUDIO RECORDING PRODUCTION		6L
Audio Pre and Post production Concepts and methods, Recording songs, jingles and <i>background music</i> .		
MODULE – 5: RECORDING PLANNING & SCHEDULING		6L
Recording Session Planning, <i>Scheduling</i> and Budgeting		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Assignment on preparing a recording session plan and budget.		
TEXT BOOKS		
1	Finch, Introduction to Acoustics, Pearson Education India, 2016	
2	Tommy Swindali, Music Production, 2017	
REFERENCE BOOKS		
1	Pooja Gautam, Making a career in the film industry, Buzzing Stock, 2011	
E-BOOKS		
1	itf.org%2FDE%2F0815392664%2Fartist_management_for_the_music_business.pdf&usg=AOvVaw11mRcFoJymqNK3tJA013iK	
MOOC		
1	https://www.edx.org/course/creativity-entrepreneurship-0	
ONLINE RESOURCES		
	www.soundation.com www.soundtrap.com www.soundtraining.com www.lynda.com/music	

COURSE TITLE		FILM ANIMATION AND GAMING PROGRAMMING MANAGEMENT PAPER II (TO MBA MEDIA AND ENTERTAINMENT)			CREDITS	3	
COURSE CODE		MBC4867	COURSE CATEGORY		DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%	
LEARNING LEVEL		BTL-2: UNDERSTAND					
CO	COURSE OUTCOMES					PO	
1	Understand game production pipeline, production practices & generation of games					3	
2	Understand the supervision interaction for Program Vs Animation					5	
3	Understand the game engines and application					6	
4	Able to discuss developing game concepts					4	
5	Understand managing people and ideas					4	
Pre-requisites: Developing Game Concepts, Managing People and Ideas							
MODULE – 1: GAMING PRODUCTION PIPELINE , PRODUCTION PRACTICES & GENERATION OF GAMES						6L	
Ideating for a game , scripting for a game , consumer psychology an age group target, level of game & genre , <i>pre production</i> .							
MODULE – 2: SUPERVISION INTERACTION FOR PROGRAM Vs ANIMATION						6L	
H R allocation, production , programming supervision , interaction between <i>game animators and programmers</i> .							
MODULE – 3: GAME ENGINES AND APPLICATION						6L	
Best practices for interfacing program (v/s) animation , Q C practices , in depth overview of game engines and <i>application access devices</i> .							
MODULE – 4: DEVELOPING GAME CONCEPTS						6L	
An Introduction to the games industry that develops skills in design and production practices, pitching and communicating game concepts, and <i>planning of game projects</i> .							
MODULE – 5: MANAGING PEOPLE AND IDEAS						6L	
An Introduction to the management of people and ideas and how different theories and practices can be used to enhance individual and organizational performance. Module content includes: management in context; people management; <i>ideas management</i> ; using research in management practice.							
TOTAL						30 Hrs	
LAB/MINI PROJECT/FIELD WORK							
Prepare comparative study on various technology in Animation							
TEXT BOOKS							
1	Renee Dunlop, Production pipeline fundamentals for film and games, Focal press, 2014						
2	Richard E. Williams, The Animator’s survival kit, Faber, 2009.						

REFERENCE BOOKS	
1	Dan Irish, The Game Producer's Handbook, Cengage Learning PTR, 2005.
E-BOOKS	
1	https://books.google.co.in/books?id=UwYOAQAACAAJ&dq=GAME+PROGRAMING++MANAGEMENT&hl=en&sa=X&ved=0ahUKEwiUjOzTxNzbAhWGuI8KHQo3AaUQ6AEIJAA
MOOC	
1	https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=2&cad=rja&uact=8&ved=0ahUKEwjMnt3dxNzbAhXKPI8KHbwaCMMQFgg0MAE&url=https%3A%2F%2Fwww.coursera.org%2Flearn%2Fgame-development&usg=AOvVaw1amgk40vKFgl1GpoalJBni
ONLINE RESOURCES	
	<ol style="list-style-type: none"> 1. www.gameindustry.biz 2. www.unit9.com 3. www.digigaming.com

COURSE TITLE	FILM AND TELEVISION PRODUCTION PROGRAMMING MANAGEMENT PAPER II (TO MBA MEDIA AND ENTERTAINMENT)			CREDITS	3
COURSE CODE	MBC4868	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2:UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	CO-1: Understand the business of advertising corporate and documentary films				4
2	CO-2: Understand Ad film making in a global scenario				5
3	CO-3: Understand the business of Television production and broadcasting				6
4	CO-4: Able to discuss the Formats, Types and Production				3
5	CO-5: Understand studio, trip, artist, and acting talent management				3
Prerequisites: Film production fundamentals, equipments, production house					
MODULE – 1: BUSINESS OF ADVERTISING CORPORATE AND DOCUMENTARY FILMS					6L
Concepts & Structure, advertising films as a Communication & Marketing tool, Mediums, Approaches & Types, role of Ad Agencies & Production Houses.					
MODULE – 2: AD FILM MAKING IN A GLOBAL SCENARIO					6L
Stages of Ad filmmaking, Global Advertising Scenario, Indian ad film industry, documentary film types, funding, preproduction, <i>production and post production</i> .					
MODULE – 3: BUSINESS OF TELEVISION PRODUCTION AND BROADCASTING					6L
Television Production Process, <i>Phases and Hierarchy</i> .					

MODULE – 4: FORMATS, TYPES AND PRODUCTION		6L
Basics of TV Systems and Video recording formats, Programming Types and Treatment, <i>News Production and Broadcast</i> .		
MODULE – 5: STUDIO, TRP, ARTISTE AND ACTING TALENT MANAGEMENT		6L
Studio Production: Single and Multi Camera setups, <i>Post Production</i> , Broadcast Slots and TRP. Managing Artistes and the products that make up the artiste identity as a commercial proposition.		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Make a presentation on an advertising agency and their popular creatives.		
TEXT BOOKS		
1	Eve Light Honthaner, The complete film production handbook, Focal press, 2010	
2	Nicholas George, Film Crew: Fundamentals of Professional Film & Video production, Platinum Eagle Publishing, 2010	
REFERENCE BOOKS		
1	Production Management for TV and Film: The professional's guide by Linda Stradling, 2010	
E-BOOKS		
1	https://books.google.co.in/books?id=S6ovbb0NrTkC&printsec=frontcover&dq=TELEVISION+PRODUCTION+MANAGEMENT&hl=en&sa=X&ved=0ahUKEwiXxPScxdzbAhUHM48KHZpTALsQ6AEIJAA#v=onepage&q=TELEVISION%20PRODUCTION%20MANAGEMENT&f=false	
MOOC		
1	https://www.mooc-list.com/tags/film	
ONLINE RESOURCES		
	Webarchive.nationalarchives.gov.uk www.bbc.com www.nord.no www.tandfonline.com	

SEMESTER III

SPECIALIZATIONS – HOSPITAL & HEALTHCARE MANAGEMENT

COURSE TITLE		HUMAN ANATOMY, PHYSIOLOGY AND MEDICAL TERMINOLOGY (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4871	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE					
CO	COURSE OUTCOMES					PO
1	CO-1: Demonstrate and understanding of human anatomy and physiology					1
2	CO-2: Ability to apply the skills of effective medical terminologies					4
3	CO-3: Explore the skills to plan the proper roots, prefixes, suffixes and symbols					5
4	CO-4: Analyzing the need and importance of illness					4
5	CO-5: Explore and identify the various infection control measures					5
Pre-requisites: Human Anatomy & Physiology, Illness, Infection Control						
MODULE – 1: HUMAN ANATOMY AND PHYSIOLOGY						6L
Digestive System ,Respiratory System , Circulatory System ,Central Nervous System , Muscular Skeletal System ,Reproductive System, Excretory System ,Endocrine Glands, Special Senses						
MODULE – 2: MEDICAL TERMINOLOGY						6L
Reasons for using <i>medical terms</i> ,Glossary of medical terms: major diseases and medical specialties						
MODULE – 3: ROOTS, PREFIXES, SUFFIXES, ABBREVIATIONS AND SYMBOLS						6L
Common roots : element referring to, usage and definition ,Common prefixes and suffixes , Common abbreviations: departments, time, <i>general healthcare</i> , routes of medication, and laboratory , Symbols						
MODULE – 4: ILLNESS						6L
Defining <i>Illness</i> : Direct and indirect causes ,Classification and description of disease						
MODULE – 5: INFECTION CONTROL						6L
Medical asepsis, Nosocomial infection and communicable diseases ,Reservoir, carrier and mode of transmission , Infection control measures, Sterilisation and aseptic techniques , <i>Infection control</i> committee : purpose, composition and terms of reference						
TOTAL						30 Hrs
TEXT BOOKS						
1	Roger Waston, Anatomy and Physiology for Nurses (Prism Books Pvt. Ltd., Bangalore), 2005.					
2	John V. Basmajian and Charles E. Sloncker, Grant`s Method of Anatomy: A Clinical Problem – solving Approach (BI Waverly Pvt. Ltd., New Delhi), 2009, ISBN 81-7431-033-9					
REFERENCE BOOKS						
1	K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur), 2001.					
2	Stedman`s Medical Dictionary (Williams & Winkins, Baltimore) ISBN 0-683-07922-0 , 2005.					

E-BOOKS	
1	Basic Medical Terminology, Human Anatomy and Physiology Manual Kindle Edition <u>U.S. Army</u> (Author), <u>Jeffrey Jones</u> (Editor)
MOOC	
1	https://www.edx.org/course/human-anatomy-hkpolyux-ana101x-1
ONLINE RESOURCES	
https://static1.squarespace.com/static/55810da1e4b040cf35c0222c/t/580d4ed744024392ea598e10	

COURSE TITLE		HEALTH ENVIRONMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3	
COURSE CODE		MBC4872	COURSE CATEGORY		DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%	
LEARNING LEVEL		BTL-4: ANALYSE					
CO	COURSE OUTCOMES					PO	
1	Demonstrate and understanding of demography.					1	
2	Ability to apply the skills of effective family planning programmes					3	
3	Explore the skills to plan the proper epidemiological procedures					4	
4	Analyzing the need and importance of community health					4	
5	Explore and identify the various health programmes related to global & India					5	
Pre-requisites: Epidemiology, Community Health							
MODULE – 1: DEMOGRAPHY						6L	
Demographic Cycle , World Population Trend ,Demographic Trends in India: Growth rate, Age Pyramid, Sex Ratio, Population Density, Family size, Urbanization, Literacy, and <i>Life Expectancy</i>							
MODULE – 2: FAMILY PLANNING						6L	
Fertility and Fertility Related Statistics, Family Planning, Population Policy, <i>National Demographic Goals</i>							
MODULE – 3: EPIDEMIOLOGY						6L	
Concept of <i>Disease</i> ,Epidemiological Triad , Concepts of Control and Prevention, Principles of Epidemiology: Components, Measurements, Prevalence and Incidence, Epidemiologic Methods: Descriptive, Analytical and Experimental Studies, Uses of Epidemiology							
MODULE – 4: COMMUNITY HEALTH						6L	
Community Diagnosis and Treatment , <i>Communicable and Non-communicable Diseases</i>							
MODULE – 5: NATIONAL AND INTERNATIONAL HEALTH							
National Health Programmes in India, International Health: <i>WHO</i> and Other United Nations Agencies							
TOTAL						30 Hrs	

TEXT BOOKS	
1	K. Park, Textbook of Preventive and Social Medicine (M/S Banarsidas Bhanot Publishers, Jabalpur), 2009
REFERENCE BOOKS	
1	B.K. Mahajan and M.C. Gupta, Text Book of Prevention and Social Medicine (Jaypee Medical Publishers P. Ltd., New Delhi), 2013.
2	VHAI, State of India's Health – 1992 (VHAI, New Delhi)
E-BOOKS	
1	The Handbook Of Environmental Health / Frank R. Spellman, Melissa L. Stoudt. Spellman, Frank R.
2	Safety, Health & Environmental Handbook , Nicole Beltram, 2012
MOOC	
1	https://www.edx.org/course/healthy-ageing-6-steps-let-environment-delftx-eit001x-0
ONLINE RESOURCES	
https://www.slideshare.net/greekhero/health-safety-environmental-presentation-presentation	

COURSE TITLE	HOSPITAL ARCHITECTURE PLANNING, DESIGN AND MAINTENANCE (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4873	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate and understanding origin of Hospitals and its step by step development and types.				1
2	Ability to apply the skills of different departmentation of Hospitals based on the service				4
3	Explore the skills concept of project management - hospital pre commissioning stage - commissioning stage - post commissioning stage				4
4	Analyzing the framework of project formulation from concept to culmination.				4
5	Explore and identify the various project management, monitor and evaluate the project effectively				5
Pre-requisites: Hospital Architecture, Project Formulation					
MODULE – 1: HOSPITAL ARCHITECTURE					6L
Concept of Hospital architecture - Planning and Design of a Hospital (Building & Physical Layout) - Space Required for Separate Functions - Different types of Hospitals - Problems and Constraints in different type of Hospitals - History of Hospital Development					

MODULE – 2: ORGANISATION STRUCTURE OF HOSPITALS		6L
Organization - Structure -Departmentation and organization structure of different types of hospitals. Vertical & Horizontal - <i>Clinical & Non Clinical</i> – Supportive & Ancillary Service Departments		
MODULE – 3: HOSPITAL PROJECT MANAGEMENT		6L
Concept of hospital project management - Concept of a project - categories of projects - projects life cycle phases - project management concepts - tools and techniques for project management. The project manager - <i>roles and responsibilities of project manager</i>		
MODULE – 4: PROJECT FORMULATION		6L
Project formulation for hospital construction- stages - bottlenecks - feasibility report - financing arrangements - finalization of project - implementation schedule-project execution plan - project procedure manual project control system - planning scheduling and monitoring - monitoring contracts and projects diary - <i>Project implementation stages</i> project direction - communications in a project - coordination guidelines for effective implementation reporting in project management - project evaluation and its objectives, types and methods		
MODULE – 5: MAINTENANCE OF HOSPITALS		6L
Organizing systems and procedures for maintenance of hospitals- working of systems - design of systems - projects work systems design - work break down structure - Organizing human resources and contracting - <i>team building</i>		
TOTAL		30 Hrs
TEXT BOOKS		
1	Business Planning for health care management - Piggott, Carolyn Semple - U.K Open University Press, 2000	
2	Health Sector Reform in Developing Countries - Peter Berman, Harvard University Press, 2005.	
REFERENCE BOOKS		
1	Health and Social organization: Towards a health policy for the 21st century - Blane, David, Brunner, Eric - Calrendon Press, 2001.	
2	Modern Trends in Planning and Designing of Hospitals- Kant Gupta, Shakti Kumar Gupta- Jaypee Brothers Publishers, 2007.	
E-BOOKS		
1	http://www.atkinsglobal.com/~media/Files/A/Atkins-Corporate/middle-east/sectors-documents/healthcare/library-docs/	
MOOC		
1	https://www.edx.org/course/product-management-with-lean-agile-and-system-design-thinking	
ONLINE RESOURCES		
https://www.researchgate.net/publication/308325242_PRINCIPLES_OF_DISTRICT_HOSPITAL		

COURSE TITLE		HOSPITAL INFORMATION SYSTEM (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE		MBC4874	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL-4: ANALYSE				
CO	COURSE OUTCOMES					PO
1	Demonstrate and understanding of information system.					1
2	Ability to apply the skills of designing project life cycle					4
3	Explore the skills to plan the approaches of HIS					5
4	Analyzing the need and importance of decision support system.					4
5	Explore and identify the various information technology in hospitals					5
Pre-requisites: Health Information system, Telemedicine						
MODULE – 1: INFORMATION SYSTEM						6L
Overview, structure of MIS specific to hospital; information and data ; information for control, decision, statutory needs, feedback; hierarchy of management activity; decision Making process; document preparation, data capture, POS method.						
MODULE – 2: PROJECT LIFE CYCLE						6L
Physical systems design, physical data base design; Programme development, procedure development; input-output design, online dialogue; design of files, data communication; Project life cycle, installation and operation, conversion, operation, documentation, training , maintenance, post audit system evaluation.						
MODULE – 3: APPROACHES TO HIS						6L
Patient based, functional organization based, user department based, clinician based HIS, Medical records, nursing information system; appointments scheduling, dissemination of tests and diagnostic information, general administration , productivity.						
MODULE – 4: DECISION SUPPORT SYSTEM						
Concepts, DSS software, applications for hospital activities . Expert System Concepts, applications in healthcare management, dedicated SW Packages.						
MODULE – 5: INFORMATION TECHNOLOGY						
Telemedicine , Knowledge management, IT integration.						
TOTAL						30 Hrs
TEXT BOOKS						
1	Davis,G.B. and M.H.Oslon,Managent Information Systems-Conceptual Foundations, Structure and Development,TMH,2001					
2	A. V. Srinivasan, Managing a Modem Hospital, Chapters 10 and II, Response Books, New Delhi, 2008					

REFERENCE BOOKS	
1	Mudford, Eric, Effective systems design and requirements analysis, Mc Graw Hill, 2005
E-BOOKS	
1	https://sourceforge.net/projects/hospital-agementsystem/postdownload?source=dlp
MOOC	
1	https://www.edx.org/course/data-analytics-health-basics-business-kuleuvenx-dahx
ONLINE RESOURCES	
http://www.pcstech.com/pdfs/PCS%20Technology%20-%20Hospital%20Information%20Management%20System.pdf	

COURSE TITLE	HOSPITAL MATERIALS MANAGEMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4875	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate an understanding of general principles of materials management.				1
2	Ability to apply the principles and practice of purchasing.				4
3	Explore to learn the principles and practice of equipment purchasing and maintenance.				5
4	Analyzing the skills in stores planning, inspection, verification, storage and distribution.				4
5	Explore and identify analytical skills in scientific inventory management.				5
Pre-requisites: Materials, Stock, Inventory Control					
MODULE – 1: MATERIALS MANAGEMENT					6L
Introduction , Definition and Function ,Goals and Objectives of Materials Management Materials Cycle , Functions of Materials Manager , Problems and Issues in Hospitals Information Systems for Materials Management.					
MODULE – 2: PURCHASING					6L
Objectives and Elements of Purchasing, Purchasing System, Purchasing Cycle, Purchase Procedures, Legal and Ethical Aspects, Conditions of Contract , Financial Rules, Arbitration.					
MODULE – 3: EQUIPMENT PURCHASE AND MAINTENANCE					6L
Planning and Selection of Equipment , Import of Equipment, Equipment Utilization and Operation, Equipment Repair and Maintenance, Equipment Audit					

MODULE – 4: INSPECTION, STORAGE AND DISTRIBUTION OF MATERIALS		6L
Planning Consideration of Stores , Inspection and Verification of Materials , <i>Storage of Materials</i> , Distribution of Materials , Condemnation and Disposal		
MODULE – 5: SCIENTIFIC INVENTORY MANAGEMENT		6L
Codification and Standardization, Value Analysis, Inventory Control, Lead Time, <i>Safety Stock</i> and Reorder Level, Economic Order Quantity (EOQ), Selective Controls Case Studies on Inventory Control		
TOTAL		30 Hrs
TEXT BOOKS		
1	Shaki Gupta and Sunil Kant, Hospital Stores Management: An Integrated Approach (Jaypee Publications, New Delhi, India), 2014	
REFERENCE BOOKS		
1	P. Gopalakrishnan and M. Sundaresan, Materials Management : An Integrated Approach (Prentice – Hall of India Pvt. Ltd., New Delhi), 2007.	
E-BOOKS		
1	Introduction to Materials Management 8th Edition, Chapman Arnold	
MOOC		
1	https://www.edx.org/micromasters/mitx-supply-chain-management	
ONLINE RESOURCES		
www.pitt.edu/~super7/30011-31001/30961.ppt		

COURSE TITLE	HOSPITAL AND PATIENT RELATIONS MANAGEMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4876	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate and understanding origin the Patient Centric Management				1
2	Ability to apply the skills of Quality and its relation to Patient Care				4
3	Explore the skills concept of understanding of Patient classification system				5
4	Analyzing the framework of importance of Medical Ethics & Auditory procedures in hospitals				4
5	Explore and identify the information about Patient Medical Records, its management and Disaster preparedness procedures in hospitals.				5
Pre-requisites: Patient Centric , Quality, Ethics					
MODULE – 1: PATIENT CENTRIC MANAGEMENT					6L
Concept of patient care, Patient-centric management, Organization of hospital departments, <i>Roles of departments/managers</i> in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals; Patient safety and patient risk management.					

MODULE – 2: QUALITY IN PATIENT CARE MANAGEMENT		6L
Defining quality, Systems approach towards quality, towards a quality framework, Key theories and concepts, Models for <i>quality improvement</i> & Variations in practice.		
MODULE – 3: PATIENT CLASSIFICATION SYSTEMS AND THE ROLE OF CASE MIX		6L
Why do we need to classify patients, Types of <i>patient classification</i> systems, ICD 9 (CM, PM), Case mix classification systems, DRG, HBG, ARDRG, Case mix innovations and Patient empowering classification systems.		
MODULE – 4: MEDICAL ETHICS & AUDITORY PROCEDURES		6L
Ethical principles, Civic rights, <i>Consumer protection act</i> , CPA, Guideline of the CPA, Patient complaints powers & procedures of the district forum, State and National commission, Role of supreme court, Patient appeals, Autopsy, Tort liability, Vicarious liability, Medical negligence, Central & state laws, Use of investigational drugs, Introduction/need & procedures for medical audit, Audit administration, Regulating committees. Confidentiality and professional secrecy, ethics of trust and ethics of rights - autonomy and informed consent, under trading of patient rights - universal accessibility - equity and social justice, human dignity		
MODULE – 5: PATIENT MEDICAL RECORDS AND DISASTER PREPAREDNESS		6L
Policies & procedures for maintaining <i>medical records</i> . E-records, legal aspects of medical records, its safety, preservation and storage; Policies & procedures for general safety ; fire safety procedure for evacuation; disaster plan and crisis management		
TOTAL		30 Hrs
TEXT BOOKS		
1	Goel S L & Kumar R. 2004. Hospital Core Services: Hospital Administration of the 21st Century. Deep Deep Publications Pvt Ltd: New Delhi	
2	Gupta S & Kant S. 2004. Hospital & Health Care Administration: Appraisal and Referral Treatise. Jaypee: New Delhi	
REFERENCE BOOKS		
1	Harris M G & Assoc. 2003. Managing Health Service: Concepts & Practices. MacLennan Petty: Sydney	
E-BOOKS		
1	http://library.imtdubai.ac.ae/content/e_books/E0013.pdf	
MOOC		
1	https://www.edx.org/course/artful-medicine-arts-power-enrich-brownx-med101x	
ONLINE RESOURCES		
http://shodhganga.inflibnet.ac.in/bitstream/10603/20376/9/09_chapter%203.pdf		

COURSE TITLE		HOSPITAL SUPPORTIVE SERVICES AND FACILITIES MANAGEMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4877	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE					
CO	COURSE OUTCOMES					PO
1	Demonstrate and understands origin of Hospitals and its step by step development and types.					1
2	Ability to develops a different departmentation of Hospitals based on the service					4
3	Explore the skills and understands administrative aspects of multiple clinical services in the Hospital					5
4	Analyzing the framework of importance of accreditation standards in the hospitals and ensure the safety and security of the patients, visitors and the hospital staff.					4
5	Explore and identify the recent trends in Disaster management and operations management of Utility services in Hospital					5
Pre-requisites: Support services, Facilities						
MODULE – 1: INTRODUCTION						6L
Introduction to organization of <i>health services in India</i> - Central, States, Defence, Railways and other PSUs- Voluntary agencies- Comprehensive health projects with Rural Development- International organizations related to health services						
MODULE – 2 MANAGING ENGINEERING & UTILITY SERVICES						6L
Organizing and Managing Facility Support Services - Laundry - Housekeeping - Pest control - Managing the Estate (Hospital Security) - Recent trends in Disaster Management - Hospital Engineering Services (Plumbing, Electricity, Civil, A/C, Lifts) - strategies of <i>hospital equipments</i> - planning and Selection-purchase procedure- installation and commissioning-hospital equipment repair and maintenance quality control.						
MODULE – 3: PLANNING & ORGANIZING OF SUPPORT SERVICES						6L
Imaging - CSSD - Laboratory - Blood Bank - Diet - <i>Medical Records</i> - Mortuary - Pharmacy - Admission & Discharge Procedure - Billing Procedure - Medical Equipments & Bio medical engineering - Ambulance Services						
MODULE – 4: HOSPITAL HAZARDS & EVALUATION OF SERVICES						6L
General safety of the patients, fire safety, <i>hospital hygiene</i> , hospital acquired infection, Biomedical waste, handling rule, segregation, collection, transportation, disposal, modern technology, for disposal radioactive waste handling. Review of reports on Healthcare- Bhore Committee-Mood liar Committee-Jain Committee- Kartar Singh Committee- Srivastava Committee Accreditation - Setting of Objectives - Health Indicators - Applying Economic Concepts to Service Evaluation - Assessing Patient Satisfaction - Techniques of Hospital Services Evaluation - Indicators of Hospital Efficiency & Effectiveness						

MODULE – 5: MANAGING SERVICES IN CRISIS		6L
Epidemiological Triad, Levels of Disease Prevention- Disaster Management/ Disaster Plan- Fire fighting- Dealing with crisis situations- Natural disasters -floods, earthquakes etc.- Mob violence against medical establishments- Bomb threat- Terrorist strike- Political agitation- Mass casualties		
TOTAL		30 Hrs
TEXT BOOKS		
1	Arnold D. Kalcizony& Stephen M. Shortell, Health Care Management. 2007	
2	Carolyn SemplePiggot& Carolyn S.Piggot, Business Planning for Health Care Management. 2004	
REFERENCE BOOKS		
1	David E.Cope, Organization Development and Action Research in Hospitals 2004	
2	Perspectives in health care - Nancy North - Macmillan Press, U.K, 2000	
E-BOOKS		
1	Hospital Supportive Services, Excel Books, Sangeetha Natarajan, 2010	
MOOC		
1	https://www.edx.org/course/improving-global-health-focusing-on-quality-and-safety	
ONLINE RESOURCES		
https://www.slideshare.net/rabeendrabasnet/clinical-supportive-service-department		

COURSE TITLE	HEALTH INSURANCE AND MANAGED CARE (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4878	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4 ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: Demonstrate and understanding of health insurance.				1
2	CO-2: Ability to apply the skills of designing benefit package & premium setting				3
3	CO-3: Explore the skills to plan the provider payment mechanism				3
4	CO-4: Analyzing the need and importance of community health insurance				4
5	CO-5: Explore and identify the various managed care in health insurance				5
Pre-requisites: Health Insurance, Premium Setting, Managed Care					
MODULE – 1: HEALTH INSURANCE, MARKET FAILURE AND RISKS					6L
Concept of Health Insurance Types, origin, evolution and importance: Private Health Insurance for profit Private Health Insurance not-for-profit : Community Health Insurance (CHI), Employer Based Insurance, Health Micro Insurance (MHI) and Reinsurance Public Health Insurance : National Health Insurance, Social Health Insurance Fundamental difference among various Health Insurance Schemes Various models of CHI and MHI tested / implemented in developing countries Health Insurance in Indian Context Social security: A fundamental concept Risk and Insurance Demand and Supply for					

Health Insurance Economics of Scale Welfare Loss from Health Insurance Actuarially Fair Premium, Expected Loss, Load Factors Market failure and role of Government Risks : Moral hazard, adverse selection, cost escalation, fraud and abuse, cream skinning Risk Management Tools Moral Hazard : Co-payment / coinsurance, deductibles, indemnity payment, mandatory referral system Adverse Selection : Collective membership, group policies Cost Escalation : Treatment Protocol, fixed fee per illness Fraud and Abuse (free rider): Insurance cared with photograph	
MODULE – 2: DESIGNING BENEFIT PACKAGE AND PREMIUM SETTING 6L	
Designing Benefit Package : Introduction Issues to be considered : Financial resources, existing infrastructure and quality care, priority, utilization, pattern of disease and injury, level of health services, estimating maximum demand Costing the Benefit Package : Cost of pharmaceuticals, consultations, diagnostic support services , ;hospitalization, additional services and operating costs Premium Setting : Calculation and determining Premium	
MODULE – 3: PROVIDER PAYMENT MECHANISM 6L	
Introduction, fee for services , case payment, daily charge, bonus payment, flat rate payment, capitation, salary, global budget, DRG Comparison of different payment systems	
MODULE – 4: DESIGNING AND PLANNING OF COMMUNITY HEALTH INSURANCE 6L	
Pre-Feasibility Study: Establish contact with community, test preconditions (social cohesion, priority for health, trust to the initiator, quality services. Economic situation), information, education and communication, working groups, planning data collection Data collection and analysis: household survey questionnaire design , production of information Feasibility Study : Basis of choice (benefit package and premium), scenario, major risks and its management, payment mechanism and fund management Preparing for Implementation: Practical and logistics Implementation : Launching, enrolment, premium collection, waiting period Monitoring and Evaluation	
MODULE – 5: MANAGED CARE 6L	
Care Origin, Growth and Development of Managed Care Importance Management Functions of Managed Care System of Managed Care Health Maintenance Organization (HMO) Preferred Provider Organization (PPO) Exclusive Provider Organization (EPO) Physician Hospital Organization (PHO) Independent Practitioner Organization (IPO) Components of Managed Care System Contractor Provider Network Patient Access Systems Utilization Management Claims Payment Customer Service Quality Management	
TOTAL 30 Hrs	
TEXT BOOKS	
1	Peter R. Kongstrvedt (ed), The Managed Health Care Handbook (Aspen Publication, Maryland, USA, 1989))
REFERENCE BOOKS	
1	L.M. Harpster and M.S. Veach, Risk Management Handbook for Healthcare Facilities (American Hospital Association, USA, 1990)
2	A.V. Rickel and T.N. Wise, Understanding Managed Care (Karger, USA 2000)

E-BOOKS	
1	Health Insurance and Managed Care Kindle Edition by Peter R. Kongstvedt
MOOC	
1	https://www.edx.org/course/essentials-of-lifestyle-medicine-and-population-health
ONLINE RESOURCES	
	https://staff.aub.edu.lb/~webflag/literature/readeragent.pdf

SEMESTER III

SPECIALIZATIONS – HOSPITALITY MANAGEMENT

COURSE TITLE		HOTEL FRENCH (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4881	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-3: APPLY					
CO	COURSE OUTCOMES					PO
1	Understanding the introduction of Hotel French language					1
2	Ability to make a dialogue and write					3
3	Understanding the basic French communication					4
4	Ability to frame sentences					4
5	Ability to make conversation and use hotel French terminology					4
Pre-requisites: Hotel French Terminology, Conversation and Dialogue						
MODULE – 1: INTRODUCTION						6L
Introduction oneself - Introducing someone – Greetings – French Names - Definite and Indefinite articles – Adjective Possessive - Gender and numbers – <i>Days and Months</i> – Singular and plural nouns.						
MODULE – 2: DIALOGUE AND WRITING						6L
Initiate a dialogue –Letter and dialogue writing – Adjectives – Conjugation of verbs in present tense – Prepositions for cities and countries – Paris and Its Monuments – <i>French tourism</i> .						
MODULE – 3: COMMUNICATION						6L
Description - Describing persons – Conversations in hotels - Interrogation and Negation of verbs in present tense – Framing sentences using hints - <i>Hotels in France</i>						
MODULE – 4: SENTENCE FRAMING						6L
Invitation - Inviting and responding to invitations – Conditional tense – Jumbled sentences and dialogues – Singular and plural sentences – <i>Tariffs of hotel rooms in France</i>						
MODULE – 5: CONVERSATION AND HOTEL TERMINOLOGY						6L
Conversation between receptionist and customer – Adjective demonstrative – Completion of dialogue – Translation from French to English - <i>Formalities for checking in hotels</i>						
TOTAL					30 Hrs	
LAB/MINI PROJECT/FIELD WORK						
Conversational activities, Role plays.						
TEXT BOOKS						
1	A Votre Service – I (lesson 1-6) , 2001					
REFERENCE BOOKS						
1	French for Hotel Management & Tourism Industry by S Bhattacharya, Frank Brothers & Co Publishers Pvt Ltd , New Delhi, 2011.					
E-BOOKS						
1	www.fluentu.com/blog/french/free-french-ebooks/					
MOOC						
1	www.mooc-list.com/tags/french					

ONLINE RESOURCES	
	1. https://www.youtube.com/watch?v=TRRZ_tEHPeM 2. https://www.youtube.com/watch?v=tpRwLbtVtes 3. https://www.youtube.com/watch?v=AfGjmmkLQMO

COURSE TITLE		FOOD AND BEVERAGE MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4882	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-3: APPLY				
CO	COURSE OUTCOMES				PO
1	Understanding the Food service industry				1
2	Ability to plan menu and do food service				4
3	Understanding the various alcoholic and non – alcoholic beverages				2
4	Ability to setup and design a Restaurant				6
5	Understanding the Bar Management				3
Pre-requisites: Food Service Industry, Menu planning, Restaurant design, Bar Management					
MODULE – 1: INTRODUCTION OF FOOD SERVICE INDUSTRY					6L
Origins of food service industry – Food service facilities – Organisation and Responsibilities of Food and beverage operations – Associated Departments of Hotel Food Service – Competencies of food service professional - Understanding guest service					
MODULE – 2: THE MENU AND FOOD SERVICE					6L
Menu – Introduction – classic menu - modern menu – Role of menu towards establishment and guests - Classification of Menu – Menu Planning - Catering Policy- principle contributors of menu planning – pre menu activity – control cycle –wine lists – designing menu cover – evaluating menu Food Service – Types of service – Room Service – Types of room service – Room service organization – Room service equipment and layout – Room service strategies – Restaurant Service Chain					
MODULE – 3: BEVERAGES					6L
Wine – History of wine making – Classifications – Selection of wine – Service of wine – wine trade terms - familiarization of wine term – popular wine brands – Alcoholic Beverages – Spirit - Whisky - Popular whiskies – Rum – Types of Rum – Vodka – Gin – Tequila – Brandy – Beer – Non - alcoholic Beverages – Bar Management.					
MODULE – 4: SETTING UP A RESTAURANT					6L
Basic Guidelines for setting up a restaurant – feasibility study – project planning – facility planning – kitchen equipments					

MODULE – 5: BAR MANAGEMENT		6L
Introduction to Bar – Types of bar, Bar counter parts – Front, back, under Bar Equipments, Furniture, Staffing and Linen. Bar Stock and Inventory: Bar control – Bar control systems , Stock Taking, Goods received ledger, Off – Sale Ledger, Cellar Stock Ledger, Bincards, Overage and Shortage, Cellar control.		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Visiting Food and Beverage outlets in various Hotels.		
TEXT BOOKS		
1	Food & Beverage Service, Dennis R Lillicrap & John A Cousins, Hodder & Stoughton, London, 2014	
REFERENCE BOOKS		
1	Food Production Operations, Parvinder S Bali , OUP, 2009	
2	Food and Beverage Management , Sudhir Andrews , The McGraw Hill Companies ,2008	
E-BOOKS		
1	books.google.co.in/books/Food and Beverage Management	
MOOC		
1	www.coursera.org/learn/food-beverage-management	
ONLINE RESOURCES		
	<ol style="list-style-type: none"> 1. https://www.youtube.com/watch?v=WSlrj9I4Mjc 2. https://www.youtube.com/watch?v=S9LdLYabyQo 	

COURSE TITLE		ROOMS DIVISION MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4883	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: Understanding the overview of Hotel Industry				1
2	CO-2: Ability to understand front office management and exhibit salesmanship				2
3	CO-3: Understanding the Front Office Accounting and Front Office Statistics & Reports				3
4	CO-4: Understanding the Room Tariff and Forecasting and Yield Management				4
5	CO-5: Understanding the Accommodation Operation and Budgetary Control				4
Pre-requisites: Hotel Industry, Front Office Management, Accommodation operations Management					
MODULE – 1: HOTEL INDUSTRY – INDUCTION					6L
Definition of Hotel, Various stages of growth, trends, Classification of Hotels, Relationship between Hotel and Travel Industry . Various departments in Hotel – Operations and Functions.					
MODULE – 2: FRONT OFFICE MANAGEMENT AND SALESMANSHIP					6L
Front Office Management: The Guest Cycle, Organization of the Front Office Duties of Front Office Personnel: The reservations office, Reception (The front desk), Porters (Concierge/lobby services), Mail and Information, Telephone, Guest relations officers, Front office cashier, Business centre. Salesmanship and Social Skills: Social Skills: The Role of the Receptionist, Personal appearance and hygiene, Telephone manner and etiquettes , Tact and diplomacy, Communication with the guests, Selling Techniques and Marketing					
MODULE – 3: FRONT OFFICE ACCOUNTING AND FRONT OFFICE STATISTICS & REPORTS					6L
Functions of The Front Office Account System The Front Office Accounting Cycle: Creation Of Accounts, Maintenance Of Accounts, VPO (visitors paid out) or Guest Disbursement Methods of Handling Guest Accounts: Handling of Guest Accounts By Computer The Importance of Night Audit and Its Role in The Hotel: Responsibilities of the night auditor , Food and beverage night auditor, Rooms night auditor, The importance of the reports generated by the night audit, Front Office Statistics and Reports: House count, Room Count Occupancy Statistics: Percentage of Occupancy, Percentage of Double Occupancy, Percentage of Foreign Occupancy, Percentage of Domestic Occupancy (Indians) Guest Statistics: Average Room Realization, Average Length of Stay, No Show Percentage, Percentage of Walk-ins, Percentage of early Arrivals & Departures					
MODULE – 4: ROOM TARIFF AND FORECASTING AND YIELD MANAGEMENT					6L
Forecasting : Importance, How to forecast, Useful forecasting data, Format of reservation forecasts, How to calculate reservation forecast.(room revenue) Room Tariffs: Establishing room rates: Differential Room Rates: Seasonal rates, Room occupancy for high & low season.					

The Concept of Revenue Or Yield Management, Hotel Industry Applications: Capacity Management, Discount Allocation, Duration Control.	
Measuring Yield: Potential Average Single Rate, Potential Average Double Rate, Multiple Occupancy Percentage, Rate Spread, Potential Average Rate, Room Rate Achievement Factor,	
Yield Statistics: Equivalent Occupancy, Required Non-Room Revenue per Guest, Elements of Revenue Management , Group Room Sales, Transient Room Sales,	
MODULE – 5: ACCOMMODATION OPERATION AND BUDGETARY CONTROL 6L	
Planning the work of the housekeeping department: Area inventory lists, Frequency schedules, Performance standards, Productivity standards, Equipment and supply inventory levels, Non-recycled Inventories, Work Study,	
Staffing: Source of employees, Processing applications, The Interview, Reference check, Orientation, Duty rotas,	
Selection of Equipment and Choice of cleaning agents and usage.	
Introduction to Hotel Design And Interior Decoration - Principles Of Design: Basic elements of design, Basic principles design. Colours: The Colour Wheels, Colour Schemes, Colour Patterns, Factors to be considered while planning colour scheme. Lighting: Types of lighting (By the way light rays are directed),Types of lighting (Based on its function), Types of Bulbs/Lamps, Measurement of lights, Care of light Bulbes, Light fittings and shades, Uses of lights. Floor Finishes: Hard Finishes, Semi hard finishes, Soft finishes, Floor care and cleaning agents, Carpet: Types, Carpet Manufacturing, Carpet Selection, Carpet Installation, Carpet Cleaning, Carpet problem and remedies,	
Introduction to Budget: Budget Process, Types of budget, Planning Capital Budget, Planning operating budget. Controlling expenses : Purchasing system, Linen replacement, Uniform replacement, Centralized Purchasing. Store and Inventory control, Stock Taking, Storage, Distribution and control	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
Designing a Guest Room	
TEXT BOOKS	
1	S K Bhatnagar, Front Office Management, Frank Bros. & Co, New Delhi, 2002
REFERENCE BOOKS	
1	Dr. Jagmohan Negi, Hospitality Reception and Front Office, S Chand & Company Pvt. Ltd., New Delhi 2013
2	G Raghubalan & Smritee Raghubalan, Hotel Housekeeping Operations and Management, OUP, 2009
E-BOOKS	
1	books.google.co.in/books/ Room Division Management
MOOC	
1	www.hotelschool.co/our-courses/specialisations/rooms-division-specialisation
ONLINE RESOURCES	
	https://www.youtube.com/watch?v=DldzKYthSvQ https://www.youtube.com/watch?v=rP2E913i4Js

COURSE TITLE		HOSPITALITY MARKETING MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4884	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the f Marketing concepts				2
2	Ability to understand the services marketing				2
3	Understanding the consumer behaviour and customer satisfaction				4
4	Ability to understand the Advertising, Promoting, Merchandising Food and Beverage				3
5	Analyze the Hotel Business				4
Pre-requisites: Marketing, Customer Satisfaction and Consumer Behaviour, Hotel Business, Branding					
MODULE – 1: INTRODUCTION TO MARKETING					6L
Marketing conceptual framework – marketing environment – customer oriented organization – <i>marketing interface with other functional areas marketing in a globalized environment.</i> – Marketing Mix					
MODULE – 2: SERVICES MARKETING					6L
Definition - Difference between goods and Services - Characteristics of services - management strategies for service business – role of employees in service process – <i>Internal marketing</i>					
MODULE – 3: CUSTOMER SATISFACTION AND CONSUMER BEHAVIOUR					6L
Customer Value and satisfaction - Five gap model of service quality - Benefits of service quality - Retaining customers, handling customer complaints - Relationship marketing -Monitoring and measuring customer satisfaction Definition - Consumer Behaviour models - <i>Factors affecting Consumer Behaviour</i> – Cultural, Social, Personal, and Psychological					
MODULE – 4: ADVERTISING, PROMOTING, MERCHANDISING FOOD AND BEVERAGE					6L
Guest handling – special occasion – Adverting – promoting – merchandising food and beverage – overview identifying the media – Layout and design of advertisement – highlighting the message – Target audience – food and wine display – promoting room service – Telephone selling – persuasive and suggestive selling. Guest handling – identifying guest needs – Maintaining guest history card and records – Effective public relationship – <i>Effective social skills</i> – personalization. Special occasions – Type of special occasions – Creativity and Innovation – Special menu – planning – Co-ordinating the activities.					
MODULE – 5: THE HOTEL BUSINESS					6L
The economics of the hotel business Dimensions of the hotel investment decision, <i>Brand competition</i> , Changes in franchise relationship.					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
Identify the marketing strategies of various categories of Hotels	
TEXT BOOKS	
1	Marketing for Hospitality & Tourism - Philip Kotler, Bowen and Makens Prentice –Hall Inc., 2010.
REFERENCE BOOKS	
1	Hotel Marketing -S.M.Jha -Himalaya publishing House – Mumbai, 2008
2	Hospitality Marketing -Neil Wearne - Hospitality Press Pvt Ltd. – Australia, 2005
E-BOOKS	
1	books.google.co.in/books/Hospitality Marketing Management
MOOC	
1	www.edx.org/course/managing-marketing-hospitality-tourism
ONLINE RESOURCES	
	https://www.youtube.com/watch?v=-mwXhhUHBD8 https://study.com/academy/lesson/hospitality-industry-marketing-importance-strategies.html

COURSE TITLE	TOURISM PRINCIPLES AND PRACTICES (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4885	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the overview of Tourism industry				2
2	Understanding the Tourism Infrastructure				2
3	Ability to assess a tourist destination				4
4	Understanding the functions of national and International Tourism Organizations				2
5	Understand and evaluate the Tourism policies				5
Pre-requisites: Tourism Industry, Infrastructure, Tourist Destination, National and International Tourism Organizations, Policies.					
MODULE – 1: INTRODUCTION TO TOURISM INDUSTRY					6L
Concepts, definitions, origin and development. Types of tourism, Forms of tourism: domestic, international, regional, inbound, outbound, Tourism network and components of tourism, <i>Interdisciplinary approaches to tourism</i>					
MODULE – 2: TOURISM INFRASTRUCTURE					6L
Tourism Industry and its structure: attractions, accommodation, transportation, F&B, shopping, entertainment, infrastructure hospitality, <i>Presents trends in domestic and global tourism.</i>					

MODULE – 3: ASSESSMENT OF TOURISM DESTINATIONS		6L
Assessment of tourism impact on destinations: Economic, socio- cultural and ecological. Concept of carrying capacity, sustainable tourism development. Emerging areas of tourism: rural, eco, medical, pilgrimage, bollywood, golf etc.		
MODULE – 4: TOURISM ORGANIZATIONS		
Tourism organizations: World Tourism Organisation (WTO), Pacific Area Travel Association (PATA), World Tourism & Travel Council, (WTTC) Role and function of Ministry of Tourism, Govt. of India, ITDC, Department of Pondicherry Tourism, PT&TC, FHRAI, IHA, IATA.		
MODULE – 5: TOURISM POLICIES		
Overview of five year plans with special reference to 10th five year plan for tourism development and promotion, National Action Plan- 1992, National Tourism Policy-2002, Destination planning and development.		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Assess the carrying capacity of any tourism destination		
TEXT BOOKS		
1	A.K. Bhatia – Tourism Development - Principles and Practices, Sterling Publishers Pvt Ltd, New Delhi, 2003	
REFERENCE BOOKS		
1	R.K. Sinha – Growth and Development of Modern Tourism, Dominant Publishers, New Delhi, 2003	
2	Pran Nath Seth – An Introduction to Travel and Tourism, Sterling Publishers Pvt Ltd, Delhi, 2003.	
E-BOOKS		
1	books.google.co.in/books/Tourism	
MOOC		
1	www.newlinkstraining.com/tourism-hospitality/tourism-principles	
ONLINE RESOURCES		
	https://www.youtube.com/watch?v=RSswjv3cUNC	

COURSE TITLE		TRAVEL AGENCY AND TOUR OPERATIONS MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE		MBC4886	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL-4: ANALYSE				
CO	COURSE OUTCOMES					PO
1	Understanding the History and Growth of Travel Agency					2
2	Understanding the Functions of Travel Office					2
3	Ability to plan Tour Packages					3
4	Understanding the Approvals and Regulations					2
5	Preparing the travel itinerary					4
Pre-requisites: Travel agency and Tour operation, Itinerary Preparation, Technology.						
MODULE – 1: HISTORY AND GROWTH OF TRAVEL AGENCY						6L
History & growth, emergence of Thomas Cook and American Express, Types of travel agency and tour operation, distinction between wholesale and retail travel agency, integration and linkages, setting up a travel agency, sources of income. linkages with major railways and cruise system in the world : Indian railways – facilities and amenities for passengers, surface transport system, car rental companies, <i>inter state bus and coach network</i> .						
MODULE – 2: FUNCTIONS OF TRAVEL OFFICE						6L
Function of a travel agency and tour operator Itinerary planning: domestic and international. Tips and steps for itinerary planning, Do's and do not of itinerary preparation, limitation and constrains. Types of Tour, tour formulation and designing process, <i>group tour planning and component</i> ,						
MODULE – 3: TOUR PACKAGES						6L
Meaning of tour package, types and forms of tour package, costing, quotations, FIT and GIT tariffs, confidential tariffs, voucher- hotel and airline and exchange order, Pax docket, status report, AGT statements, <i>merits and demerits of package tour</i> , special requirements for outbound packages, liasioning and selling package tours, commission, mark up, services charges						
MODULE – 4: APPROVALS AND REGULATIONS						6L
Govt. rules for getting approval, IATA rules, regulations for accreditation, documentation, entrepreneurial skill for travel, tourism and hospitality: <i>problems of entrepreneurship in travel trade</i> ,						
MODULE – 5: PREPARATION OF TOUR ITINERARY						6L
Itinerary preparation for inbound, outbound and Domestic tours, <i>preparation of specific common interest tour itinerary & costing</i> , sample tour itinerary of Thomas Cook, Cox & Kings, and SITA Travels.						
TOTAL						30 Hrs
LAB/MINI PROJECT/FIELD WORK						
Visit to travel company to understand its various functions						

TEXT BOOKS	
1	Mohinder Chand – Travel Agency Management – An Introductory Text, 2 nd Revised and Enlarged Edition, Anmol Publications Pvt Ltd, New Delhi, 2000
REFERENCE BOOKS	
1	R.K. Sinha – Growth and Development of Modern Tourism, Dominant Publishers, New Delhi, 2003
2	Pran Nath Seth – An Introduction to Travel and Tourism, Sterling Publishers Pvt Ltd, Delhi, 2003
E-BOOKS	
1	books.google.co.in/books/Business of Travel Agency Tour Operation
MOOC	
1	www.edx.org/course/tourism-and-travel-management
ONLINE RESOURCES	
	https://www.youtube.com/watch?v=RSswjv3cUNc

COURSE TITLE	HOSPITALITY LAW (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4887	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-3: APPLY				
CO	COURSE OUTCOMES				PO
1	Understanding the Hotel law				2
2	Understanding the guest relation and guest safety				2
3	Know and apply Food and Beverage Legislation				3
4	Understanding the Taxation process				3
5	Understanding the Health and Safety				2
Pre-requisites: Hotel Law, Guest Safety, Food and Beverage law, Taxation					
MODULE – 1: INTRODUCTION TO HOTEL LAW					6L
Basic Legal Principles Governing Hospitality Operations. Laws applicable to hotel and catering industry. Procurement of licenses and permits required to operate hotel restaurant and other catering establishments. Criterion of fixation of taxes for various tariff structures applicable to hotels – luxury expenditure sales surcharge service tax etc. Applicable Acts & Laws					
MODULE – 2: GUEST RELATIONSHIP					6L
Right to receive or refuse accommodation to a guest. Guests' right to privacy. Tenancy laws. Duty to protect guest. Employees and third party threats in restrooms and parking lots. Hotel's liability regarding guest property unclaimed property loss of property. Hotel defenses to liability claims. Statutory limits on hotel's liability.					

MODULE – 3: FOOD AND BEVERAGE LEGISLATION		6L
Central State and local food laws. Warranty. Truth in menu and labeling laws. Food adulteration. Powers and duties of a Food Inspector. Independent bar Operation . Dispense Bar. Satellite Bar. Compound license. Beer bars.		
MODULE – 4: TAXATION		6L
Direct and Indirect Taxes. Registration. Payment of Taxes. Maintenance of books of accounts and documents . Submission of returns and statement -assessments under the provisions of the following: Indirect Taxes: Commercial/Sales Tax Act (State). Tax on Luxuries (Hotels & Lodging Houses) Hotel Receipts Tax Act 1980 (Central), Profession Tax Act (State). Direct Taxes: The Indian Income -tax Act, 1961 (Special reference to deductions in newly set up hotel).		
MODULE – 5: HEALTH AND SAFETY		6L
Frauds Committed Against Hotels and Crimes of Trespass - Other Laws Relating to Food Service Consumer Protection Laws Affecting Hotels - Public Health and Safety Requirements .		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Identify the legal requirements to start restaurant in Tamil Nadu		
TEXT BOOKS		
1	Hospitality and tourism law, M.Boustiv, J.Ross, N.Geddes, W.Stewart, International Thomson Business press, 2000.	
REFERENCE BOOKS		
1	Food Safety and Standards Act,2006., International Law Book Company , New Delhi., 2007.	
2	Principles of Hospitality Law, Mike Boella, Alan Pannett,2nd edition, Cengage Learning Business Press, 2000.	
E-BOOKS		
1	www.chegg.com/textbooks/hospitality-law	
MOOC		
1	www.mooc-list.com/tags/hospitality law	
ONLINE RESOURCES		
	https://www.youtube.com/watch?v=b17KL9Zyf1Q	

COURSE TITLE		FACILITY MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4888	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE					
CO	COURSE OUTCOMES					PO
1	Understanding the basics of Hotel Design					2
2	Ability to understand Planning considerations					2
3	Understanding the Star Classification of Hotels.					3
4	Able to do Planning and design of offices					4
5	Able to do Planning and designing of Food and Beverage outlets					4
Pre-requisites: Hotel Design and Planning, Star Classification						
MODULE – 1: HOTEL DESIGN						6L
Design Considerations - Attractive appearance, Efficient plan, Good location, Suitable materials , Good workmanship, Sound financing, Competent management, Evaluation of accommodation need , thumb rules, Ensuring that the hotel must combine the integrated functions of housing, feeding, entertainment, rentals, services, maintenance and light manufacture.						
MODULE – 2: PLANNING CONSIDERATIONS						6L
Flow process and flow diagrams, Space relationships, Architectural consideration, Difference between carpet area and plinth area, Approximate cost estimation, Class room exercises.						
MODULE – 3: STAR CLASSIFICATION OF HOTELS						6L
Criteria for star classification of hotels. Various licenses & statutory approvals required as per municipal by laws for starting and running hotel and catering services.						
MODULE – 4: PLANNING OF OFFICES / MEETING ROOM						6L
Planning of management areas like - General Manager's Office, Offices of all H.O.D's and other services related to it like meeting room, toilets etc.						
MODULE – 5: PLANNING OF F & B SERVICE OUTLET AREAS						6L
Planning of physical layouts of function and supporting area. Production area - Pre-preparation, preparation, kitchen stewarding, stores, hot-plate, Chef's office. Service Area - Reception and waiting lounge, dining area, pantry, dish washing, pick -up, Bar, Room Service Area, Service Bar. Factors to be considered while planning décor. Planning of service support areas - Planning of material management , area-receiving, stores , bar stores, cellar, beverage store, cold room, banquet utility area, furniture storage area, garbage disposal, gas bank, and maintenance area, fire exits.						
TOTAL						30 Hrs
LAB/MINI PROJECT/FIELD WORK						
Visit a Hotel to observe the designing and facility management						

TEXT BOOKS	
1	Hospitality Facility Management & Design – David M Stipanuk & Harold Roffmann, Publised: Educational Institute, AHMA, 2012.
REFERENCE BOOKS	
1	Food Service Planning: Layout & Equipment – Lendal H Kotschevar, Margaut E Terrell 6) Management operations and Research – N.Sathyanarayana, 2000.
2	The Management of Maintenance and Engineering System in the Hospitality Industry By Frank D Borsenik & Alan T. Stuts, Publisher John Willey & Sons Inc NY, 2007.
E-BOOKS	
1	servicechannel.info/resources/facilities-management-ebooks
MOOC	
1	www.shortcoursesportal.com/facility-management
ONLINE RESOURCES	
	https://www.youtube.com/watch?v=WSlrj9I4Mjc https://www.youtube.com/watch?v=S9LdLYabyQo

SEMESTER III

SPECIALIZATIONS – FAMILY BUSINESS & ENTREPRENEURSHIP

COURSE TITLE		FAMILY BUSINESS MANAGEMENT (MBA - FBE)		CREDITS	3
COURSE CODE	MBC4891	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	The learner understands the basic perspectives on family business				1
2	The learner gets familiar with the concepts of family culture				4
3	The learner understands the different ownership structures in family business				4
4	The learner understands the importance and modalities of succession planning				5
5	The learner gains an exposure into the strategic management of family business				5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance					
MODULE – 1: THEORIES ON FAMILY BUSINESS					6L
Nature, Importance and Uniqueness of Family Business – Systems Theory Perspective – Agency Theory Perspective – Strategic Perspective: <i>Competitive Advantage (Resource Based View)</i> – The Stewardship Perspective.					
MODULE – 2: FAMILY CULTURE					6L
Family Culture – Zero sum dynamics and family culture – Family systems perspective – role Family Genograms – Family Emotional Intelligence – ECI-U Model – Family Business interaction factor – benefits of family meetings – unity and continuity – <i>family employment policy</i> – Conflict management.					
MODULE – 3: OWNERSHIP IN FAMILY BUSINESS					6L
Enterprise ownership – shareholder priorities - effective governance of the shareholder–firm relationship – Role of Board - role of shareholder meetings, family meetings, and meetings of the family council – Ownership structure – <i>Family business consultants</i> and non-family managers – Board’s role in adaptation over the generations.					
MODULE – 4: SUCCESSION PLANNING					6L
Succession planning – profile of successful successors - rewards and challenges for latter-generation family members – desirable next-generation attributes – crafting the next generation career plan – Vision plan – sibling and cousin teams – Handling disagreements – CEO exit styles and transfer of power – <i>role types of the CEO spouse</i> and the transfer of power - Estate Planning – Trust – pitfalls to avoid in estate and ownership transfer planning - Measuring performance of family firms					
MODULE – 5: STRATEGIC PLANNING AND THE FAMILY BUSINESS					6L
Strategic Planning and the family business – Zero-sum family dynamic – Sources of Value creation - the lifecycle stages influencing family business strategy - Culture – Changing the culture – Three states of evolution – OD approach to change – Business Rejuvenation matrix – Intrapreneurship: intergenerational growth in entrepreneurial families – continuing the spirit of enterprise: lessons from successful family businesses					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
Interview with a family business entrepreneur and creating a genogram.	
TEXT BOOKS	
1	Poza. Ernesto J (2010), Family Business, South-Western, Cengage Learning, USA.
REFERENCE BOOKS	
1	Collins, J., Good to Great: Why Some Companies Make the Leap and Others Don't. New York: HarperBusiness, 2001.
2	Ward, J., Keeping the Family Business Healthy: How to Plan for Continued Growth, Profitability and Family Leadership, San Francisco: Jossey-Bass, 2016.
3	Porras, J., & Collins, J., Built to Last. New York: HarperCollins, 2011.
E-BOOKS	
1	http://www.ey.com/Publication/vwLUAssets/EY-Supporting-Family-Businesses/\$FILE/EY-Supporting-Family-Businesses.pdf
MOOC	
1	https://www.mooc-list.com/course/entrepreneurship-and-family-business-open2study
ONLINE RESOURCES	
	https://www.familybusinessmatters.consulting/videos/

COURSE TITLE	INNOVATION AND CREATIVITY (MBA - FBE)			CREDITS	3
COURSE CODE	MBC4892	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2 & 4: UNDERSTAND & APPLY				
CO	COURSE OUTCOMES				PO
1	The learner understands the basics of creativity				1
2	The learner gets to know the process of fostering individual creativity				4
3	The learner understands the strategies to build lifelong creativity				4
4	The learner understands the power of strategy innovation				5
5	The learner gains an exposure into the process of managing innovation				5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance					
MODULE – 1: BASICS OF CREATIVITY					6L
Creativity – Component elements – attributes of creative individuals - Creativity as a competitive resource – cultivation of creativity – convergent and divergent thinking – values as anchors of creative thinking – creativity vs. Lateral thinking					
MODULE – 2: FOSTERING INDIVIDUAL CREATIVITY					6L
Enhancing creative thinking - Re-definitional techniques – random stimulus techniques – Envisionment/Visualization Approach – PMI method – ISA perspective – Abstraction Approach – Thinking Hats method – Creativity techniques for groups – Creativity in Uncertainty – Heuristics for stimulating creativity – Training and creativity					

MODULE – 3: BUILDING LIFELONG CREATIVITY		6L
Existential, entrepreneurial and empowerment creativities – quality of creativity – Lifelong creativity – models of creative problem solving – enhancing creative intelligence – motivation and creativity - blocks to creativity –acquiring a creative persona – formative environment and creativity – developing a creative work environment.		
MODULE – 4: POWER OF STRATEGY INNOVATION		6L
Strategy innovation vs strategy planning – Purposeful innovation and the seven sources for innovative opportunity – three levels of innovation – fostering innovation at various levels – Auditing innovation management – rationalist vs increment list strategies for innovation – assessment of Porter’s framework – learning from markets, alliances and corporate ventures		
MODULE – 5: MANAGING INNOVATION		6L
Building an innovative organisation – role of vision, structure and training – Fostering creativity and innovation in organisations – roles of organisational culture, leadership – managerial style and practices supportive of creativity – creativity as the core of competitive excellence		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
TEXT BOOKS		
1	Rastogi, P.N. (2000), Managing Creativity, Macmillan India, Delhi.	
2	Khandwalla, Pradip N. (2004), Lifelong Creativity, Tata Mc Graw Hill, New Delhi.	
3	Joe Tid,et.al (2005), Managing Innovation, Wiley India, New Delhi.	
REFERENCE BOOKS		
1	Robert E. Johnston, Jr. And Douglas Bate (2007), The Power of Strategy Innovation, Prentice Hall, New Delhi.	
2	Peter F. Drucker (2009), Innovation and Entrepreneurship, El Sevier, Noida.	
3	Shlomo Maital and D.V.R.Seshadri, Innovation Management, Response Books, New Delhi., 2012.	
E-BOOKS		
1	http://www.eurosfaire.prd.fr/7pc/doc/1249998569_creativity_innovation_p_legrenzi.pdf	
2	http://www.appladesign.net/domains/create//documents/I-CREATE_Final_Handbook_EN_851.pdf	
MOOC		
	https://www.edx.org/course/design-thinking-creativity-innovation-uqx-corpinn1x https://www.coursera.org/learn/creativity-innovation#syllabus	
ONLINE RESOURCES		
	http://www.creative4business.co.uk/creativity-and-innovation-resources/	

COURSE TITLE		SICKNESS & TURNAROUND STRATEGIES (MBA - FBE)		CREDITS	3
COURSE CODE	MBC4893	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 3: ANALYSE				
CO	COURSE OUTCOMES				PO
1	The learner understands the concept of sickness				1
2	The learner gets familiar with the techniques of analyzing sickness				4
3	The learner understands the regulatory framework of industrial sickness				4
4	The learner understands the strategic choices during sickness and turnaround				5
5	The learner gains an exposure into the turnaround management process				5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance, Legal aspects of business					
MODULE – 1: UNDERSTANDING SICKNESS					6L
Industrial Sickness – Definition – Causes – Symptoms – Prediction – Revival – Managerial Deficiencies – Faulty Planning – Labour trouble – Market recession – RBI's Committee reports on Industrial Sickness - Prediction of Sickness – Univariate Analysis and Multivariate analysis – Critique of Bankruptcy Prediction Models – Argenti's A Score System					
MODULE – 2: ANALYSING SICKNESS					6L
Revival of Sick unit – Viability Study – Market Analysis – Production and Technical Analysis – Financial Analysis – Cost control and reduction - Budgetary control and responsibility accounting – Environment analysis – Business Process Re-engineering.					
MODULE – 3: REGULATORY FRAMEWORK FOR SICKNESS					6L
BIFR and SICA – Role – Provisions of SICA – Procedure followed by BIFR to revive a sick company – shortcomings of BIFR approach – Remedies for a failing Company – Voluntary Settlements – Legal Proceedings – Liquidation – Reorganisation – Negotiated Settlements (Prepackaged Bankruptcy) – Startup India and Liquidation					
MODULE – 4: SICKNESS & TURNAROUND: STRATEGIC CHOICES					6L
Strategic Choices in Decline industries – Leadership – Niche – Harvest – Divest – Turnaround Strategies – Functional Classification – Human Resource Strategies – Financial Strategies – Product-Market Strategies – Boundary Management Strategies – Improvements in Facilities and Systems – Growth strategies – Model of Turnaround stages and strategies – Implications for turnaround theories					
MODULE – 5: MANAGING A TURNAROUND					6L
Meaning – Planned Change – Structural Change – Model for managing Organisational Change – Determinants of Structural Change - Evolutionary and Revolutionary change – Forces for Change - Change Formula – Balogun and Hailey's Change Kalidoscope – McKinsey's 7S Framework – Johnson and Scholes' Cultural Web - Resistance to Change and dealing tactics – Group think – motivation and mobilisation – operationalising change through project management mode – Leading teams through change – Managing change best practices					

TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Case Discussions and Presentations.		
TEXT BOOKS		
1	Mathew J.Manimala (2008). Entrepreneurship Theory at Crossroads: Paradigms and Praxis, BizTantra, New Delhi.	
REFERENCE BOOKS		
1	Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi. 2011.	
2	Michael E.Porter (2010). Competitive Strategy: Techniques for analysing industries and Competitors. The Free Press, New York	
3	James C.Van Horne & John M.Wachowicz (2009). Fundamentals of Financial Management – 13e, Prentice Hall, New Delhi.	
4	Mike Green (2007). Change Management Masterclass. Kogan Page, New Del	
5	Stephen P.Robbins (2001). Organisation Theory, Prentice Hall India	
E-BOOKS		
1	http://www.vikalpa.com/pdf/articles/1982/1982_Oct_Dec_289_304.pdf	
MOOC		
1	https://www.class-central.com/course/edx-family-business-strategy-essentials-7883	
ONLINE RESOURCES		
	https://www.familybusinessmatters.consulting/videos/	

COURSE TITLE		PROJECT PLANNING & MANAGEMENT (MBA - FBE)			CREDITS	3
COURSE CODE		MBC4894	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL- 3: APPLY				
CO	COURSE OUTCOMES					PO
1	The learner understands the concept of project					1
2	The learner gets familiar with the concept of technical appraisal					4
3	The learner understands the project management framework					4
4	The learner understands the factors affecting project management					5
5	The learner gains an exposure towards project integration and control					5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance, Legal aspects of business						
MODULE – 1: INTRODUCTION						6L
Project – Definition and meaning – type of projects – appraisal of projects – <i>need for project appraisal.</i>						
MODULE – 2: TECHNICAL APPRAISAL						6L
Technical appraisal – <i>objectives</i> – project concept – capacity of plant – flexibility of plant and manufacturing systems – evaluation of technology – inputs – location – interdependence of the parameters of the projects – project charts and layouts – cost of production.						
MODULE – 3: PROJECT MANAGEMENT						6L
Project management – meaning – need for the professional management – systems approach to project management – system development cycle – <i>management function pertinent to project management</i> – elements of project management – network developmental analysis.						
MODULE – 4: PROJECT MANAGEMENT – FACTORS						6L
Factors determining size and scale of establishment – construction management – financial institution survey – project implementation – scope – division of responsibilities: planning, scheduling, monitoring and reporting – management of information system – procurement of materials and equipment – manpower preparedness – <i>environment factors affecting project implementation.</i>						
MODULE – 5: PROJECT INTEGRATION & CONTROL						6L
Integrated approach of time and resource planning – the integration process – cost of delays – resource management – preparation of budgets for crisis management – cost control – <i>need for training programmes for project management</i> – quality standards and practice in project management.						
TOTAL						30 Hrs
LAB/MINI PROJECT/FIELD WORK						
Prepare a project implementation plan for an assigned family business						
TEXT BOOKS						
1	Dennis Lock, “Project Management” Coles Publishing Co., Ltd., 2007.					

REFERENCE BOOKS	
1	Vasant Desai, "Project Management", Himalaya publishing House, 2000.
2	Harold Kerzner,"Project Management - a systems approach a planning, scheduling and controlling", CBS Publishers, 2013.
3	Bennet P Lientz and Cathryn P Rea, "Project Management for 21 st Century", Academic press 2011
4	Jerome D Weist and Sertinand K Levy," A management guide to PERT/CPM", Prentice Hall India, 2007
5	Roy.Pilchar, "Appraisal & Control of Project costs", McGraw Hill, 2003.
E-BOOKS	
1	https://epdf.tips/project-management.html
MOOC	
1	https://onlinecourses.nptel.ac.in/noc18_mg28/preview
ONLINE RESOURCES	
	https://www.coursera.org/learn/uva-darden-project-management#syllabus https://www.edx.org/course/project-management-mastering-complexity-delftx-mep201x-0

COURSE TITLE	BUSINESS REGULATION (MBA - FBE)			CREDITS	3
COURSE CODE	MBC4895	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	The learner understands the regulatory framework for businesses				1
2	The learner gets familiar with the regulations pertaining to capital market entities				4
3	The learner understands the regulations pertaining to the environment & consumers				4
4	The learner understands the regulations pertaining to the society and business				5
5	The learner gains an exposure towards regulations pertaining to competition				5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance, Legal aspects of business					
MODULE – 1: INTRODUCTION					6L
The Legal framework – Industrial policy of government of India and Policy Relating to Foreign Private Investment in India – Small Scale Industries – MSMED Act 2008 – Role of Public Sector Industries – Disinvestments of PSUs – The Securities contract (Regulations) Act 1956, Sec. 13 to 22A.					
MODULE – 2: CAPITAL MARKET ENTITIES					6L
The Securities and Exchange Board of India Act 1991 – SEBI Guideline for Capital Issues – OTCEI – NSEI Organisation and Transactions – Investor Protection – Trade and Merchandise Marks Act, 1956 – Patents Act 1970.					

MODULE – 3: ENVIRONMENT & CONSUMER		6L
The environment protection Act, 1986 – Government measures – <i>General powers of GOI</i> – Consumer protection Act, 1986.		
MODULE – 4: BUSINESS & SOCIETY		6L
The Business Enterprise in the society – Corporate Social Responsibility – Government Regulation of Business – <i>Privatisation process in India</i> – Ethics and Values in Business – Social Accounting – Social Audit.		
MODULE – 5: REGULATION OF COMPETITION		6L
Competitive Law – Intellectual Property Rights – Information Technology Act, 2002 – FEMA 1999 – Important Provisions – Corporate Governance Code – Practices – K.Birla Report – <i>Case laws</i> .		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
TEXT BOOKS		
1	BARE ACTS, 2017	
2	Francis Cherunilam, "Business Environment and Policy", 2nd Edn, Oscar Publications, 2001.	
REFERENCE BOOKS		
1	Kazmi Azhar, "Business Policy", New Delhi, TMH, 2002.	
2	P.K.Ghosh, "Business Policy, Strategic planning and Management", Sultan Chand & Co., New Delhi, 2002.	
3	Made Gowda, "Business Environment And Policy" Deep & Deep Publications 2000.	
4	Corporate Laws, Taxman, 2002.	
5	Henry A. Tombari, "Business and Society: Strategies for the Environment and Public Policy", Dryden Press.	
E-BOOKS		
1	http://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf	
MOOC		
1	https://www.class-central.com/course/coursera-law-and-the-entrepreneur-699	
ONLINE RESOURCES		
	https://www.familybusinessmatters.consulting/videos/	

SEMESTER III

SPECIALIZATIONS – SPORTS MANAGEMENT

COURSE TITLE		SPORTS ORGANIZATION AND ADMINISTRATION		CREDITS	3	
COURSE CODE		MBC48A1	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %		ESE	50 %	
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO	
1	The learner understands the basics of Sports Organization & Environment				1	
2	The learner gets familiar with the different types of Sports Organizations & Technology				4	
3	The learner understands the administrative intervention in Sports, Public & Private Sports Institutions				4	
4	The learner understands the Law & Taxation in Sports				5	
5	The learner gains an exposure into the Conflict Resolution mechanism in Sports				5	
Pre-requisites: Basics of Management, Organization Structure, Business Environment						
MODULE -1: SPORTS ORGANIZATION & ENVIRONMENT					6L	
Sports Organization & Environment: Origins and Operations of a Sports Organization - Defining the Legal Status - Social Profile of the Sports Organization - Choosing a type of Organization - Organizational Charts - Sports Identity and Image. Environment Indicators - Power and Authority - Delegation of Responsibilities - Organizational Environments - Controlling Environmental Uncertainty: - Environment Relationship - <i>Organizations Environment and its Structure.</i>						
MODULE - 2: SPORTS ORGANIZATIONS AND TECHNOLOGY					6L	
Social Context for Modern Sports: Need for New Structure in Sports Today - International Sports Environment: IOC and International Federations - National Sports Environment: National Olympic Committees - National Federations - Governmental and Quasi - Governmental Organizations Technology - Research on technology and Organizations - Critiques of the Technology Imperative - Micro - Electronic Technologies - <i>Relationship between Technology and Organizational Structure.</i>						
MODULE - 3: ADMINISTRATIVE INTERVENTION IN SPORTS, PUBLIC & PRIVATE SPORTS INSTITUTIONS					6L	
Introduction to sports law: principles and sources of law, Management models for public sports services, Disciplinary systems, Regulation of sports activities. Public Sports Institutions: The Spanish National Sports Council, Doping in sports: The Spanish National Anti-Doping Agency, Prevention of violence at sporting events: National Commission against Violence, Racism, Xenophobia and Intolerance in Sports. <i>Private Sports Institutions:</i> Sports federations, Professional leagues, 'Public Limited Sports Companies, International sports institutions						
MODULE - 4: LAW & TAXATION IN SPORTS					6L	
Constitution (Relevant articles): - <i>Art 14 - Art 15 - Art 19 (1) (g).</i> Law of Contract: Essentials of a Contract - Offer and acceptance - Capacity of Parties - Minor's Contract - Void Agreements and Voidable Contracts - Consequences of breach of Contract. Law of Torts: Principle of violent non-fit injury - Negligence - Death in relation to Tort. Administrative Law: Tribunals for resolution of disputes. Labor Relations in Sports: Labor relations of professional athletes, Representation and						

intermediation in sports, Player transfers, Athletes' associations, National Sports policy. Taxation of sports entities, professional athletes, Olympic Games and major sports events. Case Studies.	
MODULE - 5: CONFLICT RESOLUTION AND PREVENTION IN SPORTS	
6L	
Definition of Conflict - Stages in Conflict Process - Functional Conflict - Dysfunctional Conflict - Managing Conflict - Negotiation. Sports Conflicts - Assumptions about Conflict in Sports - Internal Disputes within Federations - Conflicts Concerning Individual Rights and Obligations - Conflicts arising from Anti-doping Tests . Arbitration procedures for conflict resolution in sports, Court of Arbitration for Sport, organization and procedures, FIFA Players' Status Committee and Dispute Resolution Chamber.	
Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
<i>Case Studies on Self Study Topics</i>	
TEXT BOOKS	
1	Fred Luthans - Organizational Behaviour : McGraw Hill International, 2010
2	S P Robins - Organizational Behaviour : Prentice Hall India Ltd, 2010
REFERENCE BOOKS	
1	Dr. Ali Jawaid, Organization and Administration in Physical Education and Sports, 2010
2	John O. Spengler, Introduction to Sport Law - 09 edition, Human Kinetics Publishers, 2009.
E. BOOKS	
1	https://books.google.co.in/books?id=dNioAgAAQBAJ&printsec=frontcover&dq=SPORTS+ADMINISTRATION+PDF&hl=en&sa=X&ved=0ahUKEwid4dTfiNzbAhUP4o8KHZUdDAQQ6AEIUjAI#v=onepage&q&f=false
MOOC	
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901
ONLINE RESOURCES	
	https://www.sportsmanagementresources.com/library

COURSE TITLE		SPORTS FACILITIES, PLANNING & MANAGEMENT		CREDITS	3	
COURSE CODE		MBC48A2	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %		ESE	50 %	
LEARNING LEVEL		BTL - 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO	
1	The learner understands the concept of facility management				1	
2	The learner gets familiar with the fundamentals of Facility Planning and Management				4	
3	The learner understands the concepts under Finance and Budgeting				4	
4	The learner understands the intricacies of preparation of a sports facility				5	
5	The learner gains an exposure into the Conflict Resolution mechanism in Sports				5	
Pre-requisites: Basics of Management, Organisation Structure, Business Environment						
MODULE -1: FACILITY MANAGEMENT					6L	
Meaning - The Facility Manager - Constituents - Managerial Functions - Computer Aided Facility Management - Strategies - Outsourcing. Facility Systems: Heating, Ventilation and Air-Conditioning - Energy systems - Interior and Exterior Systems - Space Management - Facility Repair Management: Maintenance and Repair Program - Basic maintenance.						
MODULE - 2: FACILITY PLANNING AND MANAGEMENT					6L	
Fundamentals - Planning for Existing and Future facilities - Planning and Management Infrastructure Facilities like Courts, tracks, Gallery, provision for Drinking Water, Lighting and Sitting Arrangements. Facility Site and design - Location - Site Selection - Facility Design and Construction - Construction Planning and Elements - Project Cost - Completion and Analysis - Critical phase of facility management: From pre-event briefings to Cleanup and closings, Merchandising, Housekeeping and Maintenance.						
MODULE - 3: FINANCE AND BUDGETING					6L	
Financial Concepts - Budgeting Revenue and Expenses - New Facility Financing, Cost - Selling of a Facility - Facility Marketing & Sales - Sport Facility Jobs - Employment Management - Training - Risk Management and Insurance.						
MODULE - 4: FACILITY PREPARATION					6L	
Developments & Maintenance of Sports Arena, Grounds, Indoor Stadium, Tents, Camps etc. - Event Preparation - Implementing Security procedures - Crowd and alcohol Management - Crisis Management - Role of facilities managers Soft Skills & Hard Skills.						
MODULE - 5: SPORTS MARKETING					6L	
Definition - Uniqueness of Sports Marketing - Model of the Sports Industry - Implementation of Sports Marketing Programme. The sports marketing plan: Sports marketing planning process - Definition of the marketing plan: stages, structure, format and development, the sports company marketing plan. International sports marketing: Internationalizing sports companies, International sports events, City Marketing , International marketing strategies, Sports marketing in professional leagues and the Olympics. Case study on Management of Sports facilities - Stadiums, Tents, Recreation facilities.						

		Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK			
<i>Field visit to sport facilities</i>			
TEXT BOOKS			
1	Peter J Farmer, Sport Facility Planning and Management, Fitness Information Technology, 2006		
2	Peter J. Farmer, Rob Ammon Jr., Sport Facility Planning And Management, Fitness Information Technology 2006		
REFERENCE BOOKS			
1	Peter J. Farmer, Rob Ammon Jr., Sport Facility Planning And Management, Fitness Information Technology 2006		
E. BOOKS			
	https://books.google.co.in/books?id=dNioAgAAQBAJ&printsec=frontcover&dq=SPORTS+ADMINISTRATION+PDF&hl=en&sa=X&ved=0ahUKEwid4dTfiNzbAhUP4o8KHZUdDAQQ6AEIUjAI#v=onepage&q&f=false		
MOOC			
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901		
ONLINE RESOURCES			
	https://www.sportsmanagementresources.com/library		

COURSE TITLE		ETHICS IN SPORTS			CREDITS	3
COURSE CODE	MBC48A3	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50 %			ESE	50 %	
LEARNING LEVEL	BTL – 2: UNDERSTAND					
CO	COURSE OUTCOMES					PO
1	The learner understands the concept of ethics in sports					1
2	The learner gets familiar with the Indian values and ethics					4
3	The learner understands the concepts under ethical value system					4
4	The learner understands the ethical intricacies of sports as a profession					5
5	The learner gains an exposure into the role of institutions on the morale of sportsmen					5
Pre-requisites: Basics of Management, Organisation Structure, Business Environment						
MODULE -1: INTRODUCTION						6L
Values - Importance, Sources of Value System, Types, Loyalty and Ethical Behaviour, Ethics in Sports: Nature, Characteristics and Needs, Ethical practices in the field of Sports, Sports Code of Conduct.						
MODULE - 2: INDIAN VALUES AND ETHICS						6L
Respect for elders, Hierarchy and Status, non- violence and tolerance, cooperation. Rights and Duties. Holistic relation between Man, Attitudes , Beliefs.						

MODULE - 3: ETHICAL VALUE SYSTEM		6L
Distributive Justice, Individual freedom of Choice, <i>Professional Codes</i> . Their application in the field of sports.		
MODULE - 4: MORAL REASONING TO SPORTS		6L
Moral significance of sport - Intimidation, competition, and sportsmanship - Gamesmanship and the moral ideal of fair play - Cheating and strategic fouling - <i>Violence in sports</i> - eligibility in sports-commercialized sports-exploitation of student athletes - gender and racial equity in sports		
MODULE - 5: MORALE OF SPORTSMEN		6L
Role of Organizations / Association and Sports Manager in the area - moral reasoning in other physical activity: ergogenic aids for sports performance and health problems - genetic technology in sports - sports science, physical education and research - ethics of supporting sports teams - disability rights in sports - <i>codes of ethics</i>		
		Total
		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
<i>Case Studies on Self Study Topics</i>		
TEXT BOOKS		
1	William J. Morgan, Ethics in Sport - 2 nd edition, Human Kinetics Publishers, 2007	
2	Robert C. Schneider, Ethics of Sport and Athletics: Theory, Issues, and Application - 09 th edition, 2006	
REFERENCE BOOKS		
1	Peter J. Farmer, Rob Ammon Jr., Sport Facility Planning And Management, Fitness Information Technology, 2006	
E. BOOKS		
	https://books.google.co.in/books?id=dNioAgAAQBAJ&printsec=frontcover&dq=SPORTS+ADMINISTRATION+PDF&hl=en&sa=X&ved=0ahUKEwid4dTfiNzbAhUP4o8KHZUdDAQQ6AEIUjAI#v=onepage&q&f=false	
MOOC		
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901	
ONLINE RESOURCES		
	https://www.sportsmanagementresources.com/library	

COURSE TITLE		SPORTS BIOMECHANICS			CREDITS	3
COURSE CODE		MBC48A4	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %			ESE	50 %
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner gets introduced to the basic concepts of sports biomechanics					1
2	The learner gets familiar with the principles of projectiles and their application					4
3	The learner understands the principles of force and their application					4
4	The learner understands the application of bio mechanics to sports					5
5	The learner understands the biomechanics of sports injuries					5
Pre-requisites: Basics of Management, Organization Structure, Business Environment						
MODULE -1: INTRODUCTION						6L
Meaning, Definition - Prerequisites of efficient movements, Need and importance. Equilibrium and lever: Center of gravity factor that determine the degree of stability - stages of equilibrium, application of equilibrium in sports and Games - Definition, Meaning of Lever - types of lever - Mechanical advantages of levers and their applications- Definition - <i>Motion meaning and types of motion</i> - Definition and Meaning of speed - Velocity and acceleration - Vectors - Friction, types of friction, Sliding and rolling friction.						
MODULE - 2: PROJECTILE						6L
Path of Projectile and angle of Projection - application of the principles of projectile to jumping event - <i>Application of the principles Projectile to throwing event</i> - work , energy and power - work done and energy expended in sports and games - Kinetic energy and Potential energy - Application of principles of work energy and power in sports and games.						
MODULE - 3: FORCE						6L
Definition and Meaning Force - Factors of force - Magnitude of force, moment of force, point of application, time at application and direction of application - centripetal and centrifugal force, <i>application of the principles of force in sports and games</i> - Spin, Air resistance, impact, elasticity and Aerodynamic Principles.						
MODULE - 4: BIOMECHANICS APPLIED TO SPORTS						6L
Physical principles of movement-Kinetic analysis of movement in sports-Mechanical and functional structures of movement in sports-Technology applied to the analysis of sports techniques - Kinanthropometry of the human body. <i>Applications of bio - mechanical principles to track and field events and games.</i>						
MODULE - 5: BIOMECHANICS OF SPORTS INJURIES						6L
Biomechanical factors in injuries-The kinetic chain in sports Injuries- <i>Sports injuries to joints</i> -Sports injuries to muscles-Sports injuries to bones-Prevention, proprioception and recovery from sports injuries-Ergogenic and nutritional aids to recover from sports injuries						
					Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK						
<i>Interactive Session with Sports Physiotherapist</i>						

TEXT BOOKS	
1	Peter McGinnis, Biomechanics of Sport and Exercise - 2 nd edition, Human Kinetics Publishers, 2004
2	James G. Hay, Biomechanics of Sports Techniques, Prentice Hall, Inc. 2003
REFERENCE BOOKS	
1	James G. Hay, Biomechanics of Sports Techniques, Prentice Hall, Inc. 2003
E. BOOKS	
1.	https://books.google.co.in/books?id=dNioAgAAQBAJ&printsec=frontcover&dq=SPORTS+ADMINISTRATION+PDF&hl=en&sa=X&ved=0ahUKEwid4dTfiNzbAhUP4o8KHZUdDAQQ6AEIUjAI#v=onepage&q&f=false
MOOC	
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901
ONLINE RESOURCES	
	https://www.sportsmanagementresources.com/library

COURSE TITLE	SPORTS PHYSIOLOGY & KINESIOLOGY			CREDITS	3
COURSE CODE	MBC48A5	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50 %			ESE	50 %
LEARNING LEVEL	BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	The learner understands the morphological features of skeletal muscle and function				1
2	The learner gets familiar with the concept of Nervous Control and Muscular Activity				4
3	The learner understands the principles of Respiratory System and Exercise				4
4	The learner understands the concepts of Kinesiology				5
5	The learner understands the application of kinesiological principles				5
Pre-requisites: Basics of Management, Organization Structure, Business Environment					
MODULE -1: MORPHOLOGICAL FEATURES OF SKELETAL MUSCLE AND FUNCTION					6L
Structure of the skeletal muscle - chemical composition - sliding filament theory of muscular contraction - muscle fiber types - fiber distribution and performance - all or none principle - muscle tone - Types of muscular contraction - Staircase phenomenon or Trappe - Heat Production in the muscle - Residual muscle soreness - <i>Effect of training on muscular system</i> - Instruments and Procedure to measure Respiratory - cardio - vascular- Haematological - muscular .					
MODULE - 2: NERVOUS CONTROL AND MUSCULAR ACTIVITY					6L
Neuron - Unipolar , Bi - polar , Multipolar - Neuron - Structure of the neuron - Spinal Card Synapsa , Motor Unit - Transmission of nerve impulse - voluntary control of muscular activity - Involuntary control of muscular activity - Reaction Time and movement time in Performance - Reaction time and movement					

time with age and sex - effect of exercise on nervous system - exercise and temperature regulations - Hot humid climate - Hot dry climate - Exercise and temperature regulations in cold climates - effect of high altitude in Physical performance - Physiological adaptation to altitude - Physiological changes in under water condition .	
MODULE - 3: RESPIRATORY SYSTEM AND EXERCISE 6L	
Mechanism of Breathing - Pulmonary ventilation - ventilation during rest and exercise -control of ventilation - Lung volumes and capacities - Effect of exercise on Respiratory System. Cardio - Vascular system and Exercise: Structural Properties of the heart and Cardiac cycle , cardiac output during rest and exercise - Stroke volume and heart rate - Control of heart rate - Heart rate response to exercise - Effect of exercise on stroke volume - Blood Pressure - factors affecting Blood pressure and Heart rate regulation of blood flow - effect of exercise on circulatory system.	
MODULE - 4: KINESIOLOGY 6L	
Introduction: Definition - Meaning of Kinesiology, Structure & Functions of Human Joints: Definition of Joint or Articulation - Classifications of human joints - movements of the joints planes of the body - Sagittal, Transverse and Frontal. Muscles: Origin, Insertion and actions of the following muscles; pectoralis Major Pectoralis Minor, Deltoid, Biceps, Triceps, Trapzius, Lattisimus Dorsi, Rectus Abdominis, Psoas, Sartorius, Quadriceps muscles, Hamstring group of muscles and Gastrocnemius.	
MODULE - 5: APPLICATION OF KINESIOLOGICAL PRINCIPLES 6L	
Application of Kinesiology to Waling, Running, Jumping and Throwing Application of Kinesiology to motor skills of daily living - Pushing, pulling, Lifting, Carrying, going up and down on stairs. Application of Kinesiology to Postural Concept: Definition of Posture - Criteria for good Posture - Causes for bad posture - Postural deviations (Kyphosis, Lordosis, Scoliosis, Knock Knees, bow leg flat foot) - Postural Corrective exercises.	
Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
<i>Interactive Session with Sports Physiotherapist</i>	
TEXT BOOKS	
1	W. Larry Kenney, Jack Wilmore, David Costill, Physiology of Sport and Exercise 2015
2	Katherine M. Jamieson, Maureen M. Smith, Kinesiology/Exercise and Sport Science, Human Kinetics, 2015
REFERENCE BOOKS	
E. BOOKS	
	http://www.humankinetics.com/e-book-textbooks
MOOC	
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901
ONLINE RESOURCES	
	www.HumanKinetics.com/PhysiologyOfSportAndExercise

COURSE TITLE		SPORTS TRAINING AND CONDITIONING			CREDITS	3
COURSE CODE		MBC48A6	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %			ESE	50 %
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner understands the basics of sports training					1
2	The learner gets familiar with the concepts of training load					4
3	The learner understands the principles of conditional abilities					4
4	The learner understands the concepts of motor abilities					5
5	The learner understands the different aspects of technical training					5
Pre-requisites: Basics of Management, Organization Structure, Business Environment						
MODULE -1: INTRODUCTION TO SPORTS TRAINING						6L
Meaning and definition of Sports Training, Aims and Tasks of Sports Training, Characteristics of Sports Training, Principles of Sports Training, Training Means, Training Methods.						
MODULE - 2: TRAINING LOAD						6L
Meaning and definition of Load, Components of Load, Measurement of Load, Over Load: Meaning and Definition, Causes, Symptoms and Tackling of over Load						
MODULE - 3: CONDITIONAL ABILITIES						6L
Strength: Meaning, Forms of Strength, Factors determining Strength, Training Methods for Strength Improvement, General guidelines for Strength Training. Speed: Meaning, Forms of Speed, Factors determining Speed. Training Methods for Speed Improvement, Endurance: Meaning, Forms of Endurance, Factors determining Endurance. Training Methods for Endurance Improvement.						
MODULE - 4: MOTOR ABILITIES						6L
Flexibility: Meaning, Forms of Flexibility, Factors determining Flexibility. Training Methods for Flexibility Improvement, Coordinative Abilities: Meaning, Forms of Coordinative Abilities, Factors determining Coordinative Abilities, Training Methods for Improvement of Coordinative Abilities.						
MODULE - 5: TECHNICAL TRAINING, TACTICAL TRAINING, PERIODIZATION, PLANNING AND COMPETITIONS						6L
Technical Training: Meaning, Tasks of Technique, Principles of Technical Preparation, Training for Technique, Tactical Training: Meaning, Tasks of Tactics, Principles of Tactical Preparation, Training for Tactics.						
					Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK						
<i>Lecture Demo by Coaches</i>						
TEXT BOOKS						
1	Cratty, B. Perceptual And Motor Development In Infants And Children, Prentice Hall , 2004					
2	Dick. F. W. Sports Training Principles, Lepus, London, 2007					

REFERENCE BOOKS	
1	Jenson, C. R. Fisher, A.G. Scientific Basis of Athletic Conditioning, Lea And Febiger, Philadelphia, 2011
2	Matveyew. L. P. Fundamentals of Sports Training, Mir Publishers, Moscow, 2001.
3	Willmore. J. H. Athletic Training And Physical Fitness, Allynand Bacon, Inc. Sydney, 2007.
E. BOOKS	
	https://books.google.co.in/books?id=dNioAgAAQBAJ&printsec=frontcover&dq=SPORTS+ADMINISTRATION+PDF&hl=en&sa=X&ved=0ahUKEwid4dTfiNzbAhUP4o8KHZUdDAQQ6AEIUjAl#v=onepage&q&f=false
MOOC	
	https://www.class-central.com/course/futurelearn-player-centred-coaching-9843 https://www.class-central.com/course/coursera-the-science-of-training-young-athletes-6208
ONLINE RESOURCES	
	https://www.sportsmanagementresources.com/library

COURSE TITLE	SPORTS MEDIA, COMMUNICATIONS & EVENT MANAGEMENT			CREDITS	3
COURSE CODE	MBC48A7	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50 %			ESE	50 %
LEARNING LEVEL	BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	The learner understands the basics of sports media				1
2	The learner gets familiar with the sports journalism environment				4
3	The learner gets an exposure to the new technologies in sports media				4
4	The learner understands the aspects of sports communication management				5
5	The learner understands the different aspects of event management in sports				5
Pre-requisites: Basics of Management, Marketing Management					
MODULE -1: SPORTS MEDIA					
Introduction to different Sports Media - Television, print journalism and digital media - editorial models, information and sports, Workflows, reporting major events, designing, creating and developing sports programs on television / digital media, live coverage - Commentary, broadcasting rights, <i>sports interviews</i> .					6L
MODULE - 2: SPORTS JOURNALISM ENVIRONMENT					
Social environment: present and future of sports journalism. Recent history of sports in India and International scene: Legal and economic environment: legal and economic fundamental of sports. Comprehensive Study on Different Sports Channels: Profile, Top					6L

Management, Functional Departments, Work Culture, Career Opportunities, Telecast rights for major Sporting Events, Program Mix, Advertising Opportunities.	
MODULE - 3: NEW TECHNOLOGIES	
Overview of online media, the world of sports blogs, Technology applied to sports journalism , Television for mobile phones and other technological developments.	6L
MODULE - 4: SPORTS COMMUNICATION MANAGEMENT	
Organization chart and distribution of tasks in a sports club: Club publications, Internal communication, International relations, Marketing and communication. Executive communication skills: Negotiation , Diversity management, Coaching techniques, Public speaking. Sports professions and professionals: Lectures by directors and senior technical staff of sports entities, Basic aspects of sports medicine. Role-play situations: Preparing and carrying out a press conference, Simulation of relations with athletes, Communication in times of crisis, Aspects of sports protocol	6L
MODULE - 5: EVENT MANAGEMENT	
Meaning of Events, Event Management, Designing an Event- 5C's (Conceptualization, Costing, Canvassing, Customization, Carrying out). Key Elements of Events- (Event Infrastructure, Organizers, Clients, Target Audience, Media, and Venue), Role of Mass Media in Event Promotion.	6L
Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
<i>Organising Inter-department sports fest in the university</i>	
TEXT BOOKS	
1	Amber A. Ditizio, Sports Media, Marketing, and Management 2018
2	Frank Supovitz, The Sports Event Management and Marketing, Wiley, 2013
REFERENCE BOOKS	
1	Conrad Lashley, Strategic Sports Event Management an International approach, Elsevier Butterworth-Heinemann (British Library Cataloguing in Publication Data), 2004.
E. BOOKS	
	http://www.pseudology.org/TerOvanesian/Masterman_Strategic_Sports_Event_Management2.pdf
MOOC	
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901 https://www.class-central.com/course/sports-media-create-your-winning-profile-4532 https://www.class-central.com/course/edx-strategic-social-media-marketing-8212 https://www.class-central.com/course/coursera-international-entertainment-and-sports-marketing-5491
ONLINE RESOURCES	
	http://books.elsevier.com https://www.sportsmanagementresources.com/library

COURSE TITLE		CONTEMPORARY ISSUES IN SPORTS			CREDITS	3
COURSE CODE		MBC48A8	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %			ESE	50 %
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner understands the history of modern sports					1
2	The learner gets familiar with the principles of physical education and sports					4
3	The learner gets an exposure to the role of government in sports					4
4	The learner understands the role and functions of national / international sports organizations					5
5	The learner understands the Social, Cultural and Political Environment of Sports Organizations					5
Pre-requisites: Basics of Management, Marketing Management, Business Environment						
MODULE -1: INTRODUCTION						6L
History of Modern Sports and other Forms of Organized Physical Activity: A Historical Overview of Sports, Evolutionary Processes of Modern Sports, <i>Relation between Physical Education and Sports</i> , Exercise Physiology						
MODULE - 2: PHYSICAL EDUCATION AND SPORTS						6L
History and Principles of Physical Education, Organization, Administration and Methods in Physical Education, <i>Elements of Statistics for Physical Education</i> . Supervision and Curriculum Design in Physical Education.						
MODULE - 3: ROLE OF GOVERNMENT IN PROMOTION OF SPORTS						6L
Role of the Ministry of Human Resource Development in Development of Sports and Physical Education, <i>various Boards and Statutory Bodies established by Govt. for control and promotion of Sports</i> , their roles and functions, importance and contributions.						
MODULE - 4: ROLE AND FUNCTIONS OF NATIONAL / INTERNATIONAL SPORTS ORGANIZATIONS						6L
Roles of IFA, FIFA, BCCI, ICC, CAB, Sports Authority of India (SAI), Tamil Nadu Cricket Association, Tamil Nadu Football Association - <i>Functions and Importance in the Promotion and Management of Sports</i> .						
MODULE - 5: SOCIAL, CULTURAL AND POLITICAL ENVIRONMENT OF SPORTS ORGANIZATIONS						6L
Role of Sports in Society, issues that Sports Administrators face on day to day basis in the contemporary world, <i>Drug abuse and gratuitous violence</i> .						
					Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK						
Case Studies on Self Study topics						
TEXT BOOKS						
1	David Scott, Contemporary Leadership in Sport Organizations - 14 edition, Human Kinetics Publishers, 2014					

2	Janet B. Parks, Jerome Quarterman and Lucie Thibault - Contemporary Sport Management - 3rd edition, Human Kinetics Publishers, 2011.
REFERENCE BOOKS	
1	Janet B. Parks, Jerome Quarterman and Lucie Thibault - Contemporary Sport Management - 3rd edition, Human Kinetics Publishers, 2011
2	
E. BOOKS	
1.	https://books.google.co.in/books?id=dNioAgAAQBAJ&printsec=frontcover&dq=SPORTS+ADMINISTRATION+PDF&hl=en&sa=X&ved=0ahUKEwid4dTfiNzbAhUP4o8KHZUdDAQQ6AEIUjAI#v=onepage&q&f=false
MOOC	
	https://www.class-central.com/course/open2study-sports-and-recreation-management-901 https://www.class-central.com/course/edx-ethics-of-sports-do-sports-morally-matter-6545 https://www.class-central.com/course/coursera-the-global-business-of-sports-639
ONLINE RESOURCES	
	https://www.sportsmanagementresources.com/library

SEMESTER III

SPECIALIZATIONS – FINANCIAL MARKETS

COURSE TITLE		CAPITAL MARKET OPERATIONS (MBA FINANCIAL MARKETS – ELECTIVE)		CREDITS	3
COURSE CODE	MBC48B1	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-3: ANALYSE				
CO	COURSE OUTCOMES				PO
1	The learner understands the capital market trading operations of NSE				1
2	The learner gets familiar with the types of trading membership				4
3	The learner gains an understanding of the clearing, settlement and risk management processes				4
4	The learner gets to know about the eligibility criteria for seeking membership at NSE.				4
5	The learners gets an exposure on the other important regulatory aspects.				4
Pre-requisites: NCCMP certification from NSE Academy					
MODULE – 1: AN OVERVIEW OF THE INDIAN SECURITIES MARKET					6L
Market segments, Key indicators of securities market, Products and participants, Market segments and their products, <i>Reforms in Indian securities markets</i>					
MODULE – 2: TRADING MEMBERSHIP					6L
Stock brokers, NSE membership, Surrender of trading membership, Suspension & expulsion of membership, Declaration of defaulter, Authorized persons, Sub-brokers, Broker-clients relations, Sub-broker-clients relations, Investor service cell and arbitration, <i>Code of advertisement</i>					
MODULE – 3: TRADING					6L
Introduction, NEAT system, <i>Market types</i> , Trading system users hierarchy, Local database, Market phases, Logging on, Log off/exit from the application, Neat screen, Invoking an inquiry screen, Order management, Trade management, Limited physical market, Block trading session, Retail debt market (RDM), Trading information downloaded to members, Internet broking, Wireless application protocol (WAP), Computer to computer link (CTCL) facility					
MODULE – 4: CLEARING AND SETTLEMENT					6L
Introduction, <i>Key terminologies</i> used in clearing and settlement process, transaction cycle, Settlement agencies, Clearing and settlement process, Securities and funds settlement, Shortages handling, Risks in settlement, Risk management, International securities identification number, Data and report downloads					
MODULE – 5: LEGAL FRAMEWORK & VALUATION CONCEPTS					6L
SEBI (intermediaries) regulations, 2008 , SEBI (prohibition of insider trading) regulations, 1992, SEBI (prohibition of fraudulent and unfair trade practices relating to, Securities market) regulations, 2003, The depositories act, 1996, Indian contract act, 1872, Income tax act, 1961 Fundamental Valuation Concepts: <i>Time value of money</i> ; Understanding financial statement					
TOTAL					30 hrs

LAB/MINI PROJECT/FIELD WORK	
PRESENTATIONS BY STUDENTS ON SELF STUDY TOPICS	
TEXT BOOKS	
1	NSE Academy's Capital Market (Dealers) Module Handbook 2017
REFERENCE BOOKS	
1	Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi. 2011.
E-BOOKS	
1	https://www.nseindia.com/content/us/ismr2010ch4.pdf
MOOC	
1	http://nptel.ac.in/syllabus/110106042/
ONLINE RESOURCES	
	www.nseindia.com www.sebi.gov.in

COURSE TITLE	EQUITY & FIXED INCOME (MBA FINANCIAL MARKETS – ELECTIVE)			CREDITS	3
COURSE CODE	MBC48B2	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-3: ANALYSE				
CO	COURSE OUTCOMES				PO
1	The learner understands the financial markets and instruments				1
2	The learner gets familiar with the types of debt instruments and debt markets				4
3	The learner understands the different types of G-Secs & T-Bills				4
4	The learner gains an exposure towards Trading Mechanism in the NSE-WDM & about Fixed income derivatives.				4
5	The learner gains insights into the valuation of bonds and yield curve				5
Pre-requisites: NCCMP certification from NSE Academy					
MODULE – 1: MARKETS AND FINANCIAL INSTRUMENTS					6L
Types of Markets: Equity Debt, Derivatives Commodities; Meaning and features of private Public companies; Types of investment avenues. Initial Public Offer (IPO); Book Building through Online IPO; Eligibility to issue securities; Pricing of Issues; Fixed versus Book Building issues; allotment of Shares; Basis of Allotment; Private Placement. Role and functions of Securities and Exchange Board of India (SEBI); Depositories; Stock exchanges; Intermediaries in the Indian stock market Listing; Membership; Trading Clearing and settlement and risk management; Investor protection fund (IPF); and Do's and Don'ts for investors , Equity and debt investment.					

MODULE – 2: DEBT INSTRUMENTS & INDIAN DEBT MARKETS		6L
Basic concepts of debt instruments, <i>Different types of products and participants</i> ; Secondary market for debt instruments - Participants in the call markets; Call rates - Market segments; Issue process; Issue management and Book building; Terms of a debenture issue; credit rating - Guidelines for CP Issue; Rating notches for CPs; Growth in the CP market; Stamp duty; Certificates of deposit - I-Bex: Sovereign bond index; NSE-MIBID/MIBOR		
MODULE – 3: GOVERNMENT SECURITIES: BONDS, TREASURY BILLS		6L
G-Sec Act 2006; SEBI (Issue and Listing of Debt Securities) Regulations 2008 and Market Practices and Procedures - <i>Primary issuance process</i> ; Participants in Government bond markets; Constituent SGL accounts; Concept of Primary dealers, Satellite dealers; Secondary markets for Government bonds; Settlement of trades in G-Secs; Clearing corporation; Negotiated Dealing System; Liquidity Adjustment Facility (LAF); Issuance process; Cut-Off yields; Investors in T-Bills; Secondary market activity in T-bills. State Government bonds: Gross fiscal deficit of state Governments and its financing; Volume, Coupon rates and ownership pattern of State Government bonds. Repo rate; Calculating settlement amounts in Repo transactions; Advantages of Repos; Recent issues in repo market in India; Secondary market transactions in Repos; Repo accounting.		
MODULE – 4: TRADING MECHANISM IN THE NSE-WDM & FIXED INCOME DERIVATIVES		6L
<i>Description of the NSE WDM trading system</i> ; Order types and conditions; Order entry in negotiated trades market; Order validation and matching; Trade management; Reports; Settlement; Rates of brokerage. Concept of fixed income derivatives; Mechanism of forward rate agreements; Interest rate swaps		
MODULE – 5: VALUATION OF BONDS, YIELD CURVE		6L
Bond valuation; Accrued interest; Yield; Weighted yield; YTM of a portfolio; Realized yield; Yield-price relationships of bonds Yield Curve; Bootstrapping; Alternate methodologies to estimate the yield curve; Theories of the term structure of interest rates Duration: Introduction and definition; Calculating duration of a coupon paying bond; Computing duration on dates other than coupon dates; Modified duration; Rupee duration; Price value of a basis point; Portfolio duration; <i>Limitations of duration</i>		
TOTAL		30 hours
LAB/MINI PROJECT/FIELD WORK		
WORKSHEETS ON VALUATION		
TEXT BOOKS		
1	NSE Academy's Financial Markets: A Beginners' Module Handbook, 2017	
2	NSE Academy's FIMMDA-NSE-Debt Market (Basic) Module Handbook, 2017	
REFERENCE BOOKS		
1	Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi. 2011.	
E-BOOKS		
1	https://www.nseindia.com/content/us/ismr2010ch4.pdf	
MOOC		
1	http://nptel.ac.in/courses/110105035/23	
ONLINE RESOURCES		
	www.nseindia.com ; www.sebi.gov.in	

COURSE TITLE		DERIVATIVES MARKET (EQUITY, CURRENCY, INTEREST RATE AND COMMODITY) (MBA FINANCIAL MARKETS – ELECTIVE)			CREDITS	3
COURSE CODE		MBC48B3	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL-3: APPLY				
CO	COURSE OUTCOMES					PO
1	The learner gets familiar with Derivatives, interest rates, stock indices					1
2	The learner gets to know about Futures Contracts, Mechanism, Application, Pricing Forward Contracts					4
3	The learner understands the Options Contracts, Mechanism and Applications, Pricing & Greek Letters					4
4	The learner gains an exposure towards Trading of Derivatives Contracts, Clearing & Settlement					4
5	The learner gains insights into the Regulatory Framework & Accounting for Derivatives					5
Pre-requisites: NCCMP certification from NSE Academy						
MODULE – 1: INTRODUCTION TO DERIVATIVES, INTEREST RATES, STOCK INDICES						6L
Types of Derivative Contracts, <i>History of Financial Derivatives Markets</i> , Participants in a, Economic Function of The Derivative Market. Understanding Interest rates, Understanding the Stock Index, Economic Significance of Index Movements Index Construction Issues, Desirable Attributes of an Index, Applications of Index.						
MODULE – 2: FUTURES CONTRACTS, MECHANISM, APPLICATION, PRICING FORWARD CONTRACTS						6L
<i>Limitations of forward markets</i> , Introduction to Futures, Distinction between Futures and Forwards Contracts, Futures Terminology, Trading Underling vs. Trading Single Stock Futures , Futures Payoffs, Pricing Futures, Pricing Stock Futures. Understanding Beta, Numerical illustration of Applications of Stock Futures						
MODULE – 3: OPTIONS CONTRACTS, MECHANISM AND APPLICATIONS, PRICING & GREEK LETTERS						6L
<i>Option Terminology</i> , Comparison between Futures and Options, Options Payoffs, Application of Options Variables affecting Option Pricing, The Black Scholes Merton Model for Option Pricing (BSO), The Greeks						
MODULE – 4: TRADING OF DERIVATIVES CONTRACTS, CLEARING & SETTLEMENT						6L
Futures and Options Trading System, The Trader Workstation, Futures and Options Market Instruments, <i>Criteria for Stocks and Index Eligibility for Trading</i> , Charges Clearing Entities, Clearing Mechanism, Settlement Procedure, Risk Management, Margining System						

MODULE – 5: REGULATORY FRAMEWORK & ACCOUNTING FOR DERIVATIVES		6L
Securities Contracts (Regulation) Act, 1956, Securities and Exchange Board of India Act, 1992, Regulation for Derivatives Trading , Adjustments for Corporate Actions Accounting for futures, Accounting for options, Taxation of Derivative Transaction in securities		6L
TOTAL		30 hours
LAB/MINI PROJECT/FIELD WORK		
PRESENTATION ON SELF STUDY TOPICS		
TEXT BOOKS		
1	NSE Academy's Derivatives Market (Dealers) Module (DMDM) Handbook, 2017	
REFERENCE BOOKS		
1	Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi. 2011.	
E-BOOKS		
1	https://www.nseindia.com/content/us/ismr2010ch4.pdf	
MOOC		
1	http://nptel.ac.in/courses/110105036/37	
ONLINE RESOURCES		
	www.nseindia.com www.sebi.gov.in	

COURSE TITLE		MUTUAL FUNDS AND INSURANCE (MBA FINANCIAL MARKETS – ELECTIVE)			CREDITS	3
COURSE CODE	MBC48B4	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL- 3: APPLY					
CO	COURSE OUTCOMES				PO	
1	The learner gets familiar with the basics of mutual funds				1	
2	The learner gets to know about debt fund, liquid funds and taxation.				4	
3	CO-3: The learner understands the basics of insurance and its regulations				4	
4	The learner gains an exposure towards Insurance Contract, Terminology, Elements and Principles, General Insurance				4	
5	The learner gains insights into the Financial Planning and Life Insurance				5	
Pre-requisites: NCCMP certification from NSE Academy						
MODULE – 1: MUTUAL FUNDS: INTRODUCTION, PRODUCTS & FEATURES						6L
Concept and structure of mutual funds in India; Role of custodian; Registrar and transfer agent; AMC; New fund offer's & procedure for investing in NFO; Investors rights and obligations. Concept of open ended and close ended fund; Types of funds - equity, index, diversified large cap funds, midcap fund, sec or fund and other equity schemes; Concept of entry and exit load; Expense ratio; Portfolio turnover; AUM; Analysis of cash level in portfolio.						

Introduction to exchange traded funds; Market making by authorized participants; creation units; Portfolio deposit and cash component	
MODULE – 2: DEBT FUNDS, LIQUID FUNDS & TAXATION 6L	
Salient features of debt and Concept of interest rate and credit risk; Pricing of debt instrument - Salient features of liquid funds ; Floating rate scheme and portfolio churning in liquid funds - Taxation of capital gains; Indexation benefit and FMP. Role and objectives of AMFI; Different types of plans; Systematic Investment Plan (SIP); Systematic Transfer Plan (STP) and Systematic Withdrawal Plan (SWP); Dividend payout.	
MODULE – 3: INTRODUCTION TO INSURANCE 6L	
Definition - Concept of Insurance - How insurance works - Insurance Act, 1938 - IRDA - Insurance Advertisements and Disclosure Regulations, 2000 - Protection of Policy Holders Interest Regulations, 2002 - Third Party Administrators (TPA) Risk - Definition - Classification - Risk Management - Stages	
MODULE – 4: INSURANCE CONTRACT, TERMINOLOGY, ELEMENTS AND PRINCIPLES, GENERAL INSURANCE 6L	
Contract Terminology - Elements of a Valid Contract – Distinguishing Characteristics of Insurance Contracts - Common clauses and sections in an insurance contract - Life Insurance & Non-Life Insurance - Types of Property Insurance - Fire Insurance, Marine Insurance, and Various types of Engineering Insurance. Contractor's All Risks (CAR) Insurance - Marine cargo insurance - Features of motor insurance - Burglary insurance - Money insurance - Personal Insurance - Mediclaim Policies - Group Mediclaim policy - Personal Accident Insurance (PA) - Liability Insurance - Employers Liability Insurance - Public Liability Insurance - Professional Indemnity Insurance - Product Liability Insurance	
MODULE – 5: FINANCIAL PLANNING AND LIFE INSURANCE 6L	
Financial Planning - Ratios as a tool for financial analysis - Definition of Life Insurance - Law of large numbers - Principles of Insurance and Life Insurance - Term Insurance - Types of Term Life Insurance - Whole Life Insurance - Endowment policy - Children's policies – Annuities - Group Insurance - Industrial Life Assurance - Life insurance premium and tax benefits Introduction - Individual agent - Corporate agent - Code of Conduct - Broking regulations - Indian Insurance Market	
TOTAL	30 hours
LAB/MINI PROJECT/FIELD WORK	
PRESENTATION BY STUDENTS ON PRODUCTS OF DIFFERENT COMPANIES	
TEXT BOOKS	
1	NSE Academy's Mutual Funds: A Beginner's Module Handbook
2	NSE Academy's Insurance Module Handbook
REFERENCE BOOKS	
1	Prasanna Chandra. Financial Management, Tata McGraw Hill, New Delhi. 2011.
E-BOOKS	
1	https://www.nseindia.com/content/us/ismr2010ch4.pdf

MOOC	
1	http://nptel.ac.in/courses/110105036/37
ONLINE RESOURCES	
	www.nseindia.com www.sebi.gov.in

COURSE TITLE	BANK MANAGEMENT (MBA FINANCIAL MARKETS – ELECTIVE)			CREDITS	3
COURSE CODE	MBC48B5	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	CO-1: The learner gets familiar with the basics of banking				1
2	CO-2: The learner gets to know about Bank Deposits, Nomination and Deposit Insurance				4
3	CO-3: The learner understands the basics of Bank – Customer Relationship				4
4	CO-4: The learner gains an exposure towards NPA and Securitisation				4
5	CO-5: The learner gains insights into the BASEL Framework & Regulations				5
Pre-requisites: NCCMP certification from NSE Academy					
MODULE – 1: INTRODUCTION TO BANKING					6L
Fundamental role and evolution - <i>Banking structure in India</i> - Licensing of banks in India - Branch licensing - Foreign Banks - Private Banks – Capital and Voting rights – Dividend - Corporate Governance – CRR – SLR – Repo – Reverse Repo – Open Market Operations - Security Valuation - Capital Account Convertibility					
MODULE – 2: BANK DEPOSITS, NOMINATION AND DEPOSIT INSURANCE					6L
Kinds of deposits - Joint accounts – Nomination - Closure of deposit accounts - Deposit insurance – Other banking services: Fund based; Non-fund based - Money Remittance Services - <i>Banking Channels</i>					
MODULE – 3: BANK – CUSTOMER RELATIONSHIP					6L
Roles of Banks - <i>Bankers' obligation of secrecy</i> – Pledge – Hypothecation - . Mortgage – Assignment					
MODULE – 4: NPA AND SECURITISATION					6L
Non-Performing Assets - <i>NPA categories</i> - NPA Provisioning Norms - SARFAESI Act - Balance Sheet - Profit and Loss account - CAMELS framework					
MODULE – 5: BASEL FRAMEWORK & REGULATIONS					6L
Bank for International Settlements (BIS) - <i>Basel Accords</i> - Anti-Money Laundering and Know Your Customer - Banking Ombudsman Scheme, 2006 - Indian Contract Act, 1872 - Sales of Goods Act, 1930 - Negotiable Instruments Act, 1881 - The Limitation Act, 1963					
TOTAL					30 hours
LAB/MINI PROJECT/FIELD WORK					

TEXT BOOKS	
1	NSE Academy's Banking Sector Module Handbook, 2017
REFERENCE BOOKS	
1	IIBF. Advance Bank Management, Macmillan. 2018.
E-BOOKS	
1	http://nptel.ac.in/courses/110106040/
MOOC	
1	http://nptel.ac.in/courses/110106040/
ONLINE RESOURCES	
	www.nseindia.com www.sebi.gov.in

SEMESTER IV

SPECIALIZATIONS – FINANCE

COURSE TITLE		DERIVATIVES MANAGEMENT (MBA GENERAL – FINANCE ELECTIVE)		CREDITS	3
COURSE CODE	MBC4901	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate an understanding of various derivative products				1
2	Understanding the Futures market				4
3	Understanding the options market				5
4	Analyzing the various strategies applicable in options market				5
5	Understanding the swaps market				3
Pre-requisites: SAPM					
MODULE – 1: INTRODUCTION					6L
Derivatives – Definition – Types – Forward Contracts – Futures Contracts – Options – Swaps –Types of Traders – OTC and Exchange Traded Securities – Types of Settlement – Uses and Advantages of Derivatives – Risks in Derivatives – Cases (Barings Bank, MG refining Marketing Inc (MGRM)).					
MODULE – 2:					6L
Specifications of Futures Contract - Margin Requirements – Marking to Market – Hedging using Futures – Types of Futures Contracts – Securities, Stock Index Futures, Currencies and Commodities – Delivery Options – Relationship between Future Prices, Forward Prices and Future Spot Prices.					
MODULE – 3:					6L
Definition – Exchange Traded Options, OTC Options – Specifications of Options – Call and put Options – American and European Options – Intrinsic Value and Time Value of Options – Option payoff options on Securities, Stock Indices, Currencies and Futures – Options pricing models – Differences between future and Option contracts.					
MODULE – 4:					6L
Definition of SWAP – Interest Rate SWAP – Currency SWAP – Role of Financial Intermediary – Warehousing – Valuation of Interest rate SWAPs and Currency SWAPs Bonds and FRNs – Credit Risk.					
MODULE – 5:					6L
Evolution of Derivatives Market in India – Regulations - Framework – Exchange Trading in Derivatives – Commodity Futures – Contract Terminology and Specifications for Stock Options and Index Options in NSE – Contract Terminology and specifications for stock futures and Index futures in NSE – Contract Terminology and Specifications for Interest Rate Derivatives.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Working sheet based exercises on derivatives.					
TEXT BOOKS					
1	Derivatives and Risk Management basics, Chance, Don M, Cengage Learning, PHI, 2013				
2	Risk Management and Derivatives, Stulz M Rene, Cengage Learning, PHI, 2002.				
3	Financial Derivatives and Risk Management, OP Agarwal, HPH, 2014.				

REFERENCE BOOKS	
1	Commodities and Financial Derivatives, Kevin, PHI, 2014
2	Fundamentals of Financial Derivatives, Swain.P.K, HPH, 2012
3	Fundamentals of Futures and Options, John C Hull : Pearson Education, 2017.
4	Financial Derivatives, Mishra: Excel, 2009.
E-BOOKS	
1	https://www.crectirupati.com/sites/default/files/lecture_notes/FD-notes.pdf
MOOC	
1	http://nptel.ac.in/courses/110105036/37
2	http://nptel.ac.in/courses/110105035/37
3	http://nptel.ac.in/courses/111104085/8
4	http://nptel.ac.in/courses/110105035/38
5	http://nptel.ac.in/syllabus/110105071/
6	https://onlinecourses.nptel.ac.in/noc16_mg05/preview
ONLINE RESOURCES	
1.	www.investopedia.com
2.	www.nseindia.com
3.	www.bseindia.com
4.	www.ncdex.com
5.	www.mcx.com

COURSE TITLE		INTERNATIONAL FINANCE (MBA GENERAL – FINANCE ELECTIVE)		CREDITS	3
COURSE CODE	MBC4902	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	To understand International Dimensions of Financial Management and components of financial system				1
2	To study international monetary system and its role for promoting the international and financial support				4
3	To understand the foreign exchange market, pricing method and tools for hedging				5
4	To analyze and calculate. dimensions of Foreign Exchange Risk Exposure and Managing Translation Exposure and Economic Exposure				5
5	To understand the different export schemes and financial support for the business				3
Pre-requisites: To impart knowledge about the concept of Dimensions, monetary system, FEM and FERM					
MODULE – 1: INTERNATIONAL DIMENSIONS OF FINANCIAL MANAGEMENT					6L
Role of financial managers in the International context, Emergence of the MNC, Domestic Financial Management & International Financial Management, Components of International Financial System					
MODULE – 2: INTERNATIONAL MONETARY SYSTEM					6L
Exchange rate regimes, International Monetary Fund (IMF), European Monetary System (EMS), <i>Economic & Monetary Union (EMU)</i>					
MODULE – 3: FOREX MANAGEMENT					6L
Foreign Exchange Markets – Spot Prices and Forward Prices – Factors influencing Exchange rates – The effects of Exchange rates in Foreign Trade – Tools for hedging against Exchange rate variations – Forward, Futures and Currency options – FEMA – Determination of Foreign Exchange rate and Forecasting.					
MODULE – 4: FOREIGN EXCHANGE RISK MANAGEMENT (FERM)					6L
Two dimensions of Foreign Exchange Risk Exposure namely Accounting Exposure & Economic Exposure – meaning, Managing Transactions Exposure through Money Market Hedge, Forward Market Hedge, Risk Shifting, Pricing Decisions, Exposure Netting, Currency Risk Sharing, Foreign Currency Options Managing Translation Exposure through Funds Adjustment, Forward contracts & Exposure netting, Managing Economic Exposure: Marketing Management of Exchange Risk , Production Management of Exchange Risk & Financial Management of Exchange Risk					
MODULE – 5: EXPORT PROMOTION SCHEMES					6L
Government Organizations Promoting Exports – Export Incentives : Duty Exemption – IT Concession – Marketing Assistance – EPCG, DEPB – Advance License – Other efforts I Export Promotion – EPZ – EQU – SEZ and Export House.					
TOTAL					30 Hrs

LAB/MINI PROJECT/FIELD WORK	
Case studies on the self-study topics.	
TEXT BOOKS	
1	International Financial Management, Apte, PG: Tata McGraw Hill, 2010.
2	International Financial Mgmt. Madhu Vij, EXCEL Books, 2010.
REFERENCE BOOKS	
1	International Financial Management:Text and Cases - Bhalla, V.K, Anmol Publications, 2007.
2	Multinational Finance, Buckley, A: Prentice Hall of India, 2003.
3	International Finance – Levi, M.D McGraw Hill, 2009.
4	International Financial Management, Sharan, V Prentice Hall of India, 2010.
E-BOOKS	
1	ftp://nozdr.ru/biblio/kolxo3/G/GI/Levi%20M.D.%20International%20finance%20(4ed.,%20Routledge,%202005)(ISBN%200415308992)(606s)_GI_.pdf
MOOC	
1	http://nptel.ac.in/courses/110105036/37
2	http://nptel.ac.in/courses/110105035/37
3	http://nptel.ac.in/courses/111104085/8
4	http://nptel.ac.in/courses/110105035/38
5	http://nptel.ac.in/syllabus/110105071/
6	https://onlinecourses.nptel.ac.in/noc16_mg05/preview
ONLINE RESOURCES	
<ol style="list-style-type: none"> 1. www.investopedia.com 2. www.nseindia.com 3. www.bseindia.com 4. www.ncdex.com 5. www.mcx.com 	

COURSE TITLE	TAXATION (MBA GENERAL – FINANCE ELECTIVE)			CREDITS	3
COURSE CODE	MBC4903	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understanding of the tax, its nature and characteristics, and the basic concepts in tax, analysing tax evasion, tax avoidance and tax planning				1
2	Understanding the various sources of income for an individual and applying the concept to calculate the total income and tax liability of an individual				4
3	Understanding the sources of income for HUF, Firms, AOP etc., and the tax structure for various persons				5
4	Understanding the computation of corporate tax and its implications, MAT				5
5	Understanding the concept of GST, its implications on revenue on central and state governments, and collection of CGST and SGST				3
Pre-requisites: Basic knowledge on the tax structure, the income tax rates, the various sources of income, goods and services..					
MODULE – 1: GENERAL					6L
Concept of Tax, Nature and Characteristics, Direct and Indirect Taxes, Tax evasion, Tax planning, and Tax avoidance, Distinction between tax, fees and cess, <i>Rights and powers of Taxation.</i>					
MODULE – 2: DIRECT TAX REGIME					6L
The Income Tax Act, 1961, Basis of taxation of Income, Basic Concepts, Person, Residential Status and incidence of Tax, Income from Salary, Income from House Property, Profits & Gains from Business or Profession, Capital Gains, Income from Other sources, <i>Permissible deductions, Income Tax Authorities</i>					
MODULE – 3: TAXATION OF HUF, FIRMS, AOP & OTHER PERSONS					6L
Taxation of Individuals including Non-residents, Hindu Undivided Family, <i>Firms, LLP, Association of Persons</i> , Cooperative Societies, Trusts, Charitable and Religious Institutions					
MODULE – 4: CORPORATE TAXATION					6L
Corporate Taxation – classification, Tax Incidence, computation of Taxable Income and Assessment of Tax Liability, <i>Dividend Distribution Tax (DDT)</i> , Minimum Alternate Tax and other Special provisions relating to Companies Wealth Tax Act, 1957					
MODULE – 5: GST					6L
GST, Introduction, Genesis, Council, Role of CBEC, features, Benefits, Goods, Services, Input Tax Credit, <i>Computation and Collection of CGST and SGST</i> , Registration, Electronic Way Bills.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Case studies on the self-study topics.					
TEXT BOOKS					
1	Students guide to Income Tax – Vinod K Singhania – Taxmann Publications, 2017				
2	GST in India – Sumit Dutt Majumdar, 2016.				

REFERENCE BOOKS	
1	The Law and Practice of Income Tax – Arvind P Datar, Kanga and Palkivala – LexisNexis, 2014
E-BOOKS	
1	http://nptel.ac.in/courses/109104071/Module7/lecture28.pdf
MOOC	
1	http://nptel.ac.in/courses/109104071
ONLINE RESOURCES	
	<ol style="list-style-type: none">1. http://www.gstindia.com/goods-and-service-tax-a-detailed-explanation-with-examples-2/2. http://www.dor.gov.in/Gstintro3. http://icmai.in/upload/Students/Syllabus-2012/Study_Material_New/Inter-Paper7-Revised.pdf4. https://sol.du.ac.in/mod/book/view.php?id=805&chapterid=454

SEMESTER IV

SPECIALIZATIONS – MARKETING

COURSE TITLE		PRODUCT AND BRAND MANAGEMENT (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4911	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Familiarize students with applications of new product management, planning and policy techniques, essentials of branding and approaches to effective branding strategy				1
2	Understand concepts & processes involved in new product development & on brand building				2
3	Conduct business analyses for new products and brands				5
4	Understand test marketing, product introduction and brand image				4
5	Translation of marketing decisions to financial criteria, Product portfolio decisions, Marketing planning models				6
Pre-requisites: To understand the basic concepts of Branding and Product Life Cycle					
MODULE – 1:					6L
Introduction to Product Management - Management of New Product Development Process -Managing Product Life cycle - Introduction to Brand Management - Brand Management Process - Brand Choice Decisions and Models					
MODULE – 2:					6L
Brand Identity - Brand Communication - Brand Positioning - Brand Image and Personality - Brand Valuation - Brand Tracking and Monitoring					
MODULE – 3:					6L
Building Brands in Indian Market - Launching a New Brand - Revitalizing Brands					
MODULE – 4:					6L
Brand Extension Strategies - Brand Portfolio Management - Managing Brands Across Geographical Borders					
MODULE – 5:					6L
Managing Brand Experience - Digital Branding - Employment Branding - Co-branding					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
CASE STUDIES ON BRAND MANAGEMENT					
TEXT BOOKS					
1	Kevin Lane Keller (2012), Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4th Edition				
2	Chitale A .K, Product Policy and Brand Management, PHI Learning's. 2013				
REFERENCE BOOKS					
1	Gary L Lilien, Arvind Rangaswamy, New Product and Brand Management Prentice Halls. 2009				
2	U. C. Mathur, Product and Brand Management, Excel Books. 2012				

E-BOOKS	
1	http://gurukpo.com/Content/MBA/productandBrandManagement.pdf
2	http://www.ddegjust.ac.in/studymaterial/mba/mm-408.pdf
MOOC	
	https://www.coursera.org/learn/brand-management
ONLINE RESOURCES	
	http://www.sciencedirect.com/science/article/pii/S0169207000000583 http://www.jstor.org/stable/pdfplus/1558047.pdf?acceptTC=true http://www.jstor.org/stable/pdf/3203484.pdf

COURSE TITLE		SERVICE MARKETING (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4912	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%		ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the evolution and growth of services economy and explain the fundamental concepts of Services Marketing				1
2	Ability to apply the knowledge of customer expectations and perceptions and to develop market segments and target the customers				5
3	Ability to analyze the service product, service life cycle, Service Blue Print for effective delivery of Services-				6
4	Ability to engage in self-study to formulate, design, implement, analyze and demonstrate an application of Service delivery and channel management.				4
5	Evaluate real and complex Services marketing strategies in Health care, Tourism & Hospitality, Finance and Logistics				7
Pre-requisites:					
MODULE – 1: INTRODUCTION					6L
Definition – Service Economy – Evolution and growth of service sector – Nature and Scope of Services – <i>Unique characteristics of services</i> - Challenges and issues in Services Marketing					
MODULE – 2: SERVICE MARKETING OPPORTUNITIES					6L
Assessing service market potential - Classification of services – Expanded marketing mix – Service marketing – <i>Environment and trends</i> – Service market segmentation, targeting and positioning.					
MODULE – 3: SERVICE DESIGN AND DEVELOPMENT					6L
Service Life Cycle – New service development – <i>Service Blue Printing</i> – GAP model of service quality – SERVQUAL – Service Quality function development.					

MODULE – 4: SERVICE DELIVERY AND PROMOTION		6L
Designing service delivery System, Service Channel – Pricing of services, methods – <i>Service marketing triangle</i> - Integrated Service marketing communication.		
MODULE – 5: SERVICE STRATEGIES		6L
Service Marketing Strategies for health – Hospitality – Tourism – Financial – <i>Logistics</i> - Educational – Entertainment & public utility Information technique Services – Integrating AI strategies for services – Scope and limitations		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Case Studies on Self Study Topics		
TEXT BOOKS		
1	Kenneth E Clow, et. Al “Services Marketing Operation Management and Strategy” Biztantra, New Delhi, 2012	
2	Chirstopher H. Lovelock, Jochen Wirtz, “Services Marketing”, Pearson Education, New Delhi, 2008	
REFERENCE BOOKS		
1	Hoffman, Marketing of Services, Cengage Learning, 1st Edition, 2008.	
2	Halen Woodroffe, Services Marketing, McMillan, 2003	
E-BOOKS		
1	https://www.ebsglobal.net/documents/course-tasters/english/pdf/h17se-bk-taster.pdf	
2	http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.475.4612&rep=rep1&type=pdf	
MOOC		
	https://www.mooc-list.com/course/services-marketing-selling-invisible-openlearning	
ONLINE RESOURCES		
	<ol style="list-style-type: none"> 1. www.nptel.ac.in 2. https://books.google.co.in/books/about/Services_Marketing.html 	

COURSE TITLE		INTERNATIONAL MARKETING (MBA GENERAL MANAGEMENT, MARKETING ELECTIVE)		CREDITS	3
COURSE CODE	MBC4913	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: To understand international marketing decision-making with respect to products/brands and marketing communications				1
2	CO-2: To Apply knowledge paradigms in international marketing to gain insights into similarities/differences across cross-cultural markets and their marketing implications				5
3	CO-3: To Gain an understanding of international marketing effort related to market entry and marketing mix strategies				6
4	CO-4: To Demonstrate an appreciation for designing and managing in international marketing programs in consumer markets.				4
5	CO-5: To Identify, interpret and evaluate information sources related to consumer marketing with the emphasis on the use of information technologies (Internet).				7
Pre-requisites: Globalization, Supply Chain, Decision Making					
MODULE – 1: CONCEPT AND PROCESS OF INTERNATIONAL MARKETING					6L
Definition of international marketing - A comparison of domestic marketing with international marketing - Challenges firms face in international marketing - International marketing orientation - Motivating factors of international marketing - WTO and globalisation: issues					
MODULE – 2: EMERGING TRENDS AND INTERNATIONALISATION OF FIRMS					6L
Internationalisation- reasons and strategies - Country evaluation and selection - Country risk analysis - Market research and consumer behavior - International marketing mix - International marketing research - Assessing international market size and sales potential Managing international marketing research globally					
MODULE – 3:					6L
Correlates of culture- Elements of culture - The nation as a culture - Language as an element of culture - Religion as an element of culture - Cultural dynamics - Types of government and political economic systems - Political risks in international marketing - Legal frameworks - Different legal systems - International dispute settlement process					
MODULE – 4:					6L
Modes of global market entry and strategies - Product planning in international markets - Concept of international product life cycle - Pricing strategy for international markets - Direct and indirect marketing channels in a foreign country - International logistics and global supply Chain management - Product promotion and building brands - International market intelligence studies					

MODULE – 5:		6L
Global issues: the internet and e-commerce - Incorporation of incoterms into the contract of sale - Export documentation and procedures - <i>Decision making for international markets</i> - Communication and negotiation for international markets		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Case Studies on Self Study Topics		
TEXT BOOKS		
1	Uzunier, J-C. & Lee, J. A. (2009). Marketing Across Cultures (5th ed.- International Edition). Harlow, England, Prentice Hall Financial Times, Pearson Education.	
2	Deresky, Helen (2014). International Management: Managing Across Borders and Cultures (8th or 7th ed.- International Edition).	
REFERENCE BOOKS		
1	Peter, J. P. & Olson, J.C. (2014). Consumer Behavior and Marketing Strategy, Madison, WI, USA: IrwinMcGraw	
2	De Mooij, M. (2011). Consumer Behavior and Culture: Consequences for Global Marketing and Advertising. Second Edition. Sage Publications.	
E-BOOKS		
1	http://164.100.133.129:81/econtent/Uploads/International_Marketing.pdf	
2	https://drive.google.com/file/d/0B0EahJAxpGDRSC0yb1c3U2VuM1U/view	
MOOC		
	https://www.mooc-list.com/course/international-marketing-entry-and-execution-coursera	
ONLINE RESOURCES		
	https://www.marketingprofs.com/topic/all/international-marketing https://sloanreview.mit.edu/article/the-internet-and-international-marketing/	

SEMESTER IV

SPECIALIZATIONS – HUMAN RESOURCES

COURSE TITLE		STRATEGIC HUMAN CAPITAL MANAGEMENT (MBA GENERAL – HUMAN RESOURCES MANAGEMENT ELECTIVE)		CREDITS	3
COURSE CODE	MBC4921	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	CO-1: Identify the linkages between HRM functions and operations and organisational strategies, structures and culture				4
2	CO-2: Ability to measure and quantify the contribution of HR activity at an organisational level				4
3	CO-3: Develop HR strategies to meet challenges of dynamic global competition				5
4	CO-4: Develop competency based career systems				4
5	CO-5: Building the Human Capital and Organisational Effectiveness				4
Pre-requisites: Human Resource Management , Cross Cultural Management and Strategic Management					
MODULE – 1: STRATEGIC APPROACH TO HUMAN CAPITAL MANAGEMENT					6L
Human Capital (Human Resources) Management as a Strategic component of Business Importance – Strategic HRM – Concept and process - Formulating and Implementing HR Strategies – <i>Roles in Strategic Human Capital Management</i>					
MODULE – 2: HR METRICS AND ANALYTICS FOR STRATEGIC DECISION MAKING					6L
HR metrics – Identifying the essential metrics – Developing and aligning HR metrics with Organisational Strategy - Use of HR analytics to bring about Organisational change					
MODULE – 3: GLOBAL AND INTERNATIONAL HUMAN CAPITAL MANAGEMENT					5L
Domestic Vs International HRM - <i>Cultural Dynamics - Building Multicultural Organisation</i> - Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, Cross border M and A- Repatriation - <i>International Compensation</i> .					
MODULE – 4: CAREER AND COMPETENCY DEVELOPMENT					6L
Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Designing Effective Career Development Systems – Competencies and Career Management –Competency Mapping Models – <i>Equity and Competency based Compensation</i> .					
MODULE – 5: STRATEGIES FOR IMPROVING ORGANISATIONAL EFFECTIVENESS					7L
Strategies for Organisational Effectiveness - Strategies for Organisational Transformation - Strategies for Knowledge Management - Strategies for Human Resource Development , <i>Building the Human capital - Role of HR in coaching and Counseling</i> - Emotional Intelligence.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Case Studies on Self Study Topics					

TEXT BOOKS	
1	Strategic Human Resource Management – A guide to action – Michael Armstrong, 2000.
2	High Impact Human capital Strategy – Jack Phillips, 2015.
3	Strategic Business Partner. Aligning People Strategies with Business goals – Dana Gains Robinson, 2004.
REFERENCE BOOKS	
1	The Essential HR Handbook – Armstrong, 2008.
2	Gary Dessler, Human Resource Management, PHI, New Delhi, 2003
3	Human Resource Competencies: An Empirical Assessment - Dave Ulrich, Wayne Brockbank, Arthur K. Yeung, and Dale G. Lake, 2018.
4	Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
5	Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.
E-BOOKS	
1	https://www.pdfdrive.net/strategic-human-resource-management-e6137887.html
2	https://www.buecher.de/shop/fachbuecher/strategic-human-capital-management-ebook-pdf/ingham-jon/products_products/detail/prod_id/38114960/
3	https://www.amazon.com/Strategic-Human-Capital-Management-Ingham/dp/0750681349
MOOC	
1	https://alison.com/course/international-and-strategic-human-resource-management
2	https://bookboon.com/en/hrm-ebooks
3	https://www.unece.org/fileadmin/DAM/stats/publications/HRMT_w_cover_resized.pdf
ONLINE RESOURCES	
1	https://advancesystemsinc.com ›
2	www.hci.org
3	https://www.shrm.org

COURSE TITLE	INTERNATIONAL HUMAN RESOURCES MANAGEMENT (MBA GENERAL – HUMAN RESOURCES MANAGEMENT ELECTIVE)			CREDITS	3
COURSE CODE	MBC4922	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 3: APPLY				
CO	COURSE OUTCOMES				PO
1	CO-1: Understand issues, opportunities and challenges pertaining to international HRM				1
2	CO-2: Develop competency in dealing with cross cultural situations				4
3	CO-3: Understand the strategic and functional roles of HRM in various international contexts, specially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation				4
4	CO-4: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM				4
5	CO-5: Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically, conducting research for the purpose of discussing specific cases relating to international HRM, evaluating alternative approaches and defending the recommendations with evidence, and developing confidence in conducting training workshops				4
Pre-requisites: Fundamentals of Human Resource Management					
MODULE – 1: GLOBAL PERSPECTIVE AND MULTICULTURALISM					6L
Nature of globalisation - Drivers - Ripple effects - India Beckons - Nature of culture - Effects of culture - Multiculturalism - Cultural predispositions - Cultural dimensions - Managing across cultures - Technology - Culture & Performance					
MODULE – 2: STRATEGIC IHRM					6L
IHRM compared with domestic HRM - Growing interest in IHRM - New dimensions - Understanding strategy - Nature of strategic HRM - Organisational context of IHRM - Dimensions of strategic international HRM - Nature of Mergers and Acquisitions (M&A's) - Motives Behind M&A's - Extent of M&A's - HRM Comes into the picture - HR inventions - HR Role -A checklist					
MODULE – 3: STAFFING OF INTERNATIONAL BUSINESS					6L
Human resource planning - Recruitment and selection - Recent trends in international staffing - Training strategies - Expatriate training - Theoretical frameworks for CCT - HCN training - TCN training - Emerging trends in training for competitive advantage - Steps in global PMS - Issues in managing performance in global context - Assessing subsidiary performance – International Compensation					
MODULE – 4: REPATRIATION AND INPATRIATION					6L
Repatriation - Understanding repatriation - Benefits from returnees - Challenges of re-entry - Repatriation process - Managing repatriation - Tips for successful repatriation – Inpatriation - Nature					

of IR - Approaches to IR - Extent of disputes - Key players in IR - Strategic issues before MNC's/Employees - Strategic issues before employees - Strategic issues before governments	
MODULE – 5: ETHICS AND SOCIAL RESPONSIBILITY	
6L	
Ethics - Source of ethics - Role of ethics in business - Myths about business ethics - Perception of corporate ethics - Ethical dilemmas - Ethical initiatives in MNC's - Social responsibility - Social responsibility and IHR manager – Future of IHRM	
TOTAL	30 Hrs.
LAB / MINI PROJECT / FIELD WORK	
Researches on IHRM	
TEXT BOOKS	
1	International Human Resource Management, P. Subba Rao, Himalaya Publishing House, 2017.
2	International Human Resource Management, 2nd Edition, K Ashwathappa, Sadhna Dash, McGraw Hill, 2012
REFERENCE BOOKS	
1	Richard Lynch, Corporate Strategy, Prentice Hall, 2006
2	Richard P. Rumelt, Good strategy bad strategy: the difference and why it matters, 2011
3	Daniel C.Esty, Green to gold: how smart companies use environmental strategy to innovate, create value, and build competitive advantage, 2006
E-BOOKS	
1	https://www.3.ul.ie/ulearning/html%20files/global%20HRM/pdf/international%20human%20resource%20management.pdf
2	https://books.google.co.in/books/about/International_Human_Resource_Management.html?id=9eTSAwAAQBAJ&redir_ese=y
MOOC	
1	https://www.class-central.com/tag/human%20resources
2	https://www.coursera.org/learn/intercultural
ONLINE RESOURCES	
1	https://mpira.ub.uni-muenchen.de/63513/
2	https://www.scielo.br/scielo.php?script=sci_arttext&pid=S1807-76922011000400006
3	https://myventurepad.com/international-human-resource-managementihrm/
4	https://www.business-school.ed.ac.uk/msc/international-human-resource-management
5	https://www.tandfonline.com/doi/abs/10.1080/09585190701246590?src=recsys&journalCode=rijh20

COURSE TITLE		CROSS CULTURAL MANAGEMENT (MBA GENERAL –HUMAN RESOURCES MANAGEMENT ELECTIVE)		CREDITS	3
COURSE CODE	MBC4923	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL - 4: APPLY				
CO	COURSE OUTCOMES				PO
1	CO-1: Comprehend dimensions of culture and align with International models of IHRM as suitable.				1
2	CO-2: Compare and contrast effective leadership across cultures.				4
3	CO-3: Illustrate ability to manage cross cultural teams and resolve grievances.				4
4	CO-4: Ability to design and develop competent compensation for cross cultural workforce.				4
5	CO-5: Analyse critically International expat issues and model solutions.				4
Pre-requisites: Fundamentals of Human Resources Management.					
MODULE – 1: INTRODUCTION					6L
Introduction- Dimensions of culture- <i>the impact of culture on business practices</i> -Approaches to Comparative Employment Policy-International HRM models					
MODULE – 2: INTERNATIONAL WORKFORCE AND LEADERSHIP					6L
Leadership across cultures-challenging role of Global Manager/Leader- need for cross-cultural management- <i>Managing International Workforce</i> -Selecting International Managers					
MODULE – 3: TEAMS AND COMMUNICATION					6L
The challenge of managing multicultural/cross-cultural workgroups and international teams- <i>virtual and multi cultural teams</i> -cross-cultural communications and negotiation-Cross cultural theories					
MODULE – 4: DECISION MAKING AND INTERNATIONAL COMPENSATION					6L
Decision- making within diverse cultures - <i>ethical dilemmas</i> and social responsibility facing firms in different cultures-Factors influencing International Compensation					
MODULE – 5: INTERNATIONAL EXPAT PROBLEMS AND SOLUTIONS					6L
Building cultural intelligence and cultural competence-Expatriation- <i>Repatriation</i> -International Labor relations problems and solutions					
TOTAL					30 Hrs.
LAB / MINI PROJECT / FIELD WORK					
Researches in Cross cultural issues					
TEXT BOOKS					
1	International Human Resource Management-Dr. Nilanjan Sengupta-Excel Books, 2012				
2	International Business-S Shajahan –Macmillan, 2009.				
REFERENCE BOOKS					
1	The Cultural Dimension of International Business –Gary P Ferraro-Pearson Education, 2012				
2	International Human Resource Management- Peter J Dowling-Thomson Publisher, 2005				

3	International Management – Richard Mead-Blackwell Publishing, 2008.
E-BOOKS	
1	https://www3.ul.ie/ulearning/html%20files/global%20hrm/pdfs/International%20Human%20Resource%20Management.pdf
2	https://books.google.co.in/books/about/International_Human_Resource_Management.html?id=9eTSAwAAQBAJ&redir_esc=y
MOOC	
1	https://www.class-central.com/tag/human%20resources
2	https://www.coursera.org/learn/intercultural
ONLINE RESOURCES	
1	https://mpira.ub.uni-muenchen.de/63513/
2	http://www.scielo.br/scielo.php?script=sci_arttext&pid=S1807-76922011000400006
3	http://myventurepad.com/international-human-resource-managementihrm/
4	https://www.business-school.ed.ac.uk/msc/international-human-resource-management
5	https://www.tandfonline.com/doi/abs/10.1080/09585190701246590?src=recsys&journalCode=rijh20

SEMESTER IV

SPECIALIZATIONS – SYSTEMS

COURSE TITLE		ENTERPRISE RESOURCE PLANNING MBA - SYSTEMS ELECTIVE		CREDITS	3
COURSE CODE	MBC4931	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	To understand basics of ERP				1
2	Acquire in-depth knowledge of the key implementation issues of ERP				4
3	To understand the business modules of ERP				4
4	To demonstrate a good awareness of some popular products in the area of ERP				4
5	To appreciate the current and future trends in ERP				4
Pre-requisites: Fundamentals of ERP					
MODULE – 1: INTRODUCTION					6L
ERP: An Overview, Enterprise – An Overview, Benefits of ERP, ERP and Related Technologies, Business Process Reengineering (BPR), Data Warehousing, Data Mining, OLAP, <i>SCM</i>					
MODULE – 2: ERP IMPLEMENTATION					6L
ERP Implementation Lifecycle, Implementation Methodology, Hidden Costs, Organizing the Implementation, Vendors, Consultants and Users, Contracts with Vendors, Consultants and Employees, <i>Project Management and Monitoring</i>					
MODULE – 3: THE BUSINESS MODULES					6L
Business modules in an ERP Package, Finance, Manufacturing, Human Resources, Plant Maintenance, Materials Management, Quality Management, <i>Sales and Distribution</i>					
MODULE – 4: THE ERP MARKET					6L
ERP Market Place, SAP AG, Peoplesoft, Baan, JD Edwards, Oracle, QAD, <i>SSA</i>					
MODULE – 5: ERP – PRESENT AND FUTURE					6L
Turbo Charge the ERP System, EIA, ERP and e-Commerce, ERP and Internet, <i>Future Directions</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
NIL					
TEXT BOOKS					
1	Alexis Leon, “ERP Demystified”, Tata McGraw Hill, New Delhi, 2007.				
2	Joseph A Brady, Ellen F Monk, Bret Wagner, “Concepts in Enterprise Resource Planning”, Thompson Course Technology, USA, 2009.				
3	Vinod Kumar Garg and Venkitakrishnan N K, “Enterprise Resource Planning – Concepts and Practice”, PHI, New Delhi, 2004.				
REFERENCE BOOKS					
1	Sinha P. Magal and Jeffery Word, Essentials of Business Process and Information System, Wiley India, 2009.				
2	Jagan Nathan Vaman, ERP in Practice, Tata McGraw-Hill, 2007.				

3	Mahadeo Jaiswal and Ganesh Vanapalli, ERP Macmillan India, 2013.
E-BOOKS	
1	https://www.wirc-icai.org/material/7-An-Overview-Enterprise-Resource-Planning%20_ERP_.pdf
2	http://www.gc11.ac.in/wp-content/uploads/2017/02/Enterprise-Resource-Planning-e-Commerce.pdf
MOOC	
1	https://www.udemy.com/introduction-to-erp-systems/
2	http://uwm.edu/business/academics/graduate/enterprise-resource-planning/
ONLINE RESOURCES	
1	http://www.openlearningworld.com/books/Business%20Needs%20and%20ERP.htm
2	https://www.tandfonline.com/doi/abs/10.1080/17517575.2011.566697?src=recsys&journalCode=teis20

COURSE TITLE		DATABASE MANAGEMENT SYSTEMS (MBA – SYSTEMS ELECTIVE)			CREDITS	3
COURSE CODE		MBC4932	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL - 4: ANALYSE				
CO	COURSE OUTCOMES					PO
1	Define the theoretical models used to construct databases					1
2	Develop the necessary skills to construct a theoretical database model given a specific application case study					4
3	Demonstrate how to build a physical model of the database from the theoretical model					4
4	Analyze a commercial software package and to develop the skills necessary to build the physical database					4
5	Demonstrate the role of a database in supporting Web applications					4
Pre-requisites: Basics of Database Management Systems						
MODULE – 1: INTRODUCTION						6L
Introduction to Database Systems: Overview – Data Models – Database System Architecture – History of Database Systems. Entity-Relationship Model: Basic Concepts – Constraints – Keys – Design Issues – Entity Relationship Diagram – Weak Entity Sets – Extended E-R Features – Design of an E-R Database Schema – Reduction of E-R Schema to Tables						
MODULE – 2: RELATIONAL MODEL STRUCTURE OF RELATIONAL DATABASES						6L
Relational Algebra – Extended - Relational Algebra Operations – Modification of Database – Views – Tuple Relational - Calculus – Domain Relational Calculus. SQL: Background – Basic Structure – Set - Operations – Aggregate Functions – Null Values – Nested Sub queries – Views – Complex Queries –						

Modification of the database – Joined Relations – Data - Definition Language. Other Relational Languages: Query-by-Example	
MODULE – 3: INTEGRITY AND SECURITY DOMAIN CONSTRAINTS 6L	
Referential Integrity – Assertions – Triggers – Security and Authorization – Authorization in SQL . Relational-Database Design: Normalization - first normal form , second normal form, third normal form, Boyce-Codd normal form, fourth normal form	
MODULE – 4: STORAGE AND FILE STRUCTURES 6L	
Overview of Physical Storage Media – Magnetic Disks – RAID – Tertiary Storage – Storage Access – File Organization. Indexing and Hashing: Basic Concepts – Ordered Indices – B+-Tree Index Files – B-Tree Index Files – Static Hashing – Dynamic Hashing	
MODULE – 5: TRANSACTIONS & SERIALIZABILITY 6L	
Transaction concept – Transaction State – Implementation of Atomicity and Durability – Concurrent Executions – Serializability – Testing for Serializability. Concurrency Control: Lock-Based Protocols – Timestamp - Based Protocols. Recovery System: Failure Classification – Storage Structure – Recovery and Atomicity – Log-Based Recovery – Shadow Paging	
TOTAL	30 Hrs.
LAB / MINI PROJECT / FIELD WORK	
NIL	
TEXT BOOKS	
1	Silberschatz, Korth, Sudarshan, Database System Concepts, 4th Edition – McGraw-Hill Higher Education, International Edition 2005.
2	Raghu Ramakrishnan and Johannes Gehrke: Database Management Systems, III Ed., McGraw Hill Publications, 2002.
REFERENCE BOOKS	
1	Fred R McFadden, Jeffery A Hoffer, Mary B. Prescott, Modern Database Management, Fifth Edition, Addison Wesley, 2000
2	Jefrey D.Ulman, Jenifer Widom, A First Course in Database Systems, Pearson Education Asia, 2001
3	Bipin C Desai, An Introduction to Database Systems, Galgotia Publications Pvt Limited, 2001
E-BOOKS	
1	www.ddegjust.ac.in/studymaterial/mca-3/ms-11.pdf
2	iips.icci.edu.iq/images/exam/databases-ramaz.pdf
MOOC	
1	https://www.coursera.org/learn/database-management
2	https://www.coursera.org/learn/spatial-data.../database-management-system-dbms
ONLINE RESOURCES	
1	https://www.udemy.com/database-management-system/
2	https://www.udemy.com/courses/development/databases/
3	https://www.udemy.com/database-design-and-management/
4	https://www.udemy.com/database-design/
5	https://www.udemy.com/introduction-to-database-systems/

COURSE TITLE		BUSINESS ANALYTICS & M – COMMERCE (PROPOSED) (MBA– SYSTEMS MANAGEMENT ELECTIVE)			CREDITS	3	
COURSE CODE		MBC4933	COURSE CATEGORY		PE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%	
LEARNING LEVEL		BTL - 3: APPLY					
CO	COURSE OUTCOMES					PO	
1	Study the concepts of Business Analytics					1	
2	Study the Concepts of 'R'					4	
3	Analyze current modeling techniques and software in order to prepare solutions					4	
4	Articulate the fundamental principles of Building Mobile Ecommerce					4	
5	Construct a solution to a M- business problem by developing a commercial websites, management tool					4	
Pre-requisites: Fundamentals of Business Analytics & M – Commerce							
MODULE – 1: INTRODUCTION TO BUSINESS ANALYTICS						6L	
Business Analytics – Concepts, <i>Importance of Business Analytics</i> , Applicability of Business Analytics, Decision Making Workflow using Business Analytics							
MODULE – 2: INTRODUCTION TO 'R' PACKAGE						6L	
Basics of 'R' Concepts, Machine Learning Concepts using 'R', Advanced analytics using 'R', Applications of 'R' Software, <i>Merits & Demerits of 'R' Software</i>							
MODULE – 3: ANALYTICS & ITS APPLICATIONS						6L	
Predictive Analytics - Forecasting using ARIMA, Regression & Auto Regression Models, Modelling two group discriminant analysis model using multiple regression technique, <i>Applications of Descriptive Analytics in Business Intelligence</i>							
MODULE – 4: BUSINESS APPLICATION IN M – COMMERCE						6L	
Usage of E – Commerce for Manufacturing & service sectors, <i>Business Models</i> , M – commerce							
MODULE – 5: PRIVACY ISSUES IN M – COMMERCE						6L	
Concepts of Internet, Intranet & Extranet, <i>Consumer protection</i> , M – Fund Transfer, Cyber laws, Retailing in M – Commerce							
TOTAL						30 Hrs.	
LAB / MINI PROJECT / FIELD WORK							
Practical Session on 'R' Package & CAPSTONE Stimulation							
TEXT BOOKS							
1	Practical Business Analytics using SAS: A Hands-On Guide by Venkat Reddy Konasani and Shailendra Kadre, 2015.						
2	Business Intelligence and Analytics: Systems for Decision Support by Ramesh Sharda and Dursun Delen, 2014.						

REFERENCE BOOKS	
1	Business Analytics: Applications To Consumer Marketing” by Sandhya Kuruganti and Hindol Basu, 2015.
2	Fundamentals of Business Analytics” by R N Prasad and Seema Acharya, 2011.
3	Predictive Analytics using R by Dr. Jefferey Strickland, 2015
E-BOOKS	
1	https://support.sas.com/content/dam/SAS/support/en/books/profit-driven-business-analytics/69513_excerpt.pdf
2	http://ptgmedia.pearsoncmg.com/images/9780133552188/samplepages/0133552187.pdf
MOOC	
1	https://www.coursera.org/learn/business-analytics-decision-making
2	https://www.coursera.org/learn/business-analytics
ONLINE RESOURCES	
1.	https://www.coursera.org/learn/data-analytics-business
2.	https://www.coursera.org/specializations/strategic-analytics
3.	https://www.edx.org/digital-marketing-social-media-and-e-commerce-for-your-business
4.	https://www.coursera.org/learn/legal.../build-an-ecommerce-website
5.	https://www.coursera.org/specializations/digital-marketing

SEMESTER IV

SPECIALIZATIONS – OPERATION MANAGEMENT

COURSE TITLE		SUPPLY CHAIN MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4941	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the fundamentals of supply chain in performance measurement of the organization.				1
2	Ability to apply the knowledge of strategic sourcing in creating a world class supply base				7
3	Ability to analyze the importance of Supply chain network in distribution network				3
4	Analyzing the importance of managing supply chain inventory in inventory management.				5
5	Understanding the current trends in supply chain integration.				2
Pre-requisites: To help understand the importance of and major decisions in supply chain management for gaining competitive advantage					
MODULE – 1: INTRODUCTION					6L
Supply Chain – Fundamentals –Evolution- Role in Economy - Importance - Decision Phases - Supplier-Manufacturer-Customer chain. - Enablers/ Drivers of Supply Chain Performance. Supply chain strategy - Supply Chain Performance Measures.					
MODULE – 2: STRATEGIC SOURCING					6L
Outsourcing – Make Vs buy - Identifying core processes - Market Vs Hierarchy - Make Vs buy continuum -Sourcing strategy – Reverse Auction – E-sourcing – Hedging - Supplier Selection and Contract Negotiation. Creating a world class supply base- Supplier Development - World Wide Sourcing – Supply chain cost management – Leveraging Manufacturing & Sourcing (Lean Management).					
MODULE – 3: SUPPLY CHAIN NETWORK					6L
Distribution Network Design – Role - Factors Influencing Options, Value Addition – Distribution Strategies – Minimization of materials handling equipment and storage – Minimizing lead time - Models for Facility Location and Capacity allocation. Distribution Center Location Models. Supply Chain Network optimization models – No Store model – Dell model - VMI – Milkrun – consolidation.					
MODULE – 4: PLANNING DEMAND, INVENTORY AND SUPPLY					6L
Managing supply chain cycle inventory – MPS – Business intelligence and Forecasting - Uncertainty in the supply chain – Analyzing impact of supply chain redesign on the inventory - Managing inventory for short life - cycle products multiple item -multiple location inventory management – Flip Kart, Amazon.					
MODULE – 5: CURRENT TRENDS					6L
Supply Chain Integration - Building partnership and trust in SC Value of Information: Bullwhip Effect - Effective forecasting- IT in Supply Chain - Agile Supply Chains Reverse Supply chain. Agro Supply Chains.					

TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
CASE STUDIES ON SELF STUDY TOPICS		
TEXT BOOKS		
1	Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, 2009	
2	Sunil Chopra and Peter Meindl, Supply Chain Management-Strategy Planning and Operation, PHI Learning / Pearson Education, Sixth edition, 2015.	
REFERENCE BOOKS		
1	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, 5th Edition, 2007.	
2	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi, Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, Tata McGraw-Hill, 2005.	
3	Altekar Rahul V, Supply Chain Management-Concept and Cases, PHI, 2005.	
E-BOOKS		
	https://books.google.co.in/books Sunil Chopra and Peter Meindl Supply Chain Management	
MOOC		
	https://onlinecourses.nptel.ac.in/noc17_mg14/preview	
ONLINE RESOURCES		
	https://www.datexcorp.com/new-free-learning-resources-for-supply-chain-professionals/	

COURSE TITLE		LEAN SIX SIGMA (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)		CREDITS	3
COURSE CODE	MBC4942	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the lean six sigma fundamentals to implement total quality management in manufacturing				1
2	Ability to apply the knowledge of six sigma tools and techniques in process mapping in operations				5
3	Ability to analyze the importance of six sigma methodologies in committed leadership in manufacturing				4
4	Analyzing the importance of six sigma implementation and challenges in project management				6
5	Understanding the importance of evaluation and economics of six sigma in continuous improvement in lean manufacturing				2
Pre-requisites: To gain insights about the importance of lean manufacturing and six sigma practices.					
MODULE – 1: LEAN & SIX SIGMA BACKGROUND AND FUNDAMENTALS					6L
Historical Overview – Definition of quality – What is six sigma -TQM and Six sigma - lean manufacturing and six sigma- six sigma and process tolerance – Six sigma and cultural changes – six sigma capability – <i>six sigma need assessments</i> – Importance of Leadership & Team Contribution – Myths and Challenges in Change management.					
MODULE – 2: THE SCOPE OF TOOLS AND TECHNIQUES					6L
Tools for definition – IPO diagram, SIPOC diagram, Flow diagram, CTQ Tree, Project Charter – Tools for measurement – Check sheets, Histograms, Run Charts, Scatter Diagrams, Cause and effect diagram, Pareto charts, Control charts, Flow process charts- <i>Process Mapping</i> , Regression analysis, RU/CS analysis, SWOT, PESTLE, Five Whys, interrelationship diagram, overall equipment effectiveness, TRIZ innovative problem solving					
MODULE – 3: SIX SIGMA METHODOLOGIES					6L
DMAIC, Design For Six Sigma (DFSS), Design For Six Sigma Method - Failure Mode Effect Analysis (FMEA), FMEA process - Risk Priority Number (RPN)- Six Sigma and Leadership, committed leadership – Change Acceleration Process (CAP)- <i>Developing communication plan</i> – Stakeholder					
MODULE – 4: SIX SIGMA IMPLEMENTATION AND CHALLENGES					6L
Tools for implementation – Supplier Input Process Output Customer (SIPOC) – Quality Function Deployment or House of Quality (QFD) – alternative approach –implementation- champion training – <i>customer quality index</i> – challenges – program failure, CPQ vs six sigma, structure the deployment of six sigma – cultural challenge – customer/internal metrics – Online Process Capability					
MODULE – 5: EVALUATION AND CONTINUOUS IMPROVEMENT METHODS					6L
Evaluation strategy – the economics of six sigma quality, Return on six Sigma (ROSS), ROI, poor project estimates – continuous improvement – lean manufacturing – value, <i>customer focus</i> ,					

Perfection, focus on waste, overproduction – waiting, inventory in process (IIP), processing waste, transportation, motion, making defective products, underutilizing people – Kaizen – 5S	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
CASE STUDIES ON SELF STUDY TOPICS	
TEXT BOOKS	
1	Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw – Hill 2003
2	Thomas Pyzdek, The Six Sigma Handbook, McGraw-Hill,2000
REFERENCE BOOKS	
1	Fred Soleimannejed , Six Sigma, Basic Steps and Implementation, AuthorHouse, 2004
2	James P. Womack, Daniel T.Jones, Lean Thinking, Free Press Business, 2003
E-BOOKS	
	books.google.co.in/ books Michael L.George, David Rowlands, Bill Kastle, What is Lean Six Sigma, McGraw Hill 2003
MOOC	
	https://onlinecourses.nptel.ac.in/noc17_mg08/preview
ONLINE RESOURCES	
	https://goleansixsigma.com/resources/

COURSE TITLE	MAINTENANCE MANAGEMENT (MBA GENERAL MANAGEMENT, OPERATIONS ELECTIVE)			CREDITS	3
COURSE CODE	MBC4943	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Ability to understand the role and scope of Maintenance in an organization				1
2	Ability to apply the knowledge of Maintenance system and design in preventive maintenance				3
3	Ability to analyze the importance of maintenance planning of the organization.				2
4	Analyzing the importance of maintenance control in budget preparation				5
5	Understanding the importance of maintenance performance and evaluating the organizational growth				6
Pre-requisites: To learn the Maintenance role and scope in Organizational context					
MODULE – 1: INTRODUCTION					6L
Maintenance: Its role and scope in total organisational contexts, role of maintenance. Centralized and decentralized <i>maintenance organisation structures</i> . Design of Maintenance organisation in multiechelon repair inventory systems.					

MODULE – 2: MAINTENANCE SYSTEM AND DESIGN		6L
Maintenance system - Design and its selection - Break down maintenance - Routine maintenance - Predictive maintenance - Preventive maintenance - Corrective maintenance – Shutdown maintenance - Total Productive maintenance – Autonomous maintenance - Design maintenance - Contract maintenance – Reliability Engineering. Current Trends - IOT, Thermography, LAN Machine Attesting		
MODULE – 3: MAINTENANCE PLANNING		6L
Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities.		
MODULE – 4: MAINTENANCE CONTROL		6L
Maintenance work measurement - Time standards - Incentive schemes- Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures.		
MODULE – 5: MAINTENANCE PERFORMANCE		6L
Maintenance effectiveness - various performance indices and their evaluation – MTBF and MTTR – uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Case Studies/Presentation on Self-study topics		
TEXT BOOKS		
1	Mobley, R. K., ed. Maintenance engineering handbook. 8th ed. New York: McGraw-Hill, 2014	
2	Kelly, A.; Harris, M. J. Management of industrial maintenance. London: Butterworths, 2007.	
REFERENCE BOOKS		
1	Gopalakrishnan, P & Sundararajan, 'Maintenance Management', Prentice Hall Of India, New Delhi, 2004	
E-BOOKS		
	http://revistaie.ase.ro/content/54/13%20Deac.pdf	
MOOC		
	http://nptel.ac.in/courses/112105048/	
ONLINE RESOURCES		
	https://blog.capterra.com/19-best-resources-maintenance-management-businesses/	

SEMESTER IV

SPECIALIZATIONS – AVIATION MANAGEMENT

COURSE TITLE		AIRLINE ECONOMICS (MBA - AVIATION)		CREDITS	3
COURSE CODE	MBC4951	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	It enable the students Air Transportation business and different routes etc.,				1
2	It enable the students about the government regulations and implementation				4
3	It enable the students about various types of cost involved in managing in the Air transportation				4
4	It enable the students to understand the present demands and future demands and projection forecast accordingly				5
5	It enable the students to understand about the IATA who is responsible for fare structure and regulations etc.,				5
Pre-requisites: Basics of Airline Marketing Management					
MODULE – 1: STRUCTURE OF AIR TRANSPORTATION					6L
Air Transportations - Economic Regulation - Regulatory Reform - Economic Characteristics - Characteristics of International Service - its Objectives - Structure of Airline Industry.					
MODULE – 2: AIRLINE ENTRY AND EXIT POLICIES					6L
Airline Entry and Exit Policies - Government Regulation of Entry - Government Regulation of Exit - Mergers and Acquisitions - International Entry - Bilateral Agreements - Current trends in International Airline Services.					
MODULE – 3: COST OF AIRLINE SERVICES					6L
Accounting categories - Analysis of Costs - Production function and Factor costs - Two Major Airline Cost areas - Aircraft Selection as Determinants of Costs - Impact of Technological advances on costs					
MODULE – 4: DEMAND AND RATES OF AIRLINE SERVICES					6L
Demand Characteristics - Methods of Estimating demand - Passenger options - Travel agencies and computer reservation systems - Basic Rate making factors					
MODULE – 5: AIRLINES PASSENGER FARES AND RATE REGULATION					6L
Changing structure of Airline Passenger fares and Rate Regulation - International Rates - Dealing with Foreign Governments					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Case Studies on Self-study topics.					
TEXT BOOKS					
1	William. E. O' Connor " An Introduction to Airline Economics " Sixth Edition Praeger , 2001				
2	Straight and Level: Practical Airline Economics 3rd Edition by Stephen Holloway, 2008.				
REFERENCE BOOKS					
1	Sung Chi-Chu, "4th Party cyber logistics for Aircargo", Boston: Kluwer Academic Publishers, 2004.				

2	Mark Wang, "Accelerated Logistics", Santa Monica, 2000.
E-BOOKS	
1	https://www.mcgill.ca/iasl/files/iasl/ASPL614-Airline-Business.pdf
2	https://www.researchgate.net/publication/290193552 The_Economics_of_International_Airline_Transport
MOOC	
1	https://www.mooc-list.com/course/aviation-101-canvas-net
ONLINE RESOURCES	
	1. https://targetstudy.com/courses/mba-aviation-management.html 2. https://www.durhamtech.edu/academics/coursedescriptions/courseoutlines/MKT220.pdf

COURSE TITLE		AIRLINE ADVERTISING & SALES PROMOTION (MBA - AVIATION)			CREDITS	3	
COURSE CODE		MBC4952	COURSE CATEGORY		DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%	
LEARNING LEVEL		BTL- 2: UNDERSTAND					
CO	COURSE OUTCOMES					PO	
1	It enable the students to understand the objectives of Advertisement and its campaign					5	
2	Students will understand the Media Plan and Strategy and Advertisement.					4	
3	Students will understand different types of Advertisement and its Impact.					4	
4	Students will be enable to advertise about Air Freight Market.					4	
5	Students will be enable to design sales promotion campaign.					5	
Pre-requisites: Management & Safety Principles							
MODULE – 1: INTRODUCTION TO ADVERTISEMENT						6L	
<i>Concept and definition of advertisement</i> - Social, Economic and Legal Implications of Advertisements - setting advertisement objectives - Ad. Agencies - selection and remuneration - advertisement campaign.							
MODULE – 2:ADVERTISEMENT MEDIA						6L	
Media plan - type and choice criteria - reach and frequency of advertisements - cost of advertisements related to sales - <i>media strategy</i> and scheduling.							
MODULE – 3: DESIGN AND EXECUTION OF ADVERTISEMENTS						6L	
Message development - <i>different types of advertisements</i> - layout - design appeal - copy structure - advertisement production - print - Radio. T.V. and web advertisements - Media Research - testing validity and reliability of ads - measuring impact of advertisements.							
MODULE – 4:AIRLINE ADVERTISING						6L	
Anatomy of sale - AIDA and SPIN Model - Marketing Communication Techniques - Airline Advertising - Selling in Air Freight Market - <i>Case studies</i> .							

MODULE – 5: SALES PROMOTION CAMPAIGN		6L
Sales promotion - Requirement identification - designing of sales promotion campaign - involvement of salesmen and dealers - out sourcing sales promotion national and international promotion strategies - Integrated promotion - Coordination within the various promotion techniques - online sales promotions .		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Case Studies on Self-study topics.		
TEXT BOOKS		
1	Kenneth Clow. Donald Baack, "Integrated Advertisements, Promotion and Marketing communication", Prentice Hall of India, New Delhi, 2003.	
2	S.H.H.Kazmi, Satish K Batra, "Advertising & Sales Promotion", Excel Books, New Delhi, 2001.	
REFERENCE BOOKS		
1	George E Belch, Michel A Belch, "Advertising & Promotion", McGraw Hill, Singapore, 2017	
2	Julian Cummings, "Sales Promotion", Kogan Page, London 2008.	
3	E.Betch and Michael, Advertising and Promotion, MC. Graw Hill, 2014.	
E-BOOKS		
1	https://www.questia.com/library/economics-and-business/business/management/operations-research	
2	https://dialnet.unirioja.es/descarga/articulo/5014738.pdf	
MOOC		
1	https://www.mooc-list.com/tags/advertising	
ONLINE RESOURCES		
	https://targetstudy.com/courses/mba-aviation-management.html https://www.durhamtech.edu/academics/coursedescriptions/courseoutlines/MKT220.pdf	

COURSE TITLE		SUPPLY CHAIN MANAGEMENT (MBA - AVIATION)			CREDITS	3
COURSE CODE		MBC4953	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL- 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner understands the basic concepts, key drivers of Supply Chain and is familiar with the decisions that lead to select a specific supply chain model listing the various Building blocks that make up different Supply chain models					1
2	The learner can list the various steps involved in Evaluating, Selecting, Measuring and Managing Suppliers in a Supply Chain and is aware of the various SCM Metrics					4
3	The learner is familiar with the basic concepts of Supply Chain Network; Aware that Facility location & Capacity location are some of the important factors influencing Supply Chain Performance and apprehends the Supply Network Optimization models					4
4	The learner understands that Demand forecasting, Aggregate Planning and effective Inventory Management are key factors determining the Supply chain performance and is aware of the Bullwhip effect					5
5	The learner is provided exposure on the role of Supply Chain in e-business , B2B Practices and is familiar with the supply chain – IT packages and is aware of Internet enabled supply chains (E-markets)					5
Pre-requisites: Basics of Production Management, Strategic Management, Operations Research						
MODULE – 1: INTRODUCTION						6L
Supply Chain Fundamentals - Importance - Decision Phases - Process view Supplier- Manufacturer-Customer chain- Drivers of Supply Chain Performance - Structuring Supply Chain Drivers- Overview of Supply Chain Models and Modeling Systems - Building blocks of a supply chain network -Business processes in supply chains- Types of supply chains and examples – Value Chain Hierarchy – Value Life Cycle – SCOR Model.						
MODULE – 2: BUILDING CAPABILITY AND STRATEGIC SOURCING						6L
Management Capability - Controllability vs. Flexibility – Integrating Capability – Chain of Capability – Radical vs. incremental improvement - In-sourcing and Out-sourcing - Types of Purchasing Strategies- Supplier Evaluation, Selection and Measurement - Supplier Quality Management. - Creating a world class supply-base - World Wide Sourcing and SCM Metrics.						
MODULE – 3: THE SC NETWORK DESIGN						6L
Distribution Network Design - Role, Factors Influencing Options - Value Addition - Model for Facility Location and Capacity Location - Impact of uncertainty on Network Design -Network Design decisions using Decision trees. Distribution - Center Location Models. Supply Chain Network optimization Models.						

MODULE – 4: ESTIMATING DEMAND INVENTORY & SUPPLY		6L
Overview of Demand forecasting in the supply chain -Aggregate planning in the supply chain - Managing Predictable Variability - Managing supply chain cycle inventory - Uncertainty in the supply chain - Safety Inventory - Determination of Optimal level of product availability - Coordination in the Supply Chain -Supply chain performance measures - Supply chain inventory management - multi-echelon supply chains and Bullwhip effect		
MODULE – 5: BUILDING SUSTAINABLE & GLOBAL SUPPLY CHAINS		6L
eSRM- eLRM - eSCM. - Internet-enabled supply chains: E-marketplaces - e-procurement - e-logistics - e-fulfillment - ERP and supply chains - supply chain automation - supply chain integration – Framework for Value system sustainability – Sustainability stakeholders/areas/levels – Global SCM – Managerial insights		
TOTAL		30 Hrs
LAB/MINI PROJECT/FIELD WORK		
Case Studies on Self-study topics.		
TEXT BOOKS		
1	Joel D. Wisner (2018), Principles of Supply chain management, 5th Edition, Cengage Learning.	
REFERENCE BOOKS		
1	Sunil Chopra and Peter Meindi, Supply Chain Management-Strategy Planning and Operation, Pearson Education, Third Indian Reprint, 2004.	
2	Monczka et al., Purchasing and Supply Chain Management, Cengage Learning, Second edition, Second Reprint, 2002.	
3	Altekar Rahul V, Supply Chain Management-Concept and Cases, Prentice Hall India, 2005.	
4	Shapiro Jeremy F, Modeling the Supply Chain, Cengage Learning, Second Reprint , 2002.	
5	Ballou Ronald H, Business Logistics and Supply Chain Management, Pearson Education, Second Indian Reprint, 2004.	
E-BOOKS		
1	http://nptel.ac.in/courses/110106045/	
MOOC		
1	https://www.edx.org/micromasters/mitx-supply-chain-management	
ONLINE RESOURCES		
	https://www.coursera.org/learn/supply-chain-management	

COURSE TITLE		CREW RESOURCE MANAGEMENT (MBA - AVIATION)			CREDITS	3	
COURSE CODE		MBC4954	COURSE CATEGORY		DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%	
LEARNING LEVEL		BTL- 2: UNDERSTAND					
CO	COURSE OUTCOMES					PO	
1	Understanding the skills for effective revalidation and implementation through training.					3	
2	Enabling the standards and requirements for crew professionalism.					4	
3	Identifying errors and corrective actions on time.					3	
4	Analyzing the depth of knowledge requirement in every crew designation. the business environment and through effective communication skills.					4	
5	Understanding and implementing CRM skills in different levels and versions.					5	
Pre-requisites: Basic Principles of marketing, airline services							
MODULE – 1: INTRODUCTION						6L	
Introduction – CRM defined – Cognitive Skills – Interpersonal Skills – <i>Factors affecting individual performance</i> – CRM Training – Behavioral Markers – Conclusion							
MODULE – 2: CRM HISTORY – STANDARDS & TRAINING						6L	
UK & JAA CRM Requirements – CRM Standards – <i>Objectives of CRM Training</i> – CRM Training Methods & Syllabus							
MODULE – 3: HUMAN ERROR, RELIABILITY & ERROR MANAGEMENT						6L	
Basic Theory – Error Management – Initial Training & Objectives – Practical Notes – Suggested Training materials – <i>Case Studies</i>							
MODULE – 4: CRM REQUIREMENTS & INSTRUCTORS						6L	
CRM for Cabin Crew – Flight Deck Crew – Scheme of Charges – Instructor Requirements – Accreditation – Revalidation Criteria – <i>Record Keeping</i>							
MODULE – 5: INFORMATION TECHNOLOGY IMPACT ON MARKETING DECISIONS						6L	
Facilitation Skills – Continuous development – Crew co – ordination – Crew Teams – <i>Crew Communication</i> – Crew Leadership – Crew Performance Assessment							
TOTAL						30 Hrs	
LAB/MINI PROJECT/FIELD WORK							
Case Studies on Self-study topics.							
TEXT BOOKS							
1	Crew Resource Management 2 nd Edition: Barbara Kanki, Robert Helmreich& Jose Anca; Academic Press, 2010.						
2	Culture at work in Aviation & Medicine: Robert L Helmreich, Ashleigh C Merritt; Routeledge, 2017.						
REFERENCE BOOKS							
1	Cockpit Resource Management: Earl L Wiener, Barbara G Kanki; Gulf Professional Publishing, 2010.						

E-BOOKS	
1	https://www.sciencedirect.com/science/book/9780123749468
2	http://www.worldcat.org/title/crew-resource-management/oclc/647765319
MOOC	
1	http://www.iata.org/training/courses/Pages/crm-implementation-tals44.aspx
ONLINE RESOURCES	
	<ol style="list-style-type: none">1. https://skybrary.aero/bookshelf/books/232.pdf2. http://www.avhf.com/html/Library/International_Pubs/CAA_CAP737.pdf3. http://govdocs.rutgers.edu/mil/af/AT-M-06A.pdf4. http://www.mccc.edu5. https://www.aeromedsocaustralasia.org

SEMESTER IV

SPECIALIZATIONS – MEDIA & ENTERTAINMENT MANAGEMENT

COURSE TITLE		MEDIA BUSINESS PRACTICES PAPER II (TO MBA MEDIA AND ENTERTAINMENT)		CREDITS	3
COURSE CODE	MBC4961	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	Understand the finer aspects of copyrights and royalty issues existing in India, in relation to music and radio business.				6
2	Understand the growth of Animation and Video Game Industry.				4
3	Understand the laws pertaining to cyberspace and Internet.				3
4	Able to discuss the pros and cons of these laws on right to freedom of expression.				1
5	Understand the rights of the media publishing companies and how they distribute the contents to public.				2
Prerequisites: Business communication, Business Law, Publication and report writing					
MODULE – 1: ANIMATION AND VIDEO GAMES BUSINESS					6L
Laws and Copyrights involves with the Animation and <i>gaming business in India</i> .					
MODULE – 2: DISTRIBUTION RIGHTS					6L
Growth of the Animation and <i>Gaming Industry</i> , Distribution Rights of video games and content.					
MODULE – 3: CYBERSPACE AND INTERNET BUSINESS					6L
Law in Cyberspace, <i>Internet related legal issues</i> .					
MODULE – 4: INTERNET PUBLISHING AND DISTRIBUTION					6L
Internet publishing and <i>distribution</i> .					
MODULE – 5: ENTERTAINMENT MEDIA PUBLISHING AND DISTRIBUTION					6L
Publishing Rights and Role of Publishing companies, Various forms of distribution, Real world scenarios in order to resolve common issues in publishing <i>rights and distribution</i> .					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Case Studies/Presentations on self-study topics.					
TEXT BOOKS					
1	Taxmann, Copyright Act 1957 (2017)				
2	Taxmann, Trade Marks Act 1999 with Trade Marks Rules 2017				
REFERENCE BOOKS					
1	Vanitha Kohli – Khandekar, The Indian Media Business, SAGE publications, 2017.				
E-BOOKS					
1	https://alexanderstreet.com/products/business-e-books-online				
MOOC					
1	https://alexanderstreet.com/products/business-e-books-online				
ONLINE RESOURCES					
www.ibef.org www.makeinindia.com/sector/media-and-entertainment www.contracts.org.in					

COURSE TITLE		MEDIA MANAGEMENT PAPER II (FOR MBA MEDIA & ENTERTAINMENT)		CREDITS	3
COURSE CODE	MBC4962	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	CO-1: Understand media legislation, regulation & governance				6
2	CO-2: Understand management structures & organizations				4
3	CO-3: Be able to understand strategic planning & financial management				3
4	CO-4: Understand programme planning & production				1
5	CO-5: Understand media resource planning & resource management				2
Prerequisites: Media Management Manual					
MODULE – 1: MEDIA LEGISLATION, REGULATION & GOVERNANCE					6L
Media Institutions – Primary legislation – Regulatory bodies – Registration and licencing – compliance with licence terms – Independent regulatory bodies – Regulatory codes – Editorial freedom and disclosure – Media ownership – The funding of broadcasting – <i>The governance of media organizations.</i>					
MODULE – 2: MANAGEMENT STRUCTURES & ORGANISATION					6L
The pyramid – the top – down process. Tasks, Projects, Problems, Assignments, Management styles and leadership – Leading the team – The management of creativity – Meetings – Information and communication – <i>Getting the organization right.</i>					
MODULE – 3: STRATEGIC PLANNING & FINANCIAL MANAGEMENT					6L
Plan – Strategy and tactics – constructing a business plan – a format for a business – Strengths, weaknesses (Internal) and Opportunities and Threats (External). Compliance with the legal / regulatory framework – Environmental and external risks – Governance and management risks – Financial risks – <i>Operational risks</i>					
MODULE – 4: PROGRAMME PLANNING & PRODUCTION					6L
Winning an audience – The programme mix – Scheduling – Promoting the output – Branding – <i>The commissioning process</i>					
MODULE – 5: MEDIA RESOURCE PLANNING & RESOURCE MANAGEMENT					6L
Production budgeting – Cost control – Setting resource levels – Out sourcing – Technical standards – Alternative thinking Managing People: Systems – Contracts – Job descriptions – Appointment procedure – Induction – Training – Assignment – Appraisal and career development – Remuneration – Disciplinary procedure – Grievance procedure – Appeals procedure – Media industry Relations – Equal oppourtunities – Health and Safety at work - <i>Records</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Case Studies/Presentations on self-study topics.					

TEXT BOOKS	
1	John Prescott Thomas, Media Management Manual: A Handbook for Television and Radio Practitioners in countries in transition, UNESCO 2009
2	Kundra S, Media Management, Anamol Prakashan, 2006
REFERENCE BOOKS	
1	P.K. Ravindranath New media management, Authors Press, 2010
E-BOOKS	
1	https://books.google.co.in/books/about/Electronic_Media_Management.html?id=VkbAHd88CdwC&redir_esc=y
MOOC	
1	https://www.coursera.org/specializations/social-media-marketing
ONLINE RESOURCES	
	www.oxfordbibliographies.com www.lynda.com

COURSE TITLE	SOCIAL MEDIA AND RICH MEDIA PAPER II (TO MBA MEDIA AND ENTERTAINMENT)			CREDITS	3
COURSE CODE	MBC4963	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding monitoring and reputation.				5
2	Understand video & audio distribution, productivity & monitoring, social media frameworks, sharing economics				6
3	Be able to understand business case study of retail and corporate models				4
4	Understand rich media advertisements				4
5	Be able to create rich new media				3
Prerequisites: Social media knowledge					
MODULE – 1: MONITORING, REPUTATION					6L
Monitoring reputation, brands and keywords. Setting up feeds and alerts for information. Blog and social network widgets .					
MODULE – 2: VIDEO & AUDIO DISTRIBUTION, PRODUCTIVITY & MONITORING, SOCIAL MEDIA FRAMEWORKS, SHARING ECONOMICS					6L
Video and audio distribution and sharing, Your identity online and offline, Virtual worlds, Getting things done online, collective action, and sharing. Citizen journalism , Social media and real life.					
MODULE – 3: BUSINESS CASE STUDY OF RETAIL AND CORPORATE MODELS					6L

A practical cum data backed project which includes conceptualizing a website design , product on social media and various applications / models for marketing using the tools – success & failure model analysis .	
MODULE – 4: RICH MEDIA ADVERTISEMENTS 6L	
Types of Rich media units: In-Page, Expanding, Floating, Transitionals, Takeover - Campaign Objective: Identify, Rich Media Depends on Objective(s) – Effective In Driving Message Association, Interest and Consideration, Trial and Purchase, Loyolty, Advocacy, Metrics, Branding Effectiveness .	
MODULE – 5: CREATING RICH NEW MEDIA 6L	
New media Components: Social media, Communities – Rich Media Advertising: Virtual Worlds, Gaming – Interactive TV: Mobile data, Viral marketing: facebook app – My Space: Widgets, blogs – Youtube - Flickr – Twitter, Flash Games and Rich media, Integrated Solutions: Spinscape – Flex Application and I phone .	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
Case Studies/Presentations on self-study topics.	
TEXT BOOKS	
1	Jay Baer, Youtility, Portfolio Penguin, 2013
2	Van Looy, Amy, Social Media Management, Springer, 2015.
REFERENCE BOOKS	
1	Richard Caladine, Enhancing E – Learning with Media-Rich Content and Interactions, 2008.
E-BOOKS	
1	https://blog.the-ebook-reader.com/
MOOC	
1	https://www.coursera.org/learn/nurture-market-strategies/lecture/89rMi/developing-an-effective-blog
ONLINE RESOURCES	
	www.springer.com/in/book www.business.linkedin.com/marketing-solutions whatis.techtarget.com www.tendenci.com

COURSE TITLE		SOUND PRODUCTION AND MUSIC INDUSTRY MANAGEMENT PAPER II (TO MBA MEDIA AND ENTERTAINMENT)			CREDITS	3
COURSE CODE	MBC4964	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-4:ANALYZE					
CO	COURSE OUTCOMES					PO
1	CO-1: Understand the Audio content, broadcast technology and management in FM radios.					5
2	CO-2: Understanding technicalities involved in Radio programmes, HR and financial aspects.					4
3	CO-3: Enhancing basics of Infrastructure designing, set up cost and recurring costs.					6
4	CO-4: Analyzing Logistics, set up tear down, reccee, gear listing.					4
5	CO-5: Illustrating the Principles to succeeding in today's music/entertainment business environment.					2
Prerequisites: Music, Audio & Studio knowledge						
MODULE – 1: RADIO BROADCASTING						6L
Audio Content for Radio (Spots and Jingles), Radio Broadcast technology and <i>management in FM radios</i> .						
MODULE – 2: UNDERSTANDING RADIO						6L
Technicalities involved in Radio programmes, Human resource aspects of a radio station, <i>Basic Financial aspects</i> .						
MODULE – 3: STUDIO SET UP						6L
Basics of Studio & Infrastructure designing, One-time set up cost of a radio station, <i>Recurring costs of running a radio station</i> .						
MODULE – 4: INTRODUCTION TO LIVE SOUND THEORY						6L
Logistics, set up tear down, reccee, gear listing Planning, <i>Scheduling and Budgeting</i> .						
MODULE – 5: DYNAMIC ENTERTAINMENT BUSINESS						6L
Principles required succeeding in today's changing, competitive, and dynamic music/ <i>entertainment business environment</i> .					6L	
TOTAL					30 Hrs	
LAB/MINI PROJECT/FIELD WORK						
Case Studies/Presentations on self-study topics.						
TEXT BOOKS						
1	Finch, Introduction to Acoustics, Pearson Education India, 2016					
2	Tommy Swindali, Music Production, 2015.					
REFERENCE BOOKS						
1	Pooja Gautam, Making a career in the film industry, Buzzing Stock, 2011					

E-BOOKS	
1	https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=7&cad=rja&uact=8&ved=0ahUKEwiEnpKpwNzbAhWHL08KHW8oA8wQFghtMAY&url=http%3A%2F%2Fwww.ptc-itf.org%2FDE%2F0815392664%2Fartist_management_for_the_music_business.pdf&usg=AOvVaw11mRcFoJymqNK3tJA013iK
MOOC	
1	https://www.edx.org/course/creativity-entrepreneurship-0
ONLINE RESOURCES	
	www.soundation.com www.soundtrap.com www.soundtraining.com www.lynda.com/music www.wired.com

SEMESTER IV

SPECIALIZATIONS – HOSPITAL & HEALTHCARE MANAGEMENT

COURSE TITLE		MEDICAL RECORDS MANAGEMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4971	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1	
CIA	50%			ESE	50%	
LEARNING LEVEL	BTL-4: ANALYSE					
CO	COURSE OUTCOMES				PO	
1	Demonstrate and understanding of medical records.				1	
2	Ability to apply the skills of analyzing the medical records				4	
3	Explore the skills in applying the efficiency of medical records				5	
4	Analyzing the need and importance of policies				4	
5	Explore and identify the legal aspects of medical records				5	
Pre-requisites: Medical Records, Indexing, Compliance						
MODULE – 1: INTRODUCTION OF MEDICAL RECORDS						6L
Health Information Management, Historical Development of <i>Medical Record</i> , Uses and values of medical record, Medical record forms - basic and special, Flow of medical record- Registration- Numbering - unit, serial, serial -unit- Deficiency checking - Assembling - Coding - ICD X, ICD 9-CM, CPT - 4, ICP, ICD - 0 - Indexing - master - patient ,disease index, physician, operative - Filing - alphabetic, terminal digit, middle digit, straight numeric, Format types - source oriented (SOMR), problem oriented (POMR) integrated, Mental health record						
MODULE – 2: ANALYSIS OF MEDICAL RECORDS						6L
Analysis of medical record - Qualitative, Quantitative and statistical. Committees - executive; credential; safety; infection surveillance, prevention and control; audit Legal importance of medical record: Consent, release of information, legal cases, medical record as legal document. <i>Electronic Medical Record (EMR)</i>						
MODULE – 3: MANAGING EFFECIENCY OF MEDICAL RECORDS						6L
Eliminating incorrect data entry and increase overall accuracy. Understand the <i>latest privacy requirements</i> , including up-to-date information concerning HIPAA and OSHA compliance. Importance of maintenance of record in healthcare settings.						
MODULE – 4: POLICIES						6L
<i>Medical Record Policies</i> -Understanding Global Medical bills-Insurance Policies-Medical Record Information-Recognitions-Disabilities-case sheets-MRO/MRT Training-Applications						
MODULE – 5: LEGAL ASPECTS						6L
Basic knowledge of legal aspects of Medical Records including Factories Act, Workmen Compensation Act & Consumer Protection Act, Procedures of <i>Medical Auditing</i> & its importance, Government Regulations & requirements.						
TOTAL						30 Hrs

TEXT BOOKS	
1	Edna Huffman : Medical records Management Record company, Illinois., USA, 2003
2	Medical Records , G.D. Mogli, Jaypee Brothers, 2006.
REFERENCE BOOKS	
1	Medical Records Manual: A guide for Developing Countries. Who Regional Office for the Western Pacific, World Health Organization Regional Office for the Western Pacific. Stylus Pub Llc, 2006.
2	Electronic Medical Records. A guide for clinician and administrators Jerome H Carter. 2008.
E-BOOKS	
1	http://www.wpro.who.int/publications/docs/MedicalRecordsManual.pdf
2	Electronic Medical Records Skolnik, Neil S. (Ed.) 2011 Springer
MOOC	
1	https://www.edx.org/course/medicine-digital-age-ricex-meddigx-0
ONLINE RESOURCES	
http://www.wpro.who.int/publications/docs/MedicalRecordsManual.pdf	

COURSE TITLE		MEDICAL TOUR OPERATIONS MANAGEMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4972	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate and understands history and growth of medical tour operation and evolving environment of travel agencies.				1
2	Ability to develop a brief insight into Medical Tour Product knowledge, linkages, itinerary Preparation, costing a tour package.				4
3	Explore the skills and understands the nuances of managing recruitment and training manpower, dealing with emergencies and complaint handling.				5
4	Analyzing the framework of importance of capable of managing distribution system in Tour Operations and devising itineraries for commissions, service charges and components of medical package tour				4
5	Explore and identify the attributes to design reservation and cancellation procedure for tour related services, understands present business trends and future prospects problems and issues.				5
Pre-requisites: Medical Tourism, Operations					
MODULE – 1: MEDICAL TOUR OPERATION					6L
Definition, concept, history and growth of medical tour operation business. Types of tour operators. Organisational structure, forms of organisation, departments and its functions. Origin and growth of travel agencies. An overview of the travel agents in India, local travel agents					
MODULE – 2 MANAGEMENT OF IN-HOUSE OPERATIONS					6L
Product knowledge, linkages, itinerary preparation, costing a tour package: FIT and GIT tariffs, confidential tariffs, Hospital In-house accommodation provision-hotel voucher reservations and Airline Exchange Order, Pax Docket, Status Report, Daily Sales Record , AGT Statements. Briefing, planning and scheduling, pick up and transfers and feedback assessment.					
MODULE – 3: MANAGING FIELD OPERATIONS					6L
Inbound and outbound. Developing linkages with principle suppliers. Managing recruitment and trained manpower. Inbound Tour Operations, outbound tour operations and its marketing. Guides and escorts: types, role and responsibilities. Communication and interpretation skills. Dealing with emergencies and complaint handling.					
MODULE – 4: MANAGING DISTRIBUTION					6L
Role of distribution in Exchange process, selling in tourism through distribution chains. Logistics in tour operations. Managing distribution system in Tour Operations. Departmentalization, managerial responsibilities and use of technology. Sources of earning: commissions, service charges etc. Itinerary preparation, important considerations for preparing itinerary, costing, types and components of medical package tour.					

MODULE – 5: AGENCY MANAGEMENT		6L
Reservation and cancellation procedure for tour related services- hospital in-house, hotels, airlines, cruise lines, car rentals and rail travel commission structures from supplier and service. Agency Management. Publicity and promotion: Issues related to sales, promotional issues, marketing communication, and public relations . Present business trends and future prospects problems and issues.		
TOTAL		30 Hrs
TEXT BOOKS		
1	Indian Tourism Beyond the Millennium - Bezbaruah M.P. (New Delhi), 2000.	
2	Tourism: Past Present & Future : Burkart A.J. and Medlik (London,Heinemann, 2008.	
REFERENCE BOOKS		
1	Essays on Tourism : Chib, SomNath (New Delhi, Cross Section Publication), 2000.	
E-BOOKS		
1	Medical Tourism: India (Medical Tourism Guide Book 1) – Steven Larson Kindle Edition	
2	Medical Tourism Facilitator's Handbook -Maria.K. Todd1st Edition, Kindle Edition	
MOOC		
1	https://www.edx.org/course/sustainable-tourism-rethinking-future-tour02x	
2	https://www.edx.org/xseries/wageningenx-sustainable-tourism	
ONLINE RESOURCES		

COURSE TITLE		PATIENT CARE PLANNING AND MANAGEMENT (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4973	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate an understanding of clinical services in hospitals by terms of planning.				1
2	Ability to apply the skills of planning is location, design and layout of clinical services from staff / customer point of view.				4
3	Explore the skills to optimally utilize the available resources (staff, space, equipment, facilities, supplies, etc.).				5
4	Analyzing the need and importance of equipment and physical facilities.				4
5	Explore and identify the skills of developing Policy and Procedures for Clinical Services.				5
Pre-requisites: Clinical Services					
MODULE – 1: HOSPITAL PLANNING					6L
Guiding Principles in Planning, <i>Hospital Facilities and Services</i> , Regional Planning and Factors to be emphasized , Steps in Hospital Planning; Planning Team and Stages of Project, Estimation, Architect Brief and Master Plan ,Selection of Site and Decision on Land, Space and Utilities.					
MODULE – 2: OUTPATIENT SERVICES					6L
Objectives, Functions , Location, Design and Layout, Policy and Procedures Organization, Staffing, Equipment and Facilities , Key Result Areas and Performance / Quality Indicators, Daily Planning and Scheduling of Work, Managing Time : Waiting Time and Total Time, Specialty, Sub-specialty and Super Specialty Clinics, Diagnosis, Physiotherapy and Occupational Therapy, Emerging Concepts : Day Care, Reservation, Appointment by Phone , Medico-social Works / Patient Counseling, Other Facilities : Pharmacy, Gifts Shop, Prayer / Meditation Room.					
MODULE – 3: TRAUMA CARE : EMERGENCY AND CASUALTY SERVICES					6L
Objectives, Functions ,Location, Design and Layout, Policy and Procedures, Organization, Staffing, Equipment and Facilities, Key Result Areas and Performance / Quality Indicators, Disaster Management : Principles and Classification, Life Saving Drugs , Ambulance and Paramedic Services, Medico-legal Procedures, Forms and Registers to be maintained, Communication System					
MODULE – 4: INPATIENT SERVICES					6L
Objectives , Functions , Locations, Design and Layout , Policy and Procedures, Organization , Staffing , Equipment and Facilities , Key Result Areas and Performance / Quality Indicators , Admission, Transfer, Billing and Discharge Procedures , Managing Deaths, Intensive Care Units Objectives , Types of ICUs					
MODULE – 5: OPERATION THEATRE					6L
Objectives ,Functions, Location, Design and Layout Policy and Procedures Organization ,Staffing ,Equipment and Facilities ,Key Result Areas , Daily Planning and Scheduling ,Determinants of number					

of Operating Rooms ,Zoning and Aseptic / Sterile Techniques Clinical Protocols Sub-stores, CSSD , Immediate Postoperative Recovery Rooms Safety Issues	
TOTAL	30 Hrs
TEXT BOOKS	
1	C.M. Francis and et al., Hospital Administration (Jaypee Brothers Medical Publishers Pvt. Ltd., New Delhi) 2004
REFERENCE BOOKS	
1	NHS, Guide to Good Practices in Hospital Administration (Department of Health and Social Security : National Health Services, London), 2005.
E-BOOKS	
1	http://www.nabh.co/Images/PDF/SOPs/POLICIES_AND_PROCEDURES_ON_CARE_OF_PATIENTS.pdf
2	Healthcare Management, Marcia Horowitz
MOOC	
1	https://www.edx.org/course/ph556x-practical-improvement-science-in-health-care-a-roadmap-for-getting-results
ONLINE RESOURCES	
1. https://www.tn.gov/content/dam/tn/health/documents/Comprehensive-Care-Planning.pdf	

COURSE TITLE		QUALITY MANAGEMENT AND HOSPITAL ACCREDITATION SYSTEMS (MBA – HOSPITAL AND HEALTH CARE MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4974	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Demonstrate and understanding evolution of Quality Management				1
2	Ability to apply the skills of benefits of TQM, Implementation of Quality tools				4
3	Explore the skills and Application of process approach in the QM in Hospital departments and assist in elimination of NVA				5
4	Analyzing the framework of importance of Application of QA in hospitals and ISO certifications				4
5	Explore and identify the Implementation of NABH in hospitals by Gap Analysis				5
Pre-requisites: Quality, Accreditation					
MODULE – 1: EVOLUTION OF QUALITY MANAGEMENT					6L
Evolution of quality control, Quality characteristics - Variables and attributes - Non confirming and non confirming unit - Defect - Standard or specification - Quality of design - Quality of conformance - Quality of performance - Total Quality Control - Concept of quality - Quality control - Quality assurance					
MODULE – 2: QUALITY IN DEPARTMENTS AND ASSESSMENT					6L
Quality management in Hospital Department - Front office , OPD, Casualty, Laboratory, OT, ICU, CCU, MRD, Dietary, Laundry, Housekeeping, CSSD, IP and Nursing, Emergency & Trauma Care - Canteen - Hospital Stores. Patient safety management - Hospital acquired infection control - equipment maintenance- Assessing quality - Patient satisfaction survey.					
MODULE – 3: QUALITY AUDIT					6L
Medical audit , Clinical audit- Nursing audit - Accreditation and ISO. TQM -team work - Employee involvement - Key result areas - Leadership.TQM tools - Quality function Deployment (QFD) - Concurrent Engineering - FMEA - Demings P-C- D- A- Cycle - JIT - Kaizan - Zero defect programme. Statistical tools in TQM - Flow diagram - 5S techniques-Pareto Analysis - Cause and effect diagram - Control charts. Bench marking - Business Process Reengineering - Six sigma.					
MODULE – 4: QUALITY ACCREDITATION PROCEDURES					6L
ISO 9000&14000 standards - TQM -Accreditation - NABL - JCAHQ - Quality manual - Quality - Quality Assurance in Hospitals Sop's - Patient Orientation for Total Patient Satisfaction - Environment Management Systems					
MODULE – 5: SERVICE QUALITY					6L
Service Quality -productivity - Quality costs in service organizations. Quality management philosophies. Planning for quality - Creating quality culture - patient centered quality - Training for quality - Accreditation survey processes-Achieve a state of continuous readiness for Accreditation					
TOTAL					30 Hrs

TEXT BOOKS	
1	S.K. Joshi - Quality Management in Hospitals Jaypee Brothers, 2008.
2	Kunders, G D (2002) - Designing for Total Quality in Healthcare, Prism Books Pvt Ltd, Bangalore.
REFERENCE BOOKS	
1	Total Quality Management of hospital nutrition services. M Rosita Schiller, Ph.D., Karen Miller-Kovach, Mary Angela Miller, 2004.
E-BOOKS	
1	https://www.researchgate.net/publication/305639044_Total_Quality_Management_in_Healthcare
MOOC	
1	https://www.edx.org/course/improving-global-health-focusing-on-quality-and-safety
ONLINE RESOURCES	
1.	http://www.who.int/hrh/documents/en/quality_accreditation.pdf
2.	https://www.sctimst.ac.in/Conferences/resources/FOCUS_2010/Dr.Sumitra

SEMESTER IV

SPECIALIZATIONS – HOSPITALITY MANAGEMENT

COURSE TITLE		INTERNATIONAL TOURISM MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4981	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the International Tourism Business				2
2	Emergence of International Hotels & Tourism Organizations				3
3	Analyze the Multinational Environment and Cultural Diversity				4
4	Analyze the International Tourism Marketing				4
5	Assess the Tourism Growth and Global Competition				4
Pre-requisites: International Tourism Business, Tourism organizations and Hotel Industry, Cultural Diversity, Global Competition.					
MODULE – 1: INTRODUCTION TO INTERNATIONAL TOURISM					6L
Globalization & tourism sector Globalization & the business world, the tourism industry, challenges, Factors affecting Global & regional tourist movements, Demand and origin factors, destination & resource factors. <i>Contemporary trends in international tourist movements.</i>					
MODULE – 2: EMERGENCE OF INTERNATIONAL HOTELS & TOURISM ORGANIZATIONS					6L
The emergence of international hotels & tourisms .Historical aspects, development of chains, development abroad, airline connection .-Political aspects of the international travel, tourism - <i>Barriers to travel</i> , tourism investment & business, regulations, international organizations dealing with barriers viz : WTO, IMF, IHA, need for government support of tourism, national tourism organizations, political stability, travel advisories, political risk, crisis management.					
MODULE – 3: MULTINATIONAL ENVIRONMENT AND CULTURAL DIVERSITY					6L
International hotels -Balancing global & local perspectives -Operating in a multinational environment --International rules & regulations -a brief study Human resources & cultural diversity -Understanding cultural diversity, cultural perceptions, business protocol, <i>cultural considerations in negotiations</i>					
MODULE – 4: INTERNATIONAL TOURISM MARKETING					6L
International tourism sales & marketing -Market research, developing an international marketing strategy, understanding various travel distribution systems viz GDS, <i>product positioning.</i>					
MODULE – 5: TOURISM GROWTH AND GLOBAL COMPETITION					6L
Global competition & the future -Long -term tourism growth trends, tourism growth in major regions, transportation developments, technology & automation, <i>Development issues, tourism & the environment.</i>					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Hands on Training on Global Distribution Channel /system					
TEXT BOOKS					
1	The International Marketing of Travel and Tourism: A Strategic approach by Francois Vellas & Lionel Becherel, 2001.				

REFERENCE BOOKS	
1	R.K. Sinha – Growth and Development of Modern Tourism, Dominant Publishers, New Delhi, 2003
E-BOOKS	
1	books.google.co.in/books/International Tourism Management
MOOC	
1	www.mooc-list.com/tags/tourism
ONLINE RESOURCES	
	1. https://study.com/academy/lesson/international-tourism-travel-organizations.html 2. https://www.youtube.com/watch?v=RSswjv3cUNc

COURSE TITLE	FOOD AND BEVERAGE CONTROL (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4982	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the Food and Beverage control				2
2	Ability to understand purchase and receiving procedures				2
3	Understand and apply the storage and inventory control				3
4	Ability to analyze the Food Sales Control system				4
5	Ability to analyze the Beverage Sales Control system				4
Pre-requisites: Food Service Industry, Purchase, Storage, Inventory Control, Food and Beverage Sales Control					
MODULE – 1: INTRODUCTION					6L
Introduction to control Define Control, Objective and Advantage of control methodology and phases of control, cycles of control. Introduction to Food cost control procedures, Requirements of a control system, <i>F&B control department</i> .					
MODULE – 2: PURCHASING AND RECEIVING					6L
Purchasing Aims of purchasing, Purchasing staff, source of supply, selection of supplier types of food purchase, Quality purchasing, Definition of SPS, Advantages of SPS, Purchasing procedure, Different methods of purchasing, Purchasing order form, Ordinary cost, carrying cost EOQ. Receiving Control Aims of receiving, Receiving staff, Equipment for receiving, Document given by supplier Bills / Invoices / Cash memo / Credit notes, Records maintained in receiving dept, GRB Meat tags, Receiving procedure – Blind receiving, <i>Assessing the performance and efficiency of receiving dept</i> , Fraud in receiving, Hygiene & Cleanliness.					
MODULE – 3: STORAGE AND INVENTORY					6L
Storage & Inventory control Storing control, Aims of store control, Storeroom personnel, Facilities and equipment arrangement of food, Location of storage facilities, Security, Stock control Type of					

store received, Records maintained, Issuing control, Requisition, Transfer note Stock taking, Cashier summary sheet. Production control Aims of production control, forecasting, initial forecasting, final forecasting fixing standards, standard yield definition, Objective, yield cooking loss. Butcher test standard recipe advantage, How to write the recipe, Standard portion size definition Objective, Uses, Standard portion cost.	
MODULE – 4: FOOD SALES CONTROL 6L	
Food Sales Control KOT, Bills, KOT cum Bills, Analysis, Cashier summery sheet. Inventory Control Importance, Objective, Method, Levels and technique, perpetual inventory, Monthly Inventory, Pricing of commodities, Comparison of physical and perpetual.	
MODULE – 5: BEVERAGES SALES CONTROL 6L	
Beverage Control Purchasing, Receiving, Strong, Issuing, Production control, Standard recipe Standard portion size , Bar frauds, Books maintained, Beverage control. Beverage Sales Control Procedure of Cash Control, Machine system, ECR, NCR, Present Machine, POS Reports, Thefts, Cash Handling	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
Visit Hotel Industry to observe and understand the Store keeping and Control system.	
TEXT BOOKS	
1	Dennis R Lillicrap & John A Cousins, Food & Beverage Service, Hodder & Stoughton, London, 2010.
REFERENCE BOOKS	
1	Food and Beverage Management , Sudhir Andrews , The McGraw Hill Companies ,2008
2	Food Production Operations, Parvinder S Bali, OUP, 2009
E-BOOKS	
1	www.wiley.com/en-us/Food and Beverage Cost Control
MOOC	
1	www.coursera.org/learn/food and beverage control
ONLINE RESOURCES	
	<ol style="list-style-type: none"> https://www.youtube.com/watch?v=WSlrj9I4Mjc https://www.youtube.com/watch?v=S9LdLYabyQo

COURSE TITLE		EVENT MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)		CREDITS	3
COURSE CODE	MBC4983	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the Event management				2
2	Analyze the Nature of Conference Markets				4
3	Ability to understand the Contract negotiations				3
4	Understanding the Event Business				2
5	Evaluate the Tourism Growth and Travel Industry Fairs				5
Pre-requisites: Event Management Business, Contract Negotiations, Travel Industry Fairs.					
MODULE – 1: INTRODUCTION					6L
Concepts of resorts management – planning – marketing – maintaining and development of resorts, Types of resorts – major players in resort industry in India – Sterling group, Mahindra group, etc., Introduction to Conventions, Exhibitions and Meetings (MICE), components of the conference market. Introduction to convention venues – Characteristics of conferences and conventions.					
MODULE – 2: NATURE OF CONFERENCE MARKETS					6L
The nature of conference markets – the demand for conference facilities. The economic and social significance of conventions. The impacts of conventions on local and national communities – demographic trends – geographical distribution. An international market perspective. An introduction to planning professional meets. Management of conference at site. Role of Travel agency in the management conference.					
MODULE – 3: CONTRACT NEGOTIATIONS					6L
Contract negotiations: The law of professional Meeting and convention check list. Development of convention – hotel sales and marketing plan – hotel convention service management.					
MODULE – 4: EVENT BUSINESS					6L
Practices in Event management – Organizing and Planning events – customer care management – starting and managing event business – Event Marketing – Marketing Equipments & tools – Event coordination					
MODULE – 5: TRAVEL INDUSTRY FAIRS					6L
Global competition & the future -Long -term tourism growth trends, tourism growth in major regions , transportation developments, technology & automation, Development issues, tourism & the environment.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Interaction with an event management professional. Organise hospitality club event.					
TEXT BOOKS					
1	A.K. Bhatia, „Event Management“, Sterling Publishers Pvt.Ltd.Delhi,2001				

REFERENCE BOOKS	
1	Avrich, Barry „Event and Entertainment Marketing“, Vikas, Delhi, 2010
E-BOOKS	
1	www.coursehero.com/ Event Management
MOOC	
1	www.coursera.org/courses event management
ONLINE RESOURCES	
	https://www.youtube.com/watch?v=1u-9EtZXH7I https://study.com/academy/lesson/international-tourism-travel-organizations.html

COURSE TITLE	SAFETY AND SECURITY MANAGEMENT (MBA – HOSPITALITY MANAGEMENT)			CREDITS	3
COURSE CODE	MBC4984	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-4: ANALYSE				
CO	COURSE OUTCOMES				PO
1	Understanding the Hotel maintenance department				2
2	Ability to know the usage of fuel and electricity				3
3	Understanding the procedures for pollution control				2
4	Ability to assess the hygiene and sanitation				4
5	Ability to assess the Safety procedures in Hotel Industry				4
Pre-requisites: Hotel Maintenance, Resources, Pollution, Safety					
MODULE – 1: INTRODUCTION - MAINTENANCE AND REPLACEMENT					6L
Importance of maintenance dept. in Hotel Industry - Organization of maintenance Dept. in 3/4/5 star hotel - Duties & responsibility of chief Engg. of a hotel - Types of maintenance with examples of each -. Advantages & disadvantages.- Maintenance chart : for Swimming pool and . Kitchen. - Reasons for replacement of equipment - replacement factors - Economic replace of equipment (introduction only).- Contract of Maintenance Definition & procedure , types - advantages & disadvantages					
MODULE – 2: FUEL AND ELECTRICITY					6L
Methods of heat transfer. - Units of heat.- Solid, Liquid, Gas, Electricity, Biogas fuels - Importance of earthing - safety devices such as fuse, circuits breaker- Methods of lighting (Direct, Indirect) - Types of electric supply (single phase, three phase) - Calculation of electricity.					
MODULE – 3: POLLUTION AND CONTROL					6L
Air pollution. – Sources - Control –Collectors, filters - Govt. stipulated conditions for air pollution. - Water pollution.- Water pollution sources in Hotels - Control methods - Govt. stipulated conditions for water pollution - Waste Disposal - Waste Handling equipment – (Shredders, Compactors, Transportation separation) - Controlling methods(recycled material, land filling, heat recovery by incineration) - Noise pollution control - Sources of noise in Hotel & its unit - Introductory control					

methods. - govt. stipulated condition for noise pollution - Environmental Degradation, Global warming and methods of Conservation. Concept of Recycling.	
MODULE – 4: WATER AND SANITATION 6L	
Water purification methods - Methods of water softening (Ion exchange, Zeolite process) - Cold and hot water distribution system. - Various plumbing fixtures - Types of sanitary traps and their applications – Types of water closets and flushing.	
MODULE – 5: SAFETY IN HOTEL INDUSTRY 6L	
Classification of fire, symbols - Methods and types of fire extinguishers - Fire detectors, alarm - Various security system for hotel (Key control, Door, guest valuables).	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
To visit a Hotel to understand and observe the Safety and security facilities and procedures	
TEXT BOOKS	
1	Management of maintenance & Engineering Systems in Hospitality Industries – by FrankD. Borsenik, John Willey & Sons, 2009.
REFERENCE BOOKS	
1	The Management of Maintenance and Engineering System in the Hospitality Industry By Frank D Borsenik & Alan T. Stuts, Publisher John Willey & Sons Inc NY, 2009.
E-BOOKS	
1	www.crcpress.com/Hospitality-Security-Managing-Security-in-Todays-Hotel-Lodging-Entertainment
MOOC	
1	www.mooc-list.com/safety
ONLINE RESOURCES	
	<ol style="list-style-type: none"> https://www.ukessays.com/essays/tourism/safety-and-security-and-the-hospitality-industry-tourism-essay.php https://www.youtube.com/watch?v=i061VSFh10I

SEMESTER IV

SPECIALIZATIONS – FAMILY BUSINESS & ENTREPRENEURSHIP

COURSE TITLE		DYNAMICS OF FAMILY BUSINESS GOVERNANCE (MBA - FBE)		CREDITS	3
COURSE CODE	MBC4991	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 3: ANALYZE				
CO	COURSE OUTCOMES				PO
1	The learner understands the roles of family members in governance				1
2	The learner gets to know the family governance institutions				4
3	The learner understands the role of board and implications of going public				4
4	The learner understands the role of senior management in governance of FB				5
5	The learner gains an exposure into the ADR mechanisms				5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance, Legal aspects of business					
MODULE – 1: FAMILY MEMBER ROLES IN THE GOVERNANCE					6L
Family Business Definition and Characteristics – Strengths and Weaknesses - Stages of Growth in a Family Business - The Founder(s) - The Sibling Partnership- The Cousin Confederation - Owners (Shareholders) - Managers (Senior Management) - Directors - Family Members (the Family and its Institutions)					
MODULE – 2: FAMILY GOVERNANCE INSTITUTIONS					6L
Family Constitution - Family Member Employment Policies - Family Member Shareholding Policies - Family Governance Institutions - Family Assembly - Family Council - Family Office - Other Family Institutions					
MODULE – 3: BOARD OF DIRECTORS IN A FAMILY BUSINESS & GOING PUBLIC					6L
Advisory Boards - Definition and Role of the Advisory Board - Composition - Advantages and Disadvantages - Board of Directors - Role - Composition - Duties - Independent Directors - Importance of Independent Directors - Definition of Director Independence Family Businesses going Public - Advantages / Disadvantages of Going Public for a Family Business - Getting Ready for an IPO					
MODULE – 4: SENIOR MANAGEMENT IN A FAMILY BUSINESS					6L
Family vs. Non-Family Managers - CEO and Senior Management Succession - Importance of a Formal Senior Management Succession Plan - Steps of a Formal CEO Succession Plan – Family Genograms as a reference in the absence of a succession plan.					
MODULE – 5: DISPUTE RESOLUTION MECHANISMS					6L
Different categories of Corporate Governance Related Disputes - Disputes affecting internal and external constituencies - Impact of Internal & External Corporate Governance - disputes calling for out-of-court resolution - ADR Benefits - Disputes ADR mechanisms of Negotiation, Litigation & Mediation.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Case studies on Family business governance.					

TEXT BOOKS	
1	IFC Family Business Governance Handbook, 2008.
2	IFC Resolving Corporate Governance Disputes Handbook, 2014.
3	Poza. Ernesto J (2010), Family Business, South-Western, Cengage Learning, USA.
REFERENCE BOOKS	
1	Collins, J., Good to Great: Why Some Companies Make the Leap and Others Don't. New York: HarperBusiness, 2001.
2	Ward, J., Keeping the Family Business Healthy: How to Plan for Continued Growth, Profitability and Family Leadership, San Francisco: Jossey-Bass, 2011
3	Porras, J., & Collins, J., Built to Last. New York: HarperCollins, 2004.
E-BOOKS	
1	https://www.ifc.org/wps/wcm/connect/159c9c0048582f6883f9ebfc046daa89/FB_English_final_2008.pdf?MOD=AJPERES
2	https://www.oecd.org/daf/ca/corporategovernanceprinciples/43654301.pdf
3	https://www.ifc.org/wps/wcm/connect/topics_ext_content/ifc_external_corporate_site/ifc+cg/resources/toolkits+and+manuals/adr_toolkit
MOOC	
1	https://www.class-central.com/course/open2study-entrepreneurship-and-family-business-1639
ONLINE RESOURCES	
	<ol style="list-style-type: none"> 1. http://wealthmanagement.kotak.com/family-office/understanding-family-offices 2. http://www.karvywealth.com/family-office 3. https://www.edx.org/course/family-business-strategy-essentials-ubcx-fbsex1-0

COURSE TITLE		SOCIAL ENTREPRENEURSHIP (MBA - FBE)			CREDITS	3
COURSE CODE		MBC4992	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL- 3: ANALYZE				
CO	COURSE OUTCOMES					PO
1	The learner understands the roles of family members in governance					1
2	The learner gets to know the family governance institutions					4
3	The learner understands the role of board and implications of going public					4
4	The learner understands the role of senior management in governance of FB					5
5	The learner gains an exposure into the ADR mechanisms					5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance, Legal aspects of business						
MODULE – 1: INTRODUCTION						6L
The Role of Social Entrepreneurship in Societies, Economies and Politics – Concept and typologies of social entrepreneurship – Social Entrepreneur – Social Enterprise – Drivers of Social Entrepreneurship – Size and Scope – Elements of Social Entrepreneurial personality – Five Dimensions of Social Entrepreneurship: Social Mission, Social Innovation, Social Change, Entrepreneurial spirit and personality						
MODULE – 2: MANAGING PEOPLE & COLLABORATING						6L
Personnel Work in Social Enterprises – The Volunteer – Motivation of Volunteers – Theories of Altruism – Motives of Altruism – The Egoism Theories – Motives of Egoism – Implications for Volunteer Management. Collaborations and Partnerships – Reasons – Collaborating with Public/Private/Civil Sector – Designing a Collaboration – Dimensions of Collaborative Value Chain Integration – Specific Types of Collaborations – Potential Risks and Challenges – Guidelines to Establish collaboration.						
MODULE – 3: BUSINESS MODELS & MARKETING SOCIAL ENTERPRISES						6L
Opportunities for Social Entrepreneurs – Nature – Opportunity Recognition – Business Models for Social Enterprises – Design principles for Business Models of Social Enterprises – Replication and Scaling up. Importance of marketing for Social Enterprise – Peculiarities – Elements of a Marketing Conception: Basic Framework – Market Analysis – Marketing Goals – Competitive Strategy – Planning & Implementation – Procurement-Fundraising – Sales Marketing to Beneficiaries						
MODULE – 4: FINANCING & IMPACT MEASUREMENT						6L
Financing Instruments – Donations – Equity Capital – Debt Capital – Mezzanine Capital – Hybrid Capital – Financing Institutions – Value Banks – Social Investment Advisors – Social Stock Exchanges – Venture Philanthropy Funds – Social Investment Funds – Funding Consultancies Performance Measurement – Accountability – Impact Measurement – Measuring Outputs and Outcomes – Approaches to measuring Social Impact – Techniques involved – Issues in Measuring performance						
MODULE – 5: SCALING UP AND IMPACT OF SE						6L
Theory on Scaling – Prerequisites – Scaling Strategies – Dissemination – Affiliation – Social Franchising – Branching – Choosing the appropriate Scaling Strategy – Scalability from the perspective of investors – Implications of Scaling: Barriers and Solutions						

Impact of Social Entrepreneurship on Societies – Static Impact and Dynamic Impact – Critiques of Social Entrepreneurship – Critique of Power Effects – Critique of Transgression – Interventionist Critique.	
TOTAL	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
Interaction with Social Entrepreneurs.	
TEXT BOOKS	
1	Christine K.Volkman and Kim Oliver Tokarski / Kati Ernst (Eds.) (2012). Social Entrepreneurship and Social Business: An Introduction and Discussion with Case Studies, Springer Gabler.
REFERENCE BOOKS	
1	Manual London and Richard G.Marfopoulos (2010) . Social Entrepreneurship: How to start Successful Corporate Social Responsibility and Community-Based initiatives for Advocacy and Change. Routeledge, UK
2	David Bornstein and Susan Davis (2010). Social Entrepreneurship: What Everyone needs to know. Oxford, USA
3	Thomas S.Lyons (ed.) (2013). Social Entrepreneurship: How Businesses Can Transform Society vol2: Approaches to Financing Social Entrepreneurship, ABC-CLIO, USA.
4	Ryszard Praszkier & Andrzej Nowak (2012). Social Entrepreneurship: Theory and practice. Cambridge, USA.
E-BOOKS	
1	http://socialnaekonomija.si/wp-content/uploads/David_Bornstein_Susan_Davis_Social_Entrepreneurship.pdf
MOOC	
1	https://www.class-central.com/course/coursera-social-entrepreneurship-1413
ONLINE RESOURCES	
1.	https://www.coursera.org/learn/social-impact#syllabus

COURSE TITLE		FINANCE AND TAX STRATEGIES FOR FAMILY BUSINESS (MBA - FBE)		CREDITS	3
COURSE CODE	MBC4993	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL- 3: APPLY				
CO	COURSE OUTCOMES				PO
1	The learner understands the basics of entrepreneurial finance				1
2	The learner gets familiar with the different forms of ownership and its implications				4
3	The learner understands the nuances of gifting as a tax strategy				4
4	The learner understands the implications pertaining to selling the family business				5
5	The learner gains an exposure towards the tax implications of estate planning.				5
Pre-requisites: Entrepreneurship & Innovation, Basics of Marketing & Finance, Legal aspects of business					
MODULE – 1:ENTREPRENEURIAL FINANCE					6L
Entrepreneurial Finance: The Owner’s Perspective – Determining Capital Requirements – Financial Strategy framework – Free Cash Flow: Burn Rate, OOC and TTC – Crafting financial and fundraising strategies – Critical Variables – Financial life cycle – investor preferences – Role of Family Office.					
MODULE – 2: FORMS OF BUSINESS OWNERSHIP & IMPLICATIONS TO FB					6L
Organizing the business – Entity choices – Sole proprietorship – partnership – Limited partnership – Limited Liability corporation – choosing the form of business for the family situation – Choosing leadership in family business.					
MODULE – 3: GIFTING AS A STRATEGY FOR FB					6L
Reasons for gifting interests in the business – Gift tax basics – Gifts to grandchildren – Valuation discounts – Gifting to minors – Grantor retained annuity trusts – Planning gifting program and its impact on business – Gifting shares in S corporation – Family limited partnership – Recapitalization.					
MODULE – 4: SELLING THE BUSINESS					6L
Overview of selling the business – Straight sale to children – Installment sales rules – Special methods of selling your business to children – Selling the business to outsiders.					
MODULE – 5: ESTATE PLANNING					6L
Estate Planning – outline of comprehensive succession plan – overview of estate tax – deduction of family owned business – special use valuation for real estate used in business – using charitable arrangements to minimize estate taxes.					
TOTAL					30 Hrs
LAB/MINI PROJECT/FIELD WORK					
Worksheet based assignments and Case studies.					
TEXT BOOKS					
1	J.K. Lasser’s Financial and Tax Strategies for Family Business by Barbara Weltman Publisher : Wiley, Year : 2001				
2	Poza. Ernesto J (2010), Family Business, South-Western, Cengage Learning, USA.				

REFERENCE BOOKS	
1	Kazmi Azhar ,“Business Policy” ,New Delhi, TMH, 2002.
2	P.K.Ghosh,“Business Policy, Strategic planning and Management”, Sultan Chand & Co., New Delhi, 2002.
3	Made Gowda,“Business Environment And Policy” Deep & Deep Publications 2000.
4	Corporate Laws, Taxman,2002.
5	Henry A.Tombari,“Business and Society: Strategies for the Environment and Public Policy”, Dryden Press, 2004.
E-BOOKS	
1	https://digital.ffi.org/wp-content/uploads/2017/10/Financing-Decisions-in-Family-Businesses-December-2017.pdf
MOOC	
1	https://www.class-central.com/course/coursera-taxation-of-business-entities-ii-pass-through-entities-9684
ONLINE RESOURCES	
	1. https://www.familybusinessmatters.consulting/videos/

SEMESTER IV

SPECIALIZATIONS – SPORTS MANAGEMENT

COURSE TITLE		COACHING & MENTORING			CREDITS	3
COURSE CODE		MBC49A1	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %			ESE	50 %
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner understands the basics of coaching and mentoring					1
2	The learner understands how coaching and mentoring can impact the organisation					4
3	The learner gets an exposure to the management of coaching and mentoring					4
4	The learner understands the tools and techniques used in coaching practice					5
5	The learner understands the strategic impact of Coaching and Mentoring					5
Pre-requisites: Basics of Management, Marketing Management, Business Environment						
MODULE -1: INTRODUCTION TO COACHING AND MENTORING						6L
Introduction to management coaching and mentoring: Understand the concept and purpose of management coaching and mentoring - determine the use of management coaching as a tool in human resources development - determine the use of management mentoring as a tool in human resources development - Understand the relationship between coaching and mentoring and organizational objectives						
MODULE - 2: COACHING AND MENTORING WITHIN ORGANIZATIONAL CULTURE & EMBEDDING COACHING AND MENTORING IN THE ORGANIZATION						6L
Coaching and Mentoring within Organizational Culture: demonstrate the links between strategic performance and coaching and mentoring - Understand the impact of organizational culture on coaching and mentoring - Understand how coaching and mentoring can impact the organisation. Embedding Coaching and Mentoring in the organization: develop coaching and mentoring for individuals and organizations - support evolving organizational objectives through coaching and mentoring						
MODULE - 3: MANAGEMENT OF COACHING AND MENTORING & LEADERSHIP COACHING AND MENTORING SKILLS						6L
Management of coaching and mentoring: Understand the impact of coaching and mentoring program on an organization - manage the implementation of coaching and mentoring - monitor and evaluate the operation of coaching and mentoring within an organisation. Leadership Coaching and Mentoring Skills: Understand how coaching and mentoring programs support business objectives - Understand the implementation of coaching and mentoring to achieve organizational objectives - devise an implementation plan - evaluate the impact of the coaching and mentoring plan - Understand how to develop skills as a leader in coaching and mentoring.						
MODULE - 4: COACHING & MENTORING PRACTICE AND THEORY						6L
Coaching: Understand the tools and techniques used in coaching practice - Understand the need to develop relationships to support coaching practice - Understand guidelines and protocols for intervention and the need to develop coaching interventions to meet organizational requirements. Mentoring: Understand the tools and techniques used in mentoring - Understand the need to						

develop relationships to support mentoring practice - Understand guidelines and protocols for intervention and the need to develop mentoring interventions to meet organizational requirements	
MODULE - 5: ORGANIZATIONAL COACHING AND MENTORING, STRATEGIC IMPACT OF COACHING AND MENTORING & COACHING AND MENTORING POLICIES 6L	
Organizational Coaching and Mentoring: analyze the issues involved during the adoption of organizational coaching and mentoring - develop changes through the coaching and mentoring process - determine the need for continual high level support for coaching and mentoring. Strategic Impact of Coaching and Mentoring: Understand individual, team and departmental development from the coaching and mentoring process - <i>Understand the effect of coaching and mentoring on strategic performance objectives.</i> Coaching and Mentoring Policies: construct organizational coaching and mentoring policies - demonstrate how impact, support and recognition of coaching and mentoring is accepted in the organization.	
Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
Interactive session with Successful coaches.	
TEXT BOOKS	
1	Rainer Marterns, Successful Coaching 4 th Edition, Kindle Edition, 2006.
2	Fiona C. Chambers, Mentoring in Physical Education and Sports Coaching, Routledge, 2014
REFERENCE BOOKS	
1	Fiona C. Chambers, Learning to Mentor in Sports Coaching: A Design Thinking Approach, Routledge, 2018.
2	Fiona C. Chambers, Mentoring in Physical Education and Sports Coaching, Routledge, 2014.
E. BOOKS	
1	https://coachiwan.files.wordpress.com/2012/10/foundations_of_sports_coaching.pdf
MOOC	
1	https://www.class-central.com/course/coursera-coaching-practices-5496
ONLINE RESOURCES	
1	https://www.sportsmanagementresources.com/library www.HumanKinetics.com

COURSE TITLE		SPORTS BETTING AND CORRUPTION			CREDITS	3
COURSE CODE		MBC49A2	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %			ESE	50 %
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner understands the vulnerability of sports in the face of sports betting					1
2	The learner understands the specific role of sports betting in corruption					4
3	The learner gets an exposure to the fight against corruption in sport linked to betting					4
4	The learner understands the targeted action against those involved in corruption					5
5	The learner understands the regulatory mechanism against sports betting and corruption					5
Pre-requisites: Basics of Management, Marketing Management, Business Environment, Indian Ethics and Values						
MODULE -1: THE VULNERABILITY OF SPORTS IN THE FACE OF SPORTS BETTING						6L
Analysis of the players and methods of corruption in sports, role of the club and the federation: institutional fraud in sport, Exogenous sporting fraud: criminal gangs outside sport, Exogenous sporting fraud: criminal gangs outside sport.						
MODULE - 2: THE SPECIFIC ROLE OF SPORTS BETTING IN CORRUPTION						6L
The recent globalization of the sports betting market - Are these changes undermining the integrity of sport - The danger arising from so-called “illegal” and Asian betting - Betting operators and fraudulent betting.						
MODULE - 3: THE FIGHT AGAINST CORRUPTION IN SPORT LINKED TO BETTING						6L
The fight against corruption in sport linked to betting- The sports movement- Sports betting operators- Public authorities.						
MODULE - 4: TARGETED ACTION AGAINST THOSE INVOLVED IN CORRUPTION						6L
from those at grassroots level to organized crime: Integration into the sports movement: information and deterrence - Factoring risk into regulations- Factoring in risk by raising awareness among stakeholders- Factoring in risk by setting up dedicated structures. Strengthening investigation and sanction methods: In the face of transnational criminal organizations- the need for intelligence and international police coordination- Punishing fraud in sports.						
MODULE - 5: AN ACTION TARGETING THE CONTEXT OF CORRUPTION: THE GLOBAL SPORTS BETTING MARKET						6L
Regulating the offering: managing and monitoring bets- A concerted operation with the sports movement- The issue of modes of betting that generate risks. Controlling fraud- Monitoring systems- The regulator’s role as an interface- The opportunity for a Indian approach to combat the illegal market						
					Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK						
Case Studies / Presentations / Group Discussions/ Debate						

TEXT BOOKS	
1	M.R. Haberfeld, Dale Sheehan, Impact of Sports Betting and Corruption, Springer International Publishing, 2015
2	Plácido Rodríguez, et.al., The Economics of Sports Betting, Edward Elgar Pub, 2017
REFERENCE BOOKS	
1	Fred Luthans - Organizational Behaviour : McGraw Hill International , 2011
2	S P Robbins - Organizational Behaviour : Prentice Hall India Ltd, 2008
3	Dr. Ali Jawaid, Organization and Administration in Physical Education and Sports, 2005.
E. BOOKS	
1	http://www.egba.eu/media/Sports-Betting-Report-FINAL.pdf
MOOC	
1	https://www.udemy.com/sports-betting/
ONLINE RESOURCES	
https://www.sportsmanagementresources.com/library www.HumanKinetics.com	

COURSE TITLE	SPORTS PSYCHOLOGY & SOCIOLOGY			CREDITS	3
COURSE CODE	MBC49A3	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50 %			ESE	50 %
LEARNING LEVEL	BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES				PO
1	The learner understands the basics of sports psychology				1
2	The learner understands the theories of emotion and techniques of mental training				4
3	The learner gets an exposure to the Psychological Benefit of exercise				4
4	The learner understands the concept of Sociology and its importance in Sports Science				5
5	The learner understands the relationship of sports with culture				5
Pre-requisites: Basics of Sports Psychology & Sociology					
MODULE -1: INTRODUCTION TO PSYCHOLOGY					6L
Definition, Need and importance of sports psychology - Sports Performance and sports psychology - ethics in Sports psychology - History of Sports Psychology Motivation, Needs and analysis of Motivation - Theories of Motivation - Group- Individual Motivation setting up proper goals - setting tangible goals. Definition of perception - Characteristics of perception, theories of Perception - wrong perception Cognitive process.					
MODULE - 2: EMOTIONS					6L
Definition - Function of Emotion - Theories of Emotion - Emotion and Sports man - Need of adjustment - Emotions and the Playground - Practice - Effect of Learning - Attention - Intent and purpose amount of practice measuring practice effects. Mental Training - concentration and attention control training - Techniques in mental Training - Relaxation - Relaxation Technique - Type of Relaxation Goal Setting for peak Performance. Definition and composition of personality measuring personality - personality and motor ability interest and personality -personality of athlete					

versus non- athlete –effect of sports on personality- Psycho tonic training or autogenic training - Assessing the athlete through field lest Spectators and fans athletes - Group cohesion.	
MODULE - 3: EXERCISE PSYCHOLOGY 6L	
Psychological Benefit of exercise - Overtraining and burnout in Athletics - Treating anxiety and depression - Exercise and mental health. Definition of aggression - Types of aggression Theories of Aggression - Aggression in athletic competition sex difference in aggressor.	
MODULE - 4: INTRODUCTION TO SOCIOLOGY 6L	
Introduction to Sociology and its importance in Sports Science- Meaning of the term Sociology. Nature and Scope of Sociology - Sociological Aspects Society and socialization - Social Process - Social Control - Social Stratification Social Disorganization Social Institutions- Social Status Role.	
MODULE - 5: RELATION OF SPORTS WITH CULTURE SPORTS IN THE PAST DECADES 6L	
An Overview sports and Women - an Overview. Sports and Socialization - The Role of Religion in Sports to -day and Tomorrow - Sports and Politics. Relationship of Sports with Social Institutions - Sports man’s cultural heritage.	
Total	30 Hrs
LAB/MINI PROJECT/FIELD WORK	
Interactive session with sports psychologists	
TEXT BOOKS	
1	Thelma S. Horn, Advances in Sport Psychology - 3 rd edition, Human Kinetics Publishers, 2008
2	Shane Murphy, Sport Psychology Handbook - 05 edition, Human Kinetics Publishers, 2004
REFERENCE BOOKS	
1	Shane Murphy, Sport Psychology Handbook - 05 edition, Human Kinetics Publishers, 2004
2	Katherine M. Jamieson, Maureen M. Smith, Fundamentals of Sociology of Sport and Physical Activity, Kuman Kinetics, 2016.
E. BOOKS	
1	http://memberfiles.freewebs.com/37/84/82578437/documents/1841695815.pdf
MOOC	
1	https://www.class-central.com/course/sports-psychology-getting-in-the-zone-8890
2	https://www.class-central.com/course/sports-psychology-the-winning-mindset-2373
ONLINE RESOURCES	
https://www.sportsmanagementresources.com/library www.HumanKinetics.com	

COURSE TITLE		SPORTS MEDICINE & NUTRITION			CREDITS	3
COURSE CODE		MBC49A4	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50 %			ESE	50 %
LEARNING LEVEL		BTL – 2: UNDERSTAND				
CO	COURSE OUTCOMES					PO
1	The learner understands the basics of sports medicine					1
2	The learner understands the principles of massage and techniques					4
3	The learner gets an exposure to the specific athletic injuries					4
4	The learner understands the importance of diet in sports					5
5	The learner understands the importance of nutrition in sports					5
Pre-requisites: Basics of Management, Marketing Management, Business Environment, Indian Ethics and Values						
MODULE -1: INTRODUCTION						6L
Need and importance of sports medicine, Preventive curative and rehabilitative aspects of sports medicine, Common sports injuries - Classification, Closed Soft Tissue Injury - Contusion, sprain, strain, Open Soft Tissue Injury - Abrasion, Laceration, Punctured wound, Bone Injury - Classification - signs and symptoms management, Joint Injuries signs and symptoms Management.						
MODULE - 2: MASSAGE						6L
Definition and its effects, Fundamental Principles of massage, General Indications and contra – indications for massage, Massage Techniques – Swedish system of massage, Bandages – Basic Principles – types, technique bandaging materials – Indications – contra – indications, Role of Physical therapy in Athletics.						
MODULE - 3: SPECIFIC ATHLETIC INJURIES						6L
Specific Athletic Injuries: Signs, symptoms and treatment, Rotator cuff injuries of shoulders, Tennis elbow, Injuries due to fall in an outstretched hand, Deformities of spine -Kyphosis scoliosis and Lordosis, Deformities of Knee - Gneu Valgum , Genu Varum , Genu Recurvatum, Deformities of foot - Pes cavus , pes Planus, Ligament injuries of knee, Ligament injuries of Ankle.						
MODULE - 4: DIET						6L
Diet - Balance Diet - Components of food and diet - energy requirements in sports aerobic energy release, anaerobic energy release, Caloric expenditure in sports and games. Diet Planning - factors determining diet planning in daily food requirement - functions of components of food - diet and performance - function of supplements in Vitamins and minerals supplements for special situation and minerals- electrolytes.						
MODULE - 5: NUTRITION						6L
Nutrition before exercise - functions of pre - event nourishment - guidelines for pre event good - pre Game Meal, Timing meals before events - carbohydrates loading for endurance Athletics - Nutrition after exercise - recovery foods, Fluids - carbohydrate, Potassium, Sodium, Spots drink: Fluid facts for thirsty athlete's fluid losses - sweating - drinking fluid before exercise and during exercises – cold water and cramp soft drinks and their nutritive value - water dehydration. Eating disorder among athletes:						

Anorexia symptoms and preventions - bulimia symptoms and preventions - transit problems constipation and diarrhea.	
Total	
30 Hrs	
LAB/MINI PROJECT/FIELD WORK	
Interactive Session with Sports Physicians & Nutritionists; Group Discussion and Presentations.	
TEXT BOOKS	
1	Handbook of Sports Medicine and Science, Sports Nutrition edited by Ronald J. Maughan, Louise M. Burke, Wiley, 2008.
2	Brad Walker (2007). The Anatomy of Sports Injuries. Lotus Publishing 2007
REFERENCE BOOKS	
1	Ronald J. Maughan, Louise M. Burke, Handbook of Sports Medicine and Science, Sports Nutrition 1 st Edition, Wiley-Blackwell, 2008.
2	Michael Kjaer (Editor), Michael Krogsgaard., et al. Textbook of Sports Medicine: Basic Science and Clinical Aspects of Sports Injury and Physical Activity, Wiley-Blackwell, 2008.
E. BOOKS	
1	https://zodml.org/sites/default/files/Textbook_of_Sports_Medicine_Basic_Science_and_Clinical_Aspects_of_Sports_Injury_and_Physical_Activity_2.pdf
MOOC	
	https://www.class-central.com/course/sports-medicine-understanding-sports-injuries-10200
ONLINE RESOURCES	
	https://www.sportsmanagementresources.com/library www.HumanKinetics.com

SEMESTER IV

SPECIALIZATIONS – FINANCIAL MARKETS

COURSE TITLE		INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT (MBA FINANCIAL MARKETS – ELECTIVE)			CREDITS	3
COURSE CODE		MBC49B1	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%			ESE	50%
LEARNING LEVEL		BTL-3: APPLY				
CO	COURSE OUTCOMES					PO
1	The learner gets familiar with the objectives of Investment Decisions & Financial Markets					1
2	The learner gets to know about Fixed Income Securities & Capital Market Efficiency					4
3	The learner understands the basics of Financial Analysis and Valuation					4
4	The learner gains an exposure towards Modern Portfolio theory					4
5	The learner gains insights into the Investment Management					5
Pre-requisites: NCCMP certification from NSE Academy						
MODULE – 1: OBJECTIVES OF INVESTMENT DECISIONS & FINANCIAL MARKETS						6L
Introduction; Types of Investors; Constraints; <i>Goals of Investors</i> . Financial Markets: Introduction, Primary and Secondary Markets; Trading in Secondary Markets; Money Market; Repos and Reverse Repos; Bond Market; Common Stocks						
MODULE – 2: FIXED INCOME SECURITIES & CAPITAL MARKET EFFICIENCY						6L
Introduction- <i>Time Value of Money</i> ; Simple and Compound Interest Rates; Real and Nominal Interest Rates; Bond Pricing Fundamentals; Bond Yields; Interest Rates; Macaulay Duration and Modified Duration Capital Market Efficiency: Introduction; Market Efficiency; Departures from the EMH						
MODULE – 3: FINANCIAL ANALYSIS AND VALUATION						6L
Introduction; Analysis of Financial Statements; Financial Ratios (Return, Operating and Profitability Ratios); Valuation of Common Stocks; Technical Analysis Valuation of derivatives: <i>Introduction</i> ; Forwards and Futures; Call and Put Options; Forward and Future Pricing, Option Pricing Black- Scholes formula						
MODULE – 4: MODERN PORTFOLIO THEORY						6L
<i>Introduction</i> ; Diversification and Portfolio Risks; Equilibrium Models: The CAPM; Multifactor Models: The Arbitrage Pricing Theory						
MODULE – 5: INVESTMENT MANAGEMENT						6L
Introduction; Investment Companies; Active vs. Passive Portfolio Management; Cost of Management - Entry/Exit Loads and Fees; Net Asset Value; Classification of Funds; Other Investment Companies; <i>Performance Assessment of Managed Funds</i>						
TOTAL					30 hours	
LAB/MINI PROJECT/FIELD WORK						
Worksheet based assignments						
TEXT BOOKS						
1	NSE Academy's Investment Analysis and Portfolio Management Module Handbook, 2017					

REFERENCE BOOKS	
1	Security Analysis and Portfolio Management by Fisher and Jordan, Prentice Hall India, 2005.
2	Investment Analysis and Portfolio Management by Prasanna Chandra, Tata McGraw Hill, 2012.
3	Investment Analysis and Portfolio Management by Railley and Brown, Cengage Learning, 2011.
4	Investments by Bodie, Kane, Marcus and Mohanty, Tata McGraw Hill, 2015.
E-BOOKS	
1	https://www.bcci.bg/projects/latvia/pdf/8_IAPM_final.pdf
MOOC	
1	http://nptel.ac.in/courses/110105035/
ONLINE RESOURCES	
	www.nseindia.com www.sebi.gov.in

COURSE TITLE	FINANCIAL PLANNING & WEALTH MANAGEMENT (MBA FINANCIAL MARKETS – ELECTIVE)			CREDITS	3
COURSE CODE	MBC49B2	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA	50%			ESE	50%
LEARNING LEVEL	BTL-3: APPLY				
CO	COURSE OUTCOMES				PO
1	The learner gets familiar with the basics of financial planning				1
2	The learner gets to know about Investment & Risk Management of Equity, Debt & Alternate Assets				4
3	The learner understands the basics of Investment Products & Services, Evaluation Framework				4
4	The learner gains an exposure towards Risk Profiling & Asset Allocation.				4
5	The learner gains insights into the elements of taxation on investment products & Estate Planning				5
Pre-requisites: NCCMP certification from NSE Academy					
MODULE – 1: INTRODUCTION: FINANCIAL PLANNING					6L
Background, Role of Financial Planner, <i>Financial Planning Process</i> , Contract and Documentation, Client Data Collection, Client Data Analysis, Life Cycle, Wealth Cycle, Risk Profiling and Asset Allocation, Systematic Approach to Investing, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP), Financial Plan, Goal-based Financial Plan, Comprehensive Financial Plan, Financial Blood-Test Report (FBR), Financial Planning in India					

Financial Planning to Wealth Management, Economic Cycles and Indicators, Lag Indicators, Co-incident Indicators, Lead Indicators, Interest Rate Views, Currency Exchange Rate, The Deficits, Revenue Deficit and Fiscal Deficit, Current Account Deficit.	
MODULE – 2: INVESTMENT & RISK MANAGEMENT: EQUITY, DEBT & ALTERNATE ASSETS	6L
Role of Equity, Active and Passive Exposures, Returns from Passive Exposure to S&P CNX Nifty, Sector Exposure and Diversification, Fundamental and Technical Analysis , Fundamental Valuation Approaches, Investment and Speculation, Leveraging. Role of Debt, Deposits and Debt Securities, Valuation of Debt Securities, Yields and Interest Rate Risk, Interest Rate and Debt Investments, Credit Exposure and Debt Investments, Concentration Risk, Passive Investments in Debt. Gold, Role of Gold, Gold Investment Routes, Rupee returns from Gold, Real Estate, Role of Real Estate, Real Estate Investment Routes, and Real Estate Indices.	
MODULE – 3: INVESTMENT PRODUCTS & SERVICES, EVALUATION FRAMEWORK	6L
Derivatives, Futures, Options, Mutual Fund , Venture Capital / Private Equity Funds, Hedge Funds, Structured Products, Portfolio Management Services (PMS) Risk-Return Framework, Risk, Standard Deviation, Beta, Risk Adjusted Returns, Sharpe Ratio, Treynor Ratio, Alpha, SSELECTIVVELLY-Invest Classification Scheme for Investment Products.	
MODULE – 4: RISK PROFILING & ASSET ALLOCATION	6L
Risk Profiling, Why Asset Allocation? Strategic Asset Allocation, Tactical Asset Allocation, Fixed Asset Allocation, Flexible Asset Allocation, Asset Allocation Returns in Equity and Debt, Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation, Asset Allocation Returns in Equity, Debt and Gold, Fixed Asset Allocation with Annual Re-balancing, Flexible Asset Allocation, Allocation to Speculation, Diversification in Perspective Risk Management through Insurance: Risk Assessment, Life Insurance, Health Insurance, General Insurance, Safeguards in Insurance	
MODULE – 5: ELEMENTS OF TAXATION ON INVESTMENT PRODUCTS & ESTATE PLANNING	6L
Previous Year and Assessment Year, Gross Total Income, Income Tax Slabs, Advance Tax, Tax Deducted at Source (TDS), Exempted Income, Deductions from Income, Section 80C, Section 80CCC, Section 80CCD, Section 80D, Section 80E, Section 80GG , Long Term and Short Term Capital Gain / Loss, Speculation Profit / Loss, Capital Gains Tax exemption under Section 54EC, Capital Gains Tax exemption under Section 54F, Setting Off & Carry Forward. Dividend Tax / Tax on Income Distributed by Mutual Fund, Securities Transaction Tax (STT), Capital Gains Taxation, Taxation of Fixed Deposits and Fixed Maturity Plans, Fixed Deposits, Fixed Maturity Plans (FMP), Dividend and Growth Options in Mutual Fund schemes, Wealth Tax. Estate Planning: Background, Assets & Liabilities, Nomination, Inheritance Law, Will, Trust.	
TOTAL	30 hours
LAB/MINI PROJECT/FIELD WORK	
Worksheet based exercises for practice	
TEXT BOOKS	
1	NSE Academy's Wealth Management Module Handbook, 2017

REFERENCE BOOKS	
1	V.K.Bhalla, 'Investment Management', S.Chand & Company Ltd., Seventh Edition, 2000
E-BOOKS	
1	https://www.raymondjames.com/theseilergroup/pdfs/fundamentals-of-financial-planning.pdf
MOOC	
1	https://www.class-central.com/course/coursera-fundamentals-of-personal-financial-planning-484
ONLINE RESOURCES	
	www.nseindia.com ; www.sebi.gov.in

COURSE TITLE		INVESTMENT BANKING (MBA FINANCIAL MARKETS – ELECTIVE)		CREDITS	3	
COURSE CODE		MBC49B3	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%		ESE	50%	
LEARNING LEVEL		BTL-3: APPLY				
CO	COURSE OUTCOMES				PO	
1	The learner gets familiar with the analysing financial statement for i-banking				1	
2	The learner gets to know about relative and absolute valuation analysis				4	
3	The learner understands the basics of Trading Comparable				4	
4	The learner gains an exposure towards Transaction Comparable				4	
5	The learner understands the pitch book building process				5	
Pre-requisites: NCCMP certification from NSE Academy						
MODULE – 1: ANALYSING OF FINANCIAL STATEMENT FOR I-BANKING					6L	
Common sizing of financial statements, Ratio analysis, Cross sectional, analysis, Concept of the three financial Statements, Understanding the line items of financial statements, <i>Understanding the relationship between financial statements.</i>						
MODULE – 2: RELATIVE AND ABSOLUTE VALUATION ANALYSIS					6L	
Introduction to valuation, why do we value companies, <i>Difference between book value and market value</i> , Valuation methodologies: relative & fundamental valuation, Introduction to Discounted cash flow, Dividend Discount Model, Free cash to Firm (FCFF) & Free Cash Flow to Equity (FCFE), Discount Rate (Cost of Debt, Cost of Equity & Cost of Capital), Forecasting, Revenue drivers, Cost drivers, Practice complete DCF model						
MODULE – 3: TRADING COMPARABLE					6L	
Trading Comparable: Choosing appropriate peer group, Calculating equity value and enterprise value (EV), Calculating fully diluted shares outstanding (options & convertibles), Adjusting the EV, Normalizing Income statement, Calculating last twelve months (LTM), <i>Practice on full trading comps</i> , Interpretation and analysis of trading multiple.						

MODULE – 4: TRANSACTION COMPARABLE		6L
Transaction Comparable : Choosing appropriate peer group, Discuss strategic rationale, Different kind of deal considerations, Control premiums, synergies, Calculating equity value and EV, Practice on full transaction comps , Interpretation and analysis of transactions multiples		
MODULE – 5: PITCH BOOK BUILDING PROCESS		6L
Introduction to Pitch books, Building Company Profiles , Building case studies, Building industry thematic		
TOTAL		30 hours
LAB/MINI PROJECT/FIELD WORK		
Worksheet based exercises for practice.		
TEXT BOOKS		
1	NSE Academy’s Investment Banking Handbook, 2017.	
REFERENCE BOOKS		
1	Investment Banking: Concepts, Analyses and Cases, By Pratap Giri S, 2017.	
E-BOOKS		
1	http://www.caaa.in/Image/Overview%20of%20Investment%20Banking.pdf	
MOOC		
1	http://nptel.ac.in/downloads/110106040/	
ONLINE RESOURCES		
	www.nseindia.com www.sebi.gov.in	

COURSE TITLE		FINANCIAL MODELLING (MBA FINANCIAL MARKETS – ELECTIVE)		CREDITS	3	
COURSE CODE		MBC49B4	COURSE CATEGORY	DE	L-T-P-S	3-0-0-1
CIA		50%		ESE	50%	
LEARNING LEVEL		BTL-4: APPLY				
CO	COURSE OUTCOMES				PO	
1	The learner gets familiar with the basic excel for financial modelling				1	
2	The learner gets to know about Financial Statement Analysis				4	
3	The learner understands the Financial Ratios				4	
4	The learner gains an exposure towards Project Finance				4	
5	The learner understands the Equity Research Modelling				5	
Pre-requisites: NCCMP certification from NSE Academy						
MODULE – 1: BASIC EXCEL FOR FINANCIAL MODELLING					6L	
Formatting of Excel Sheets, Use of Excel Formula Function, Advanced Modelling Techniques, Data Filter and Sort, Charts and Graphs, Table formula and Scenario building, Lookups: V-lookup Match & offset, pivot tables						

MODULE – 2: FINANCIAL STATEMENT ANALYSIS		6L
Introduction to Financial Statement Analysis, <i>Financial Reporting Mechanics</i> , Understanding Income Statement, Balance Sheet, Cash Flow Statement, Financial Analysis Techniques, Inventories, Long Lived Assets, Non-Current Liabilities, Financial Statement Application		
MODULE – 3: FINANCIAL RATIOS		6L
Ratio analysis of industries, Du point Analysis, Peer to peer analysis, <i>Preparation of Financial Analysis report on an industry</i> . Time value of money, Long term financing, Cost of capital, Measure of Leverage		
MODULE – 4: PROJECT FINANCE		6L
Project evaluation; stage of project; construction & development phase; funding during investment phase; costs during investment phase; <i>life of project</i> ; decision making, cash flow waterfall & resolve circular reference problem in interest during construction.		
MODULE – 5: EQUITY RESEARCH MODELLING		6L
Prepare an Income Statement, Balance sheet, Cash Flow Statement, Geographic Revenue Sheet, Segment, Revenue Sheet, Cost Statement, Debt Sheet, Analyse Revenue Drivers, Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, Balance Sheet and Cash Flow Statement. Performa Adjustments, Income Statement - Compute Margins, Balance Sheet -Compute Ratios Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative, Valuation (Football Field Chart), Valuation – Assumptions for Valuation Model, <i>Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview , Sector Overview</i> .		
TOTAL		30 hrs
LAB/MINI PROJECT/FIELD WORK		
Worksheet based exercises for practice.		
TEXT BOOKS		
1	NSE Academy's Financial Modelling Handbook, 2017.	
REFERENCE BOOKS		
1	Financial Modeling, Simon Benninga, Benjamin Czaczkes, MIT Press, 2014.	
E-BOOKS		
1	http://197.14.51.10:81/pmb/GESTION2/FINANCE/building%20Financial%20%20Models.pdf	
MOOC		
1	http://nptel.ac.in/syllabus/syllabus.php?subjectId=110999904	
ONLINE RESOURCES		
	www.nseindia.com www.sebi.gov.in	