

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

REVISED MINUTES

of the 2nd Meeting of the Standing Committee of the
X ACADEMIC COUNCIL

Day & Date

25th February, 2021

Time

10.30 a.m.

Venue
Council Hall
Goa University

	<ol style="list-style-type: none"> 1. Clause OC-63.1 i.e. Preamble was not approved as it was not discussed in the Board of Studies. 2. Ordinance OC-63.3, Eligibility for Admission, point A, to be read as follows: 'Minimum 50% marks in B.A/B.Sc/B.Com or Graduation in any discipline or an equivalent degree at graduate level from a recognized Indian University or Foreign University, recognized by Association of Indian Universities'. 3. The Chairperson, Board of Studies was requested to submit a separate note on the Academic Calendar to the University for consideration under Special Ordinance OS-1. <p style="text-align: center;">(Action: Assistant Registrar Academic - PG)</p>
D 3.6	<p>Minutes of the meeting of the Board of Studies in Management Studies held on 18.02.2021.</p> <p>The Standing Committee of the Academic Council approved the minutes of the meeting of the Board of Studies in Management Studies held on 18.02.2021 with the following observations:</p> <ol style="list-style-type: none"> 1. MBA Executive (For current batches) Course of study in the subject at the postgraduate level was approved. 2. The textbooks recommended for BBA (Shipping and Logistics) was approved. 3. Proposed part amendment in the Ordinance OA-24 was approved. <p style="text-align: center;">(Action: Assistant Registrar Academic - PG)</p>
D 3.7	<p>Minutes of the meeting of the Board of Studies in Architecture held on 22.02.2021.</p> <p>The Standing Committee of the Academic Council approved the minutes of the meeting of the Board of Studies in Architecture held on 22.02.2021 with the following observations:</p> <ol style="list-style-type: none"> 1. Paper code A and B to be replaced with T and P i.e. Theory and Practical. 2. A separate Board of Studies to be constituted for Fashion and Apparel Design Programme. 3. Books/references for the Course of Goan Architecture to be added. <p>The Standing Committee of the Academic Council addressed the Vice-Principal that the College should not be referred to a 'Goa Campus' as the College was granted Affiliation under Goa University.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic - PG)</p>
D 3.8	<p>Minutes of the meeting of the Board of Studies in Physical Education held on 23.02.2021.</p> <p>The Standing Committee of the Academic Council approved the minutes of the meeting of the Board of Studies in Physical Education held on 23.02.2021.</p> <p style="text-align: center;">(Action: Assistant Registrar Academic - PG)</p>
D 4	REPORTS OF THE AFFILIATION INQUIRY COMMITTEE

GOA UNIVERSITY
Taleigao Plateau, Goa 403 206

FINAL AGENDA

For the 2nd Meeting of the Standing Committee of

X ACADEMIC COUNCIL

Day & Date

25th February, 2021

Time

10.30 a.m.

Venue
Council Hall,
Goa University

	<p>Part F.</p> <p><u>Important points for consideration/approval of Academic Council</u></p> <p>i. The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below</p> <p>a) Including of B.Com graduates as eligible for B. Ed Special Education admission (OC 63.3) following the RCI recommendation for B.Ed. Sp. Edn. 2015.</p> <p>The three column justification is attached as Annexure I (refer page no 13)</p> <p>iii. The declaration by the Chairperson that the minutes were readout by the Chairperson at the meeting itself.</p> <p>Date:20/02/2021 Place: Farmagudi</p> <p style="text-align: right;">Sd/- Signature of the Chairperson</p> <p>Part G. The Remarks of the Dean of the Faculty</p> <p>i. The minutes are in order</p> <p>ii. The minutes may be placed before the Academic Council with remarks if any.</p> <p>iii. May be recommended for approval of Academic Council.</p> <p>iv. Special remarks if any.</p> <p>Date: Place:</p> <p style="text-align: right;">Sd/- Signature of the Dean (Back to Index)</p>
D 3.6	<p>Minutes of the meeting of the Board of Studies in Management Studies held on 18.02.2021.</p> <p>Part A.</p> <p>i. Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: Nil</p> <p>ii. Recommendations regarding courses of study in the subject or group of subjects at the postgraduate level:</p> <ol style="list-style-type: none"> Annexure I (refer page no 15) :- MBA Executive(For Current batches) Annexure II (refer page no 36) :-MBA Executive- (From AY 2021-2022) Annexure III (refer page no 69) :- MBA (From AY 2021-2022) <p>Part B</p> <p>i. Scheme of Examinations at undergraduate level: Nil</p> <p>ii. Panel of examiners for different examinations at the undergraduate level: NONE</p> <p>iii. Scheme of Examinations at postgraduate level: NONE</p> <p>iv. Panel of examiners for different examinations at post-graduate level: NONE</p> <p>Part C.</p> <p>i. Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons recommended for appointment to make the selection: Nil</p>

	<p>Part D</p> <ol style="list-style-type: none"> Recommendations regarding general academic requirements in the Departments of University or affiliated colleges: Nil Recommendations of the Academic Audit Committee and status thereof: NONE <p>Part E.</p> <ol style="list-style-type: none"> Recommendations of the text books for the course of study at undergraduate level: BBA (Shipping and Logistics) (Annexure IV refer page no 109) Recommendations of the text books for the course of study at post graduate level: Nil <p>Part F.</p> <p><u>Important points for consideration/approval of Academic Council</u></p> <ol style="list-style-type: none"> The important points/recommendations of BoS that require consideration/approval of Academic Council (points to be highlighted) as mentioned below: <ol style="list-style-type: none"> Ordinance Change OA-24 (Annexure V refer page no 122) Regarding Syllabus of BBA Rural Management (Annexure VI refer page no 131) <p>Place: Goa University</p> <p style="text-align: right;">Sd/- Signature of the Chairman</p> <p>Part G. The Remarks of the Dean of the Faculty</p> <ol style="list-style-type: none"> The minutes are in order The minutes may be placed before the Academic Council with remarks if any. May be recommended for approval of Academic Council. Special remarks if any. <p>Date:18/02/2021</p> <p>Place: Goa University</p> <p style="text-align: right;">Sd/- Signature of the Dean (Back to Index)</p>
D 3.7	<p>Minutes of the meeting of the Board of Studies in Architecture held on 22.02.2021.</p> <p>Part A</p> <ol style="list-style-type: none"> Recommendations regarding courses of study in the subject or group of subjects at the undergraduate level: For 2nd year (Semester III & IV) for B. Sc in Interior Design Recommendations regarding courses of study in the subject or group of subjects at the Graduate level:NIL <p>Part B</p> <ol style="list-style-type: none"> Scheme of Examinations at undergraduate level: For 2nd year (Semester III & IV) for B. Sc in Interior Design <p>Part C</p> <ol style="list-style-type: none"> Recommendations regarding preparation and publication of selection of reading material in the subject or group of subjects and the names of the persons

D 3.6 Minutes of the meeting of the Board of Studies in Management Studies held on 18.02.2021.

Annexure I

MBA Executive (For Current batches)

Course codes	Course Name	Credit
EMN 004	Photography	2 Credit
EMO 111	Negotiations and Conflict Management	2 Credit
EMO 112	Technology in HR	2 Credit
EMO 204	Working Capital Management	2 Credit
EMO 205	Security Analysis and Portfolio Management	2 Credit
EMO 206	International Finance	2 Credit
EMO 207	Mergers and Acquisitions	2 Credit
EMO 208	Derivatives and Risk Management	2 Credit
EMO 302	Product Management	2 Credit
EMO 303	Brand Management	2 Credit
EMO 304	Integrated Marketing Communication	2 Credit
EMO 305	Consumer Behaviour	2 Credit
EMO 306	Marketing Research	2 Credit
EMO 307	Digital Marketing and marketing in Social Media	2 Credit
EMO 308	B2B Marketing	2 Credit
EMO 406	Operations Research	2 Credit
EMO 407	Maintenance Management	2 Credit
EMO 408	Inventory Management	2 Credit
EMO 409	Entrepreneurship	2 Credit

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Optional Non-Business Courses

2 Credits

<u>Prerequisites</u>	Nil	
<u>Objective:</u>	At the end of the course the student will develop the ability to appreciate the art of photography and undertake basic photography assignments	
<u>Content:</u>	<p>Introduction The History and evolution of photography; The science of photography; Photography in Digital age; Types of Cameras</p> <p>Professional Photography; Professional photography vs. Hobby; Basic rules of composition of a good photography; Various controls and menus available and usage of modern DSLR/DSLT cameras.</p> <p>Digital tools in Photography Light metering, working with natural light and light modifiers Tools for enhancing quality of photographs; Preserving and Publishing photographs</p>	<p>6 Hours</p> <p>14 Hours</p> <p>10 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<p>1. Tom Ang ; Digital Photography an Introduction ;Penguin, 4th or later edition</p> <p>2. Michael Freeman; The Photographer's Eye – Composition and Design for better digital photos; Elsevier Publication; Latest Edition</p>	
<u>Learning Outcomes</u>	<p>1. Able to take good photographs</p> <p>2. Able to use digital tools for quality improvement of photographs</p>	

Optional Business Courses in Human Resources

EMO 111 Negotiations and Conflict Management

2 Credits

Effective from AY: 2021-22

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce concepts of negotiation, collective bargaining and management of conflicts at work place	
<u>Content:</u>	<p>Negotiating a Contract Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully Negotiating Integrative Agreements Reviewing</p> <p>Collective Bargaining Critical Issues in Collective Bargaining; Role of Government; Levels of Bargaining, Coverage and Duration of Agreements; Concept of Managerial Prerogatives; Administration of Agreements; Approaches and Phases in Collective Bargaining; Contract Ratification Post Negotiation - Administration of the Agreement;</p> <p>Conflict Management Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict—Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;</p> <p>Grievance Management Causes/Sources of Grievances and how to locate them; Legislative Aspects of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union's Perspective on Grievance Resolution;</p>	<p>7 hours</p> <p>8 hours</p> <p>7 hours</p> <p>8 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Malhotra, D. & M. Bazerman, Negotiation Genius; Bantam Dell, Latest edition. 2. Stone, Patton & Heen, Difficult Conversations; Viking Press, Latest edition. 3. How to be a better Negotiator by John Mattock & J Ehrenborg, Kogan Page Publishing, Latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. A competence in negotiating 2. A competence in managing conflicts 	

EMO 112 Technology in HR
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A Basic Course in Human resources Management	
<u>Objective:</u>	To introduce the different technologies and tools available to automatise/ measure human resource functions	
<u>Content:</u>	<p><u>Technology and HR</u> History; Benefits and Challenges of Technology in HR, Technology Acceptance Models; Phases of Technology Adoption; Costs Benefits Analysis; Importance of Automation Policies; Changing Workforce demographics and Impact on Culture</p> <p><u>Human Resources Information Systems</u> Introduction to HRIS; Organisational HRIS needs Analysis; Employee Database Management; Self Service portals; HR Game changing tools</p> <p><u>Industry 4.0 and HR</u> Introduction; Value Creation in Data driven economy; Components of Industry 4.0; Basics of Artificial Intelligence, Block Chain Technology; Robotics; Internet of Things; Cloud Computing; Applications in industry; Employee Relations in Digital Age; Future of HR function;</p> <p><u>Using HR Metrics</u> Business Intelligence and HR Analytics; Tools available; Role of Big Data and predictive analytics in HR decision making;</p>	<p>6 hours</p> <p>6 hours</p> <p>12 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Martin R Edwards & Kirsten Edwards; Predictive HR Analytics – Mastering the HR Metric; Kogan Page; Latest Edition	
<u>Learning Outcomes</u>	1. A competence in using relevant technology in HR functions 2. A competence to choose appropriate metric for analyzing Human Resource functions	

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Optional Business Courses in Operations Area/ General Management
EMO 406 Operations Research **2 Credits**
Effective from AY: 2021-22

<u>Prerequisites for the course:</u>	A basic course in Production Operations Management	
<u>Objective:</u>	To help understand various aspects of operations research that can be used in managerial decision making	
<u>Content:</u>	<p>Introduction Features , Phases of Operations Research, Types of OR Models, Techniques and Tools , Structure of the Mathematical Model, Limitations of OR</p> <p>Linear Programming: Linear Programming Problem, Requirements of LPP, Mathematical Formulation and solving of LPP; Sensitivity Analysis, Important Geometric Properties of LPP; Interpretation of Duality in LPP</p> <p>Transportation and Assignment Problems: Formulation and solving of Transportation Problem (TP), the Initial Basic Feasible Solution, Moving Towards Optimality; Mathematical Formulation of Assignment Problem, Hungarian Method Algorithm, Routing Problem</p> <p>Infinite Queuing Models: Queuing Theory, Operating Characteristics of a Queuing System, Constituents of a Queuing System, Service Facility, Queue Discipline; Notations, Service System, Single Channel Models, Multiple Service Channels, Applications of Queuing Theory, Limitations of Queuing Theory;</p> <p>Project Scheduling and PERT-CPM: Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT</p>	<p>2 hours</p> <p>8 hours</p> <p>7 hours</p> <p>6 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Taha Hemdy A., 'Operations Research An Introduction', Pearson Education , Eighth or later edition 2. Sharma J.K., 'Operations Research Theory and Application', Macmillan publication, Third or later edition 3. Vohra N D, 'Quantitative Techniques in Management', Tata McGraw hill, Third or later edition. 	
<u>Learning Outcomes</u>	An ability to model real life business problems using chosen mathematical /operations research models and solve them.	

EMO 407 Maintenance Management
 Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce management of facilities and their maintenance	
<u>Content:</u>	<p>Maintenance: Role and scope in total organisational contexts, Centralized and decentralized maintenance organisation structures.</p> <p>Maintenance systems Design and its selection - Break down maintenance - Routine maintenance -Predictive maintenance - Preventive maintenance - Corrective maintenance - Total Productive maintenance - Design maintenance - Contract maintenance. Pareto's principles for repetitive breakdown analysis - Spares management - Planning considerations for each type of activities; Maintenance work measurement - Time standards - Incentive schemes.</p> <p>Maintenance man power planning Selection -Training. Scheduling maintenance costs - Budget preparation and budgetary control of maintenance expenditures. Maintenance effectiveness - various performance indices and their evaluation - uses and limitations - monitoring of maintenance performance. Replacement Technique - Application of Computer in maintenance.</p>	4 hours 10 hours 6 hours 10 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Gopalakrishnan P & Sundararajan, Maintenance Management, Prentice Hall, Latest Edition 2. Telang A D; Comprehensive Maintenance Management: Policies, Strategies and Options; Prentice Hall India, Latest Edition	
<u>Learning Outcomes</u>	An ability to use maintenance management tools in decision making	

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EMO 408 Inventory Management
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Operations Management	
<u>Objective:</u>	To introduce tools and techniques of inventory management	
<u>Content:</u>	<p>Introduction Inventory concept; need for inventory; types of inventory, functions, use; Dependent and Independent Demand, Responsibility for inventory management. Strategic Inventory Management;</p> <p>Inventory Control Techniques: Inventory classification and its use in controlling inventory, Setup time and inventory control, safety stock determination; Strategies to increase Inventory Turns.</p> <p>Inventory Models: Fixed Order Versus Fixed Interval systems – Developing Special Quantity Discount Models – Inventory Model for Manufactured Items – Determination of Economic Lot Size under various situations; Replenishment Models – Inventory Models with uncertainty – Probabilistic Inventory Models</p> <p>Material Requirement Planning Systems (MRP): Data Requirements and Management; Bill of Materials, types of BOM, Modular BOM, Master Production Schedules; Managing MPS inventory records, lot sizing, process of MRP, and output of MRP.</p> <p>Make or Buy Decisions: Concept of outsourcing, Factors influencing Make or Buy Decisions, Trends in Make or Buy Decisions in context of core competency. Materials Management in JIT Environment; Zero inventory concept, Excess Inventory, Materials management in JIT environment, Vendor Management in JIT context.</p>	<p>4 hours</p> <p>6 hours</p> <p>7 hours</p> <p>6 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Zipkin, Foundations of Inventory Management –McGraw Hill. Latest Edition 2. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Production Planning And Inventory Control - Prentice Hall Of India Pvt Ltd, Latest Edition 3. Richard J. Tersine, Principles of Inventory and Materials Management , Prentice Hall, Latest Edition	
<u>Learning Outcomes</u>	To be able to use inventory management tools for inventory decisions.	

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EMO 409 Entrepreneurship
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the tools and techniques required to start an organisation	
<u>Content:</u>	<p>Introduction Types of organisations; Entrepreneurial competencies and motivations; Funding fundamentals;</p> <p>Role of Government Different Government/ Other Organisations and their role in promoting Entrepreneurship in India; Schemes and incentives;</p> <p>Starting an Organisation: Prerequisites Environment Analysis; Idea Generation; Sources of funds; Entrepreneurial Training and Role of Incubation Centres; Feasibility Analysis</p> <p>Business Plan Components of a Business Plan; Registering a business, Legal requirements; Marketing Business plan to funding organisations</p> <p>Fundamentals of Managing New Business Managing Critical Resources – Money, Machines, and Materials; People Management; Entrepreneurial Marketing; Importance of Learning Orientation; Entrepreneurial Culture</p>	<p>2 hours</p> <p>4 hours</p> <p>9 hours</p> <p>8 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Bruce Barringer and R. Duane Ireland, 'Entrepreneurship: Successfully Launching New Ventures', Pearson Education, Latest Edition 2. RD Hisrich, MP Peters and DA Shepherd, Entrepreneurship, Tata McGraw Hill Publishing, Latest edition 	
<u>Learning Outcomes</u>	An ability to start and manage a new organisation	

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EMO 302 Product Management
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different aspects of new product development and managing products	
<u>Content:</u>	Product Strategy and Analysis: Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis.	15 hours
	Product Development: Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management	15 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Donald Lehman and Russell Winer, Product Management, Tata McGraw Hill, Latest Edition 2. Moore and Pessemer, Product Management, McGraw International, Latest Edition	
<u>Learning Outcomes</u>	An ability to manage products during different stages of product life cycle	

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EMO 303 Brand Management
 Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce concepts of brands and to explain the different strategies used to increase market reach	
<u>Content:</u>	Branding: Introduction to Brands and Branding, Rationale for Building Brands, Types of Brands, Creating a Brand Designing Brand Identity using Kapferer's Identity Prism, Customer Brand Building Equity Model, Brand Mantras, Brand Equity, Measuring Brand Equity.	15 hours
	Brand Positioning: Brand Positioning, Consumer Behaviour, Crafting Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building virtual Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture.	15 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Kevin Keller, Strategic Brand Management, Pearson Education, Latest Edition 2. Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition.	
<u>Learning Outcomes</u>	An ability to use knowledge and tools to manage Brands	

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EMO 304 Integrated Marketing Communications
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing	
<u>Objective:</u>	To introduce the different components of Integrated Marketing Communications that help in increasing Marketing and communication effectiveness.	
<u>Content:</u>	<p>Introduction and Role: Role and Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication;</p> <p>Establishing Objectives; DAGMAR Approach; Setting Objectives; Establishing Media Objectives; Reach and Response; Budgeting Decisions and Approaches; Creative Strategy; Developing Creative Appeals: Styles; Role of Emotions; Media Planning strategy;</p> <p>Media Evaluation: Evaluation of Different Media; Direct Marketing; Digital Marketing; Internet and Interactive Media; Public Relations and its use;</p> <p>Sales Promotion: Scope and role in IMC; Consumer Franchise Building Promotions; Consumer oriented Sales Promotion; Tools of Sales Promotion; Coordination of Sales Promotion with other tools of IMC; Budgeting for Sales Promotion;</p>	<p>8 hours</p> <p>7 hours</p> <p>6 hours</p> <p>9 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Aaker; Myer and Batra; Advertising Management; Prentice Hall India; Latest Edition 2. M.G. Parameshwaran; Brand Building Advertising: Concepts and Cases; TMH; Latest Edition 3. Arens; Contemporary Advertising; Tata McGraw Hill; Latest Edition 4. Belch & Belch; Advertising and Promotion: An IMC Perspective; TMH; Latest Edition 	
<u>Learning Outcomes</u>	An ability to use IMC tools to increase reach of products/ services	

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EMO 305 Consumer Behaviour
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A basic course in marketing	
<u>Objective:</u>	To introduce the different consumer behavioural dynamics that impacts buying decisions	
<u>Content:</u>	Definition and Process Definition and importance, marketing strategy and consumer behaviour, market segmentation, consumer decision process: problem recognition, information search, alternative evaluation and selection; Theories of Consumer Behaviour; Customer Relationship Management	7 hours
	External influencers Concept of culture, values, time space and symbols, demographics, sub cultures, Household and family, consumer socialization, reference groups, brand communities, opinion leadership, diffusion of innovations;	8 hours
	Internal Influencers Personality, Emotions; VALS, Motivations and marketing strategy,	6 hours
	Organizational Buying Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing	9 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Del I. Hawkins, R.J Best, K. A Coney and A.Mukherjee, "Consumer Behavior: Building marketing strategy", Tata McGraw Hill, Latest Edition 2. Leon Schiffman and Leslie Kanuk, "Consumer Behavior", Latest Edition, Pearson Education	
<u>Learning Outcomes</u>	An ability to analyze consumer behavior to take marketing decisions	

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EMO 306 **Marketing Research**
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A basic course in Marketing	
<u>Objective:</u>	To introduce the basic research methods that can be used to help in marketing decisions	
<u>Content:</u>	Research Design Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, Research designs	8 hours
	Measurement and scaling Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and staple scales, reliability and validity, questionnaire design	8 hours
	Data collection and preliminary analysis Sampling, defining target population, non-probability and probability sampling, sample size determination, data collection methods and field work, coding, data entry and data preparation, frequency distribution, crosstabulation and chi-square, analysis of variance	8 hours
	Multivariate analysis Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi-dimensional scaling, report preparation and presentation, usage of statistical packages	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Naresh K Malhotra, "Marketing Research: An applied orientation", Latest Edition Pearson Education 2. Joseph F Hair, Robert P Bush and David J Ortinau "Marketing Research within a changing information environment", Latest edition, Tata McGraw Hill	
<u>Learning Outcomes</u>	3. A competence in designing research studies, collecting and analyzing data 4. An ability to prepare and present reports. 5. An ability to use research output for decision making	

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EMO 307 Digital Marketing and Marketing in Social Media
 Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the tools and techniques required for marketing in digital media and social media	
<u>Content:</u>	<p>Introduction Importance of digital marketing; Difference between traditional and digital marketing; recent trends; competitive analysis; Website Planning and Creation Importance of Design</p> <p>Search Engine Optimisation (SEO) and Marketing Various search engines and their algorithms; Various factors affecting on-page and off-page optimisation, keywords research, meta tags, meta description, link building; Advertising on social media; search engine's result page (SERP); Ads platform, Keyword Planners -search volume, cost-per-click (CPC), customer lifetime value (CLV) and other such metrics.</p> <p>Digital Media Planning and Buying Media Planning to optimise cost-per-install (CPI), cost-per-order (CPO), cost-per-acquisition (CPA), click-through-rate (CTR); platform-based Ad space, and media planning and budgeting. Web Remarketing concept;</p> <p>Social Media Marketing social media strategies on various platforms; Targeting audience; build social media campaign, write ad copies and ad creatives. Cost factors- cost-per-click (CPC), cost-per-view (CPV), cost-per-impression (CPM); Effective content writing; Fundamentals of blogging, email marketing and mobile marketing; Building subscriber lists and database segmenting; App store optimisation (ASO).</p>	<p>6 hours</p> <p>8 hours</p> <p>6 hours</p> <p>10 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<p>1. Digital Marketing: Strategy, Implementation & Practice - Dave Chaffey & Fiona Ellis-Chadwick</p> <p>2. Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation -Damian Ryan and Calvin Jones</p>	
<u>Learning Outcomes</u>	An ability to design and dovetail the digital media strategy into the marketing strategy	

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EMO 308 Business to Business Marketing
 Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the essentials of Business to Business marketing	
<u>Content:</u>	<p>Introduction The business marketing environment; Business marketing customers, supply chain, types of business goods, creating value for customers; Customer relationship management</p> <p>Organizational buying behavior Organizational buying process, e-procurement, purchase positioning</p> <p>Strategic planning Components of business model, value network, building the strategy plan; OEMs, Global market entry options, global strategy</p> <p>Product Management Product quality and customer value, product support strategy, process of product positioning; New industrial product development process, Role of services</p> <p>Customer experience lifecycle, challenges in business service marketing</p> <p>Business marketing channels Types of channels, participants in the channel, design of channel, channel administration; Supply chain management</p> <p>Supply chain goals and practices, role of logistics in SCM,</p> <p>Pricing, Sales and Promotion The pricing process, competitive bidding</p> <p>Business market communications Advertising and sales promotion; Personal selling, Managing the sales force, sales administration, deployment analysis</p>	<p>4 hours</p> <p>4 hours</p> <p>4 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Michael D.Hutt, Dheeraj Sharma, and Thomas W. Speh B2B Marketing: A South-Asian Perspective, Cengage, Latest Edition	
<u>Learning Outcomes</u>	Ability to take decisions in business markets	

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EMO 309 Marketing of Services
Effective from AY: 2021-22

2 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the dimensions of services that require special attention in marketing them	
<u>Content:</u>	Service customer Definition, Importance, Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations and satisfaction, service quality, service encounters	7 hours
	Service design Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blue printing, factors of service standards, customer defined service standards and their development, physical evidence, Servicescape, Physical evidence strategy	8 hours
	Service delivery Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and brokers, electronic channels, managing demand and supply, capacity constraints, yield management, waiting line strategies	8 hours
	Communication and pricing Service communication, matching promises and delivery, service pricing, Factors determining pricing - customer, value, service and profitability; customer retention, quality and purchase intentions, balanced service score card	7 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; "Services Marketing: Integrating customer focus across the firm", Tata McGraw-Hill, Latest Edition, 2. Christopher Lovelock, JochenWirtz and JayantaChaterjee, "Services Marketing: People, technology and strategy", Prentice Hall, Latest Edition	
<u>Learning Outcomes</u>	1. An ability to use services marketing tools and theories in taking decisions in services marketing.	

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Code: EMO 204

Working Capital Management

2 Credits

<u>Prerequisite for the course</u>	Nil	
<u>Objective:</u>	To create awareness about different tools and techniques available to manage cash and working capital in an organisation	
<u>Content:</u>	<p><u>Working Capital and Cash Management</u> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement,</p> <p><u>Current Assets Management</u> Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions-with reference to risk return trade-off, credit policy variables, namely credit standards, collection period, discounts, economic credit policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use knowledge and skills of managing working capital and cash to manage day to day financial activities.	

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EMO 205 Security Analysis and Portfolio Management (SAPM)

2 Credits

<u>Programme pre-requisite</u>	Nil	
<u>Objective</u>	To create awareness about different tools and techniques available to analyse investment avenues and create a portfolio based on risk profile and financial goals.	
<u>Content</u>	<p><u>Investment analysis:</u> Working (Market mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis.</p> <p><u>Portfolio Management:</u> Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong</p>	<p>15 hours</p> <p>15 hours</p>

	& weak form.	
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Jordan & Fischer, 'Security Analysis & Portfolio Management', Prentice Hall India, New Delhi, Latest Edition,. 2. Prasanna Chandra, 'Investment Analysis & Portfolio Management', McGraw Hill Education India Pvt. Ltd., New Delhi, Latest Edition,. 3. Technical Analysis – A book by Capital markets publishing house, Trombay – Mumbai, Latest Edition. 4. Technical Analysis of Stock Trends by Robert D. Edwards & John Magee, Vision Books, New Delhi/Mumbai/Hyderabad, Latest Edition. 5. Investments by Bodie, Kane, Marcus, Tata – McGraw Hill, New Delhi, Latest Edition,. 	
<u>Learning Outcomes</u>	An ability to analyse investment avenues and choose and create portfolio using financial securities.	

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EMO 206 International Finance

2 Credits

<u>Prerequisite for the course</u>	Nil	
<u>Objective</u>	To create awareness and knowledge on international projects' risk and return, sources of finance and foreign exchange risks.	
<u>Content</u>	<p><u>Strategic International Finance:</u> Strategic International Finance, Sources of cross border financial instruments – Bonds (Yankee, Junk, Euro Convertible Bonds, Global Depository Receipts) International Financial Markets, Interest Rates, Foreign Exchange markets.</p> <p><u>Currency Derivatives & Exposure Management:</u> Currency Forwards, Futures, Swaps & Options, Understanding Financial Risk, Management of Currency Exposure.</p> <p><u>International Financial Management:</u> Short and Long Term Financial Management, International Financing, International Project Appraisal – Options approach to project capital, Determining the cost of capital, Transfer Pricing, Exchange Rate risk and Cost of Capital, International Joint Ventures.</p> <p><u>Interest Rate & Risk Management:</u> Currency & Interest Rate Swaps, Swap Structures, Application and Valuation of Swaps,</p>	<p>5 hours</p> <p>10 hours</p> <p>7 hours</p> <p>8 hours</p>

	Forward Rate Agreements, Interest Rate Futures, & Interest Rate Options.	
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Prakash G. Apte, 'International Finance A Business Perspective' McGraw Hill Education (India), Pvt Ltd, New Delhi, Latest Edition. 2. John C. Hull, 'Fundamentals of Options, Futures and Risk Management' Pearson Education Noida, U.P., India, Latest Edition,. 3. Pandey, I.M.: Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 4. Prasanna Chandra 'Strategic Financial Management, McGraw Hill Education (India) Pvt. Ltd., Latest edition 	5.
<u>Learning Outcomes</u>	An ability to manage the international sources of finance, international projects and international financial risk.	

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EMO 207

Mergers & Acquisitions

2 Credits

<u>Programme pre-requisites</u>	Nil	
<u>Objective</u>	To create awareness and knowledge required to carry out due diligence in order to restructure a business.	
<u>Content</u>	<p><u>Strategic analysis:</u> Meaning of M&A, Reasons and objectives of M&A, Strategic analysis of the M&A – Micheal Porter's Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and matching of M&A objectives – Market share, synergies, tax management, technology transfer.</p> <p><u>Due Diligence:</u> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision & Mission and managing inter organisational conflicts, Risk Management.</p> <p><u>Valuation:</u> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model, Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation, Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price.</p>	<p>8 hours</p> <p>8 hours</p> <p>8 hours</p>

	<u>Shareholder Value Creation & Defence against hostile takeover:</u> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&A on the SVC – Creation or destruction of shareholder value post-merger or takeover. Defence mechanisms against hostile Takeover.	6 hours
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	1. Crafting & Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland & Arun Jain, McGraw Hill, New Delhi, Latest Edition. 2. Mergers & Acquisitions by Kevin Boeh & Paul Beamish, Sage Publication, New Delhi, Latest Edition. 3. Mergers, Acquisitions & Corporate Restructuring by C. Krishnamurthy & Vishwanath S.R., Sage Publication, New Delhi, Latest Edition. 4. Strategic Financial Management by Prasanna Chandra, McGraw Hill, New Delhi, Latest Edition.	
<u>Learning outcomes</u>	At the end of the course the participant will develop an ability to make informed Merger and Acquisition decisions.	

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EMO 208 Financial Derivatives and Risk Management

2 Credits

<u>Programme pre-requisite</u>	Course in SAPM	
<u>Objective</u>	To create awareness and knowledge required to manage portfolio risks using derivative securities.	
<u>Content</u>	<p><u>Risk Management using derivative:</u> Risk, Derivative types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives.</p> <p><u>Derivative pricing and Trading strategies:</u> Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps.</p>	<p>15 hours</p> <p>15 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Fundamentals of Options, Futures and Risk Management by John C. Hull, Pearson's, Noida, Latest Edition. 2. Derivatives and Risk Management by Jayant Rama Verma, McGraw Hill, New Delhi, Latest Edition. 3. Futures & Options Equities & Commodities by A.N.Sridhar, SPD Publications, Navi Mumbai, Latest Edition. 	
<u>Learning outcomes</u>	At the end of the course the participant shall develop an ability to manage risk using derivatives.	

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MBA Executive Syllabus Proposed - (From AY 2021-2022)

Course codes	Course Name	Credit
EMC001	Management Process and Organisational Behaviour	2 Credits
EMC 002	Human Resource Management	2 Credits
EMC 003	Marketing Management	2 Credits
EMC004	Finance Management	2 Credits
EMC005	Strategic Management	2 Credits
EMC006	Management Accounting	2 Credits
EMC007	Information Systems and Data Science	2 Credits
EMC008	Production and Operations Management	2 Credits
EMC009	Quantitative Techniques for Decision Making	2 Credits
EMC 010	Economics	2 Credits
EMC011	Legal Aspects of Business	2 Credits
EMC 012	Business Ethics	2 Credits
EMS001	Communication Skills	2 Credits
EMS003	Creativity and Innovative Thinking	2 Credits
EMN 001	Yoga	2 Credits
EMN002	Sociology of Food	2 Credits
EMN003	Appreciation of Films	2 Credits
EMO 101	Hiring and Talent Management	2 Credits
EMO 102	Labour Laws and Industrial Relations	2 Credits
EMO 103	Organisational Development and Change Management	2 Credits
EMO 104	Designing High Performance Organisations	2 Credits
EMO 105	Learning and Development	2 Credits
EMO 106	Consultancy Management	2 Credits
EMO 107	Occupational health and safety Management	2 Credits
EMO 108	Indian Ethos and Human Quality Development	2 Credits
EMO 109	Leadership	2 Credits
EMO 110	Compensation and Benefits Management	2 Credits
EMO 201	Financial Accounting	2 Credits
EMO 202	Taxation	2 Credits
EMO 203	Project Planning and Implementation	2 Credits
EMO 301	Sales Management	2 Credits
EMO 401	Supply Chain Management	2 Credits
EMO 402	Logistics Management	2 Credits
EMO 403	Project Management	2 Credits
EMO 404	Total Quality Management	2 Credits
EMO 405	Materials Management	2 Credits

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Effective from AY: 2021- 2022

Course Code: EMC001

Title of the Course: Management Process and Organisational Behaviour

Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	Participants will be introduced to management processes and to determinants of people behavior in workplace.	
<u>Content:</u>	Understanding an organization; Introduction to managerial processes of Planning and decision making; Basic tools in Decision making, Importance of Organizing and staffing; Importance of Controlling;	7 hours
	Determinants of people behavior at workplace - The Individual, the Group and the Organisation; Individual determinants of behavior- the concepts of Self, Perception, personality, attitudes and Learning	7 hours
	Determinants of Group and their impact on people behavior - Inter personal Analysis; Group Dynamics; Theories and application of Leadership; Theories and application of Motivation	7 hours
	Determinants of Organization and their impact on people behaviour: Organisation Structure, Climate and Culture; Role of Conflict, Change and Development; Power, Politics and Negotiation in Organization;	3 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Weihrich, Heinz and Harold Koontz; 'Essentials of Management: An International Perspective'; McGraw-Hill, Inc.; 2004 or later editions. 2. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition 3. Luthans, Fred; 'Organizational Behavior'; McGraw-Hill, Inc, Latest edition. 4. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, Latest edition. 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to use managerial processes and take decisions 2. An ability to understand individual and group behavior at workplace 	

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Course Code:EMC 002

Title of the Course: Human Resource Management

Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To familiarize with Human Resource Management (HRM) concepts and processes.	
<u>Content:</u>	Fundamentals of HR Management; Challenges of HR; Job Analysis: Job description and job Specification; Human Resource Planning: Demand and Supply; Downsizing and Retention; Hiring Fundamentals; Sources of Recruitment	6 hours
	Performance Management: Organizational and Individual potential assessment and competency development. Performance management errors	6 hours
	Talent Management: Developing Talent; Role of Learning and Development: Training process and methods; Impact of Learning interventions	6 hours
	Compensation and Reward Management: methods and types of compensation; Importance of Employee Relations and Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Beardwell, Ian and Len Holden; 'Human Resource Management'; Macmillan India Ltd.; Latest edition. 2. Dessler, Gary; 'A Framework for Human Resource Management'; Pearson Education India; Latest Edition. 	
<u>Learning Outcomes</u>	1. An ability to take HR decisions	

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Course Code:EMC 003

Title of the Course: Marketing Management

Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	The participants will understand components of marketing mix and their role in reaching target markets	
<u>Content:</u>	Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies. Strategic Planning and Marketing Management Process.	4 hours
	Consumer Behaviour and Consumer markets, Buying Process and decision making process. Types of Buying behavior. Marketing Information Systems, Demand Estimation, Segmentation, Targeting and Positioning	5 hours
	Marketing Plan, Process and evaluation, New Product Development Process, Product Life Cycle concept, Product and Packaging Decisions	5 hours
	Pricing and setting of Price, Methods of Pricing, Channels of Distribution, Retailing and Wholesaling.	4 hours
	Fundamentals of Integrated Marketing Communication. Advertising decisions, Media decisions, Sales promotion; Sales Management and Personal Selling. Digital Marketing and Social Media Marketing. Marketing Plan, Audits and Control of Marketing Decisions.	6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Kotler, Philip., Keller Kevin., Koshy Abraham., and JhaMithileshwar; 'Marketing Management: A South Asian Perspective'; Pearson Education India, Latest edition. 2. Ramaswami., Namkumari; Marketing Management, McMillan India Ltd. New Delhi. Latest Edition 3. Brand Equity and News Items of Economic Times, Articles from Popular Business Periodicals, etc.	
<u>Learning Outcomes</u>	1. An ability to understand basic marketing concepts 2. An ability to understand role of Product, Place, Price and Integrated marketing communication in reaching target market	

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Course Code:EMC 004

Title of the Course: Financial Management

Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	At the end of the course, the participants should have the competence in analyzing financial information to facilitate long term and short term financial decisions	
<u>Content:</u>	Reading Annual Reports, Balance Sheet, Profit and Loss Account, Cash Flow statements, Ratio Analysis.	4 Hours
	Scope of Financial Management, Time Value of Money, Calculating cash flows, Estimation of Project Cost, Techniques of Capital Budgeting, N.P.V., I.R.R., Discounted Payback, profitability Index.	8 hours
	Cost of Capital: Meaning and Concept, Calculation of WACC, Capital Structure and Leverage: concept.	4 hours
	Basics of Working Capital, Operating cycle, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long term and Short term finance.	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. 2. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. 3. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition.	
<u>Learning Outcomes</u>	1. An ability to read and interpret financial statements of a company; 2. An ability to evaluate basic capital investment decisions and make choice; 3. An ability to ascertain the cost of capital in a non complex situations; 4. An ability to estimate the firm's working capital in a non complex business situation.	

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Course Code:EMS 001
Number of Credits:2

Title of the Course: Communication Skills

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	The participant will understand the role of business communication in improving effectiveness	
<u>Content:</u>	Role of Communication in Business and Professional Excellence in the Workplace; Basics of effective Communication; Process for Effective communication;	6 hours
	Interpersonal and group communication. Oral Communication; Process; Importance of Feedback and Controlling Noise; Public Speaking and Oral Reporting; Presentation Skills	8 hours
	Fundamentals of Report Writing- Report structure; Shorter and Long formal Reports; Use of Graphics; Creativity in Writing	6 hours
	Techniques of cross-cultural communication; Correctness of Communication; Use of Technology in Communication	4 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Lesikar R V & Flatley M E; 'Basic Business Communication – Skills for Empowering the Internet Generation'; Tata McGraw–Hill, Inc, Latest edition. 2. Quintanilla KM & Wahl ST, 'Business and Professional Communication – Keys for Workplace Excellence'; Sage South Asia Edition; Latest edition.	
<u>Learning Outcomes</u>	1. An ability to write better business communication 2. An ability to speak better in formal communication settings	

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Code: EMC 007 Course Name Information Systems and Data Security
Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create awareness of techniques and procedures used to protect Information Systems and loss of privacy.	
<u>Content:</u>	<p>Information Systems, Type of Information Systems, Computer Security –Security Functional Requirements, OSI Security Architecture: Security Attacks, Security Services, Security Mechanism. Computer Security Strategy.</p> <p>Basic Cryptographic Concepts; User Authentication- Token Based and Biometric Authentication, Security issues; Access Control Authentication, Types of Access Control; Authorization, Audit; Access Control and Policies;</p> <p>Intrusion Detection and Prevention Systems: Intruder, Host based versus Network based Intrusion Detection, Honeypots, Firewalls, Intrusion Prevention Systems, Malicious Software and Counter measures. Denial of Service Attacks; Intrusion, Detection and Prevention systems: Trusted Computing and Multilevel Security, Security Evaluation: Protection Profiles, Security Targets</p> <p>Managing Security Risks</p> <p>Physical Security, Physical Security Prevention and Mitigation Measures, Threat Assessment, Planning and Plan Implementation; Human Factors, Security Awareness, Training and Education, Organizational Security Policy, Employment Practices and Policies, Email and Internet use policies</p> <p>Security Audits, Security Audit Architecture, Audit Trail, IT Security Management and Risk Assessment, Security Risk Analysis, Security Safeguards, IT Security Plan, Implementation of Controls and implementation follow-up</p>	<p>2 Hours</p> <p>4 Hours</p> <p>6 Hours</p> <p>5 Hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. William Stallings, Lawrie Brown, Computer Security: Principles and Practice, Pearson Education, 2010, 2. Chuck Easttom, Network Defenses and Countermeasures: Principles and Practices, Pearson Education 2014. 3. Behrouz A Forouzan, Data Communication and Networking, Tata McGraw-Hill Education 2006. 4. Behrouz A Forouzan, Debdeep Mukhopadhyay, Cryptography & Network Security, 	

<u>Learning Outcomes</u>	1. An ability to understand how to mitigate security risk 2. An ability to diminish loss of reputation and business resulting from such security breach.	
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Code: EMC008 Course Name Production and Operations Management
Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of functions of Production and Operations Management , Quality Management and Productivity Management	
<u>Content:</u>	Classification of operations; Process types in manufacturing and Services, Plant layout & Location; Production Planning and Control.	4 Hours
	Quality Management, Quality Control, Tools for improving Quality, TQM, Quality Assurance, Six Sigma Concept.	4 Hours
	Productivity Improvement Techniques, Work study and Time Study, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, total productive maintenance (TPM).	8 Hours
	Introduction to Operations Research and Linear Programming. Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model	8 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Adam Jr Everetl E. R J – Production and Operations Management (Prentice-Hall, 1992), latest Edition. 2. Krajewski, Lee J. and Larry P. Ritzman; ‘Operations Management: Strategy and Analysis’; Pearson Education India; Latest Edition. 3. Taha H- Operations Research- An Introduction (Prentice-Hall, 7th edition), Latest Edition 4. Production & Operations Management.- KanishkaBedi, (Oxford University Press)	
<u>Learning Outcomes</u>	1. An ability to take business decision issues in the domain of Production Operations	

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Code: EMC009 Course Name Quantitative Techniques for Decision Making
Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To provide an overview of management science / operations research with select applications from management systems.	
<u>Content</u>	Quantitative Methods and Probability An analytical scientific approach to Problem solving ; quantitative analysis, Operational research models & modeling process for Managerial Decision Making; Statistics for Management: Measures of Central Tendency & Dispersion; Probability concepts; Bayes Theorem; Probability Distributions;	6 Hours
	Collection and Analysis of Data Sampling & Sampling Distributions, Testing of Hypothesis. Correlation, Regression & Multivariate Analysis.	4 Hours
	Decision making and Quantitative Techniques Forecasting methods & Time Series Analysis; Stochastic process; Decision Analysis, Decision Trees & Utility Theory; Decision Making under different conditions;	7 Hours
	Linear Programming Linear Programming; graphical & simplex methods, Dual simplex, Sensitivity Analysis & Duality; Integer Programming. Transportation, Transshipment & Assignment Models.	7 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	1. Anderson, Sweeney, Williams, Quantitative Methods for Business, Thomson South Western; Latest Edition 2. Hamdy A Taha, Operations Research-An Introduction, Prentice Hall of India; Latest Edition	
<u>Learning Outcomes</u>	1.To be able to take managerial decisions using quantitative techniques	

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Code: EMS003

Course Name Creativity and Innovative Thinking

Number of Credits:2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of the techniques for improving the flexibility and originality of thinking	
<u>Content:</u>	<p>Creative thinking as a skill; Valuing diversity in thinking; Thinking preferences; Creativity styles; Creativity in problem solving: Problem Definition, Understanding & Representing; Pattern Breaking; Mind stimulation.</p> <p>General Strategies Idea-collection processes including Brainstorming/Brain-writing, The SCAMPER methods, Metaphoric thinking, Outrageous thinking; Mapping thoughts; Eight-Dimensional (8D) Approach to Ideation; Using Math and Science: Systematic logical thinking, Using math concepts;</p> <p>Systematic Inventive Thinking The TRIZ methodology; Levels of inventions; Evolution of technical systems; Ideality and the ideal final result (IFR); Stating contradictions and the contradiction table; Standards features and Inventive principles; Separation principles; Using physical, geometrical, and chemical effects, fields</p> <p>Decision and Evaluation Focused thinking framework; Six thinking hats, PMI (Plus, Minus, Interesting); Ethical considerations</p> <p>Introduction to intellectual property: Patents, Copyrights ©, Trademarks ®, Trade Secret, Unfair Competition</p>	<p>5 Hours</p> <p>6 Hours</p> <p>7 Hours</p> <p>4 Hours</p> <p>2 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Six Thinking Hats by Edward DeBono , Penguin Books, Latest Edition 3. Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration by Ed Catmull, & Amy Wallace, kogan Page, Latest Edition 4. Creativity and Innovation for Managers by Brian Clegg, Routledge; Latest Edition 5. Harvard Business Essentials – “Managing Creativity and Innovation “, Harvard Business Publishing 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. To be familiar with processes and methods of creative problem solving: 2. To enhance creative and innovative thinking skills 	

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EMC 010

Economics

2 Credits

<u>Prerequisites for the course:</u>		
<u>Objective:</u>	To familiarize the participants with essential concepts in economics.	
<u>Content:</u> - -	Demand: Factors influencing demand, Demand Theories, Elasticities, estimation and forecasting; Supply: Factors affecting supply, theories of supply, Elasticities, Supply budgeting, Economic Theories: Production theory, Cost theory. Decisions of the firm: Market structure and pricing. Risk, uncertainty and game theory. National income accounting frameworks and economic environment of an economy. Classical, Keynesian micro-economic theories Open economy macroeconomics; The process of structural adjustment and economic reforms- industrial policy, sectoral reforms; Monetary and fiscal policies	8 hours 5 hours 5 hours 6 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take managerial decisions using Micro and Macro Economic concepts	
<u>References/ Readings</u> -	1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition. 2. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition.	

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EMC011

Legal Aspects of Business

2 Credits

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness of different legal provisions and requirements in an organisation	
<u>Content:</u>	Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc. Introduction, essentials of valid contract, Consideration, free consent and Void agreements; Breach of Contract and its consequences, Indemnity and Guarantee, Bailment, Pledge, and Agency. Incorporation, memorandum and articles of Association of	4 hours 4 hours 4 hours

	company including prospectus, Shares and debentures. Position of a director and winding up of a company including meetings Essentials of Industrial Disputes Act and Workmen's Compensation Act, Factories Act, ESI Act, Consumer Protection Act, Contract of Employment.	12 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Nabhi's Business Law'; Jain Book Agency (Latest Edition) 2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition) 3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition) 4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition) 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to use relevant laws in managerial decisions. 2. An ability to use process for statutory compliances 	

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EMC 012

Business Ethics

2 Credits

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness of ethics in business and highlight the common conflicting ethical situations one faces in life	
<u>Content:</u>	<p>Business Ethics: Role of various agencies in ensuring ethics in an organisation, Setting standards of ethical behaviour, Managing stakeholder relations,</p> <p>Assessing ethical performance, Organizing for Business Ethics management; Difference between workplace ethics and the Law</p> <p>Corporate Governance and Corporate social Responsibility: Role of senior management, employees, Government and other stakeholders</p> <p>Environmental Ethics: Ecological Crises, Dominion Perspective, Stewardship Perspective and Participation Perspective</p>	<p>5 hours</p> <p>5 hours</p> <p>7 hours</p> <p>7 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	1. An ability to identify and critique conflicting ethical situations, and to broaden one's ethical perspectives in life	
<u>References/ Readings</u>	<p>1. Hugh LaFollette (ed); Ethics in Practice: An Anthology; Wiley-Blackwell, Latest Edition</p> <p>2. Peter Singer, Practical Ethics, Cambridge University Press, Latest Edition</p>	

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Optional Non-Business Courses

EMN 001 Yoga

2 Credits

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness about Yoga in life and benefits of chosen Asanas.	
<u>Content:</u>	Introduction to Yoga;Ashtang Yoga, Types of Yoga.	4 Hours
	Introduction to Asanas or YogaPostures, Basic Sitting Postures and their effects on health and wellbeing. Paschimottanasana, JanuShirasana, Naukasana, Vakrasana, Padmasana ,Vajrasana and others.	4 Hours
	Basic Standing Postures and their effects on health and wellbeing. Tadasana, Garudasana, Trikonasana and others.	4 Hours
	Basic Supine Postures and their effects on health and wellbeing. Makarasana, Dhanurasana, Bhujangasana, Halasana, Sarvangasana, Shalabhasana, Naukasana, Shavasana and others.	8 Hours
	Pranayama (breathing Techniques & Exercises) types and methods.	4 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability touse the techniques of Yoga postures, breathing techniques & exercises and meditation	
<u>References/ Readings</u>	1. BKS Iyengar, Light on Yoga, Allied Publishers, Latest Edition. 2. Freedom &Leela, Yoga Manual for Beginners – Yogic poses, postures & Exercises, Sound Yoga Body publishers, www.soundbodyYOGA.com	

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EMN002

Sociology of Food 2 Credits

Prerequisites for the course	Nil	
<u>Objective:</u>	To create an awareness of culinary cultures and the impact of migration on food at the macro level and food preparation and consumption at the micro level	
<u>Content:</u>	<p>Food as an area of academic interest</p> <p>Culinary cultures: The development of culinary cultures; impact of colonialism and migration on food; Food in oriental history.</p> <p>Food production, preparation, distribution and consumption: Food production in India, Food preparation and consumption at home: Gender implications, Professional cooks and eating outside the home, Sociology of annadana</p> <p>Food and quality of life: Food and health, Food rationing, Poverty, famine and food</p>	<p>4 Hours</p> <p>8 Hours</p> <p>8 Hours</p> <p>4 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Breckenridge, Carol A. <i>Consuming Modernity: Public Culture in Contemporary India</i>. Oxford University Press, Latest Edition 2. Counihan, C. and P. Van Esterik (Eds.). <i>Food and Culture: A Reader</i> Routledge; Latest Edition 3. Goody, J. <i>Cooking, Cuisine and Class: A Study in Comparative Sociology</i>. Cambridge University Press, Latest Edition 4. Janeja, Manpreet, K. <i>Transactions in Taste: The Collaborative Lives of Everyday Bengali Food</i>. New Delhi: Routledge; Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to appreciate systemic and social dynamic dimensions of food and eating. 2. An ability to consider taste and food consumption as socio-cultural constructions and ideological determinants. 	

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EMN003

Appreciation of Films 2 Credits

Prerequisites for the course		
<u>Objective:</u>	To help the participants appreciate cinema (national and international) as having its own distinct language and philosophy, the way it stimulates people, and helps in making sense of the world.	
<u>Content:</u>	Approaches to Films	5 Hours

	<p>Document, Documentary and Narratives; Thought Orientation in Films; Text, Context and Non-Text</p> <p>Film and Other Art Forms</p> <p>Photography and Representation; Symbolism and Metaphors; Music, Dance and Drama; Presenting Reality and Fiction</p> <p>Films and our Minds</p> <p>Films and Emotions; Imagination; Identifying the Audience (Spectatorship); Communication and Persuasion</p> <p>Films and Morality</p> <p>Lessons from Films; Authorship and Copyright; Film Criticism; Evils and Issues – Pornography, Free Will, Laws and Artistic License</p>	<p>7 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. David Bordwell; Principles of Narration; University of Wisconsin Pres; Latest Edition 2. Gregory Currie ; Image and Mind, Film, Philosophy and Cognitive Science; Cambridge University Press; Latest Edition 3. Noel Carroll and Jinhee Choi (Eds); Philosophy of Film and Motion Pictures - An Anthology – Wiley Blackwell; Latest Edition 4. Felicity Colman-Film, Theory, and Philosophy_ The Key Thinkers; McGill-Queen's University Press;; Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to appreciate films as works of art 2. Recognize the impact of films on society 3. An ability to critique films 	

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EMO101

Hiring and Talent Management

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the concepts and tools of Hiring and Talent Management	
<u>Content:</u>	<p>Effective Hiring Talent Acquisition: Identification of Talent; Sources of Talent; Recruitment, Selection; Screening; Selection methods, Person-job fit; Ethics; Impact on individual, team, and organizational effectiveness.</p> <p>Assessment Centres : Role in Hiring and Talent Management; Psychometric Testing Tools;</p> <p>Talent management Career Management & Succession Planning; Employee Attrition and</p>	<p>8Hours</p> <p>4 Hours</p> <p>7 Hours</p>

	<p>Role of Employee Career Paths; Career Development in a Changing Environment; Mentoring for Employee Development; Flexible Working Practices ; Talent Retention,</p> <p>Communication & Leadership: Integration of Human Capital Systems; Attracting and retaining high performers; Utilizing and managing excess manpower</p>	5 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Berger & Berger, Talent Management Handbook, McGraw Hill Publishing, latest edition. 2. D Arthur 'Recruiting, Interviewing, Selecting & Orienting New employees', Prentice Hall India, latest edition, 3. R Edenborough 'Assessment Methods in Recruitment, Selection & Performance', Kogan Page , Latest edition 	
<u>Learning Outcomes</u>	An ability to hire and manage talent in Organisations	

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EMO102

Labour Laws and Industrial Relations **2 Credits**

Prerequisites for the course	A core course in Human Resource Management	
<u>Objective:</u>	To introduce the implications of select labour laws and to bring out the importance of industrial relations in an organisation	
<u>Content:</u>	<p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <ol style="list-style-type: none"> 1. Trade Unions Act, 1926 2 Industrial Disputes Act, 1947 3. The Payment of Bonus Act, 1965 4. Employees' State Insurance Act, 1948 (ESI Act) 5. Child Labour (Prohibition & Regulation) Act, 1986 <p>Industrial Relations</p> <p>Various approaches - The systems model; The Pluralist Approach; The Structural Contradictions Perspective; The Indian IR framework</p> <p>The role of Government in Indian IR; Regulative and Participative bodies; Employers Associations; Contemporary Issues in Industrial Relations; Grievance Management</p>	<p>12 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term	

	papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. S.D.Puri& Sandeep Puri, Labour Laws for Everyday Made easy, Snow White Publications, latest edition. 2. P.Subba Rao Labour Welfare and Social Security, Himalaya Publishing Co., latest edition. 	
<u>Learning Outcomes</u>	An ability to interpret and apply the labour laws at workplace	

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EMO 103Organisational Development and Change Management 2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To create an awareness of change management practices and Organisational Development.	
Contents	<p>Planned Organisational Change- Organisational Change Management (OCM): Understanding Organizational Transformation; Transformation Strategies; Process models and techniques of managing change; OCM Framework; Resistance to change; Change Agents; Evaluating Change; Role of Leadership; Role of Training</p> <p>Organizational Learning and Learning Organization ; Organisation Culture; Learning orientation of organisations and Individuals; Organizational effectiveness;</p> <p>Foundations of Organisational Development (OD) The OD Consultant: Role, Skills and Dilemmas Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;</p> <p>OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Intergroup Interventions; Comprehensive Interventions; Success and Failure of OD; Future of OD & New Perspectives</p>	<p>8 hours</p> <p>4 hours</p> <p>4 hours</p> <p>8 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. French & Bell, 'Organisational Development', Sage Publishing, latest edition. 2. M C Judge & L Holbeche, 'Organization Development', Kogan Page, latest edition. 3. S Allcorn,'Organizational Dynamics and Intervention – Tools for changing workplace', Prentice Hall India, latest edition. 	

	4. T.V Rao, 'The Handbook for Development Action Plans', TVRLS publications, latest edition.	
<u>Learning Outcomes</u>	1. An ability to use Change Management techniques 2. An ability to identify skills required in an OD consultant	

EMO104Designing High Performance Organisations
2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce performance management tools and techniques required in designing high performance organisations	
Contents	<p>Performance Management Relationship between development strategies and business performance; Skills related to performance planning, coaching and review/ appraisals; Interpersonal dynamics in performance management; Performance feedback and coaching;</p> <p>Competency Mapping, Holistic Frameworks for performance management - balanced scorecard, stake holder approach and their adaptations in India;Best Practices;</p> <p>Performance Appraisals – Methods, Documentation, Feedback, legal and Ethical Considerations, Role of Appraisers;</p> <p>Drivers for designing High Performance Organisations organizational effectiveness; structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate social responsibility and corporate citizenship behavior; coaching for excellence; building and leading high performance teams; decision making to support high performance.</p>	<p>8Hours</p> <p>4 Hours</p> <p>4 Hours</p> <p>8 Hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<p>1. A.S.Kohli&T.Deb , Performance Management, Oxford Higher education Press, Latest edition,</p> <p>2. Richard Rudman, Performance Planning and Review- Making Employee appraisals, Allen & Unwin Publishers, Latest edition.</p>	
<u>Learning Outcomes</u>	<p>1. An ability to conduct performance appraisals</p> <p>2. An ability to use performance management skills required to design High Performing Organisations</p>	

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EMO 105 Learning and Development

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To understand the role of Learning and Development in achieving the organisational and employee goals	
Contents	Elements of an effective learning and training process; Principles of Adult Learning; Linkages between performance management and effective learning and development processes;	4 Hours
	A Systematic Approach to Learning initiatives - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: An Overview; Competencies of an effective Trainer	12 Hours
	Evaluating Learning: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model; Transfer of Learning to workplace	4 Hours
	Training Department and Trainers' Roles; Moving from Training to Performance	4 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. Devendra Agochiya, Every Trainer's Handbook, Sage Publications, Latest Edition 2. David Mackey & S Livsey, Transforming Training, Kogan Page publishers, Latest edition. 3. P.N. Blanchard, J W Thacker & V A Anand Ram, Effective Training, Pearson Higher Education, Latest edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. An ability to identify learning requirements 2. An ability to design learning and development interventions 	

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EMO 106 Consultancy Management

2 Credits

Prerequisites for the course	A basic course in Human Resource Management	
Objective	To create an awareness of the profession of management consulting	
Contents	Nature of Management Consulting; The Consulting Industry – History and Growth; Types of Consulting Services- Generalist and Specialist Services; Internal Consultants	8 Hours
	Consultant Client Relationship; Key Stakeholders; Consulting Skills; Consulting and Culture; Consultant and Change; Tools of Consulting – Types of Interventions; Coaching and Counselling; Action	8 Hours

	Planning; Monitoring and Measuring Results Professional ethics in Consulting; Codes of Conduct; Responsibility and Accountability; Certification and Licensing; Termination: Withdrawal and ending a consulting relationship	8 Hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. M Kubr, Consulting – A Guide to the Profession, ILO, Geneva, Latest Edition 2. Simon a. Burtonshaw-gunn, Essential Tools for Management Consulting - Tools, models and Approaches for Clients and consultants, Wiley Eastern Publishers, Latest Edition 	
<u>Learning Outcomes</u>	An ability to become a management consultant	

EMO 107

Occupational health and safety Management2 Credits

Prerequisite	A core course in Human Resource Management	
Learning objectives	To provide insights into occupational health and safety training in a workplace	
Content	Occupational Health Hazards - Classification, permissible exposure limits, Threshold limit value; occupational diseases due to metals & dusts, fumes & chemical compounds, behavioural based safety; Role of Ergonomics in Employee safety & health	4 hours
	Accident Causes and prevention: Factors leading to accidents, Accident problem, need for prevention and preventive measures; Personal Protective Equipment: Need of PPE, Indian standards, factors of selection of PPE, non-respiratory equipment, respiratory equipment.	4 hours
	Safety:Nature, Philosophy, terminology, total safety concept, safety psychology, safety management & responsibilities of employees at different levels, safety organization, Safety measures required in different industries; Safety areas: Electrical Safety, Protection from Fire and Explosion; basic first aid and CPR	8hours
	Hazards & Risk identification, Assessment and control techniques: Hazards, Risks & detection techniques, Preliminary hazard analysis(PHA) & hazard analysis(HAZAN), failure mode effect analysis(FMEA), Hazard and operability(HAZOP) study, Hazard ranking (DOW & MOND index), Fault tree analysis, Event tree analysis(ETA), major accident hazard control, onsite and off-site emergency plans.	8 hours

Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> 1. R. K. Mishra, Occupational health management, Aitbs Publishers and Distributors, latest edition 2. Charles D. Reese, Occupational Health and Safety Management: A Practical Approach, CRC Press; Latest Edition 3. Akhil Kumar Das, Principles of fire safety engineering, PHI Learning Pvt Ltd, Latest edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to identify hazards, risks and their assessment 2. An ability to take precautionary measures for personnel safety 	

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EMO 108

Indian Ethos and Human Quality Development

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce basic philosophies of Indian culture and its importance in building of organizational culture.	
Contents	<p>Indian Ethos in Management Foundation of Management, Indian Ethics and the Spirit of Development, Indian ethos & Indianity, Indian Model of Corporate Development</p> <p>Management Ideas in Arthsastra Philosophy of Arthsastra, leaders as achievers, Use of authority & Power, Arthsastra and Modern Management, Kautilya Theory of Motivation, Management Competencies and Excellence in Men</p> <p>Corporate Veda Essence of Indian Ethos, PREM Approach to Relationship & Management, HOPE Model for Existence, Emergence of Corporates as State, VEDA Model of Leadership</p> <p>Indian Theory of Relationship Management Assumption of Theories X, Y and Z, Theory K & Relationship Management, Sama-Dam-Danda-Bhed and New Theories, Ethical Dimension in Theory K, OSHA Model,</p> <p>Total Quality of Management: Means Ends Analysis for Managerial Actions, Karma Theory & Market, Management Principles from Gandhian Thought, Guiding Principles for improving TOQM</p> <p>Models of Self-Development Three Level of Self, Three Types of Struggles, Three Levels of</p>	<p>4 Hours</p> <p>4 Hours</p> <p>4 Hours</p> <p>4 Hours</p> <p>4 Hours</p> <p>4 Hours</p>

	Existence, ,Three State of Mind, Three Views of Life, Three Types of Leadership, Three Styles of Management	
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. Subhash Sharma, New Mantras in Corporate corridors From Ancient Routes to Global Roots, New Age International Publishers, Latest Edition 2. Subhash Sharma, Western Windows Eastern Doors Management, New Age International Publishers, Latest Edition 3. S.K. Chakraborty, Values for Ethics for Organization: Theory & Practice, Oxford University Press, Latest Edition 4. N M Khandelwal, Indian Ethos and Values for Managers, Himalaya Publishing, Latest Edition 	
<u>Learning Outcomes</u>	1. An ability to manage better in Indian organisations	

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EMO 109

Leadership

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To familiarise participants with different facets of leadership.	
Contents	<p>Introduction to Leadership Leadership and Person, Personality, cultural values and ability; Models of Leadership; Leadership theories: Traits, Situational, and Functional Leadership, Leadership and Power; Interpersonal Conflict and Negotiation; Leadership in Groups and Teams</p> <p>Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment; Organizational Culture; Leading Organizations Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change</p> <p>Leadership Development Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;</p> <p>Special Leadership dimensions Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual Leadership;</p>	<p>6 Hours</p> <p>6 Hours</p> <p>6 Hours</p> <p>6 Hours</p>

	Transformational leadership; Leadership in different types of organisations.	
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. R L Hughes, RC Ginnett, GJ Curphy, 'Leadership' Tata McGraw Hill latest edition, 2. James Kouzes & Barry Posner , The Leadership Challenge, Jossey-Bass Publications, Latest edition 3. J Owen , The Leadership Skills Handbook, Kogan Page Publishing, latest edition 4. JH Zenger & JR Folkman, 'The Extra ordinary Leader', Tata McGraw Hill, latest edition, 	
Learning Outcomes	An ability to identify effective leaders and help develop leaders.	

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EMO 110

Compensation and Benefits Management

2 Credits

Prerequisites for the course	A core course in Human Resource Management	
Objective	To introduce compensation methods and strategies used in an organisation	
Contents	Historical development of payment systems basic concepts definition of compensation, wages, salaries and wage rates. Job Evaluation and strategic compensation; methods of job evaluation	4 Hours
	Theories of wages, subsistence theory, wage fund theory, surplus value theory, Residual claimant theory, marginal productive theory, Bargaining theory, Behavioural theories, Expectancy theories, Equity Theories.	4 Hours
	Wage Legislation- payment of wages act, minimum wages act, payment of bonus act, wage survey. Job Evaluation - definition, objectives, principles, methods, ranking classification, factor comparison method and point rating method.	4 Hours
	Wage structure, wage fixation, flat rate, merit rate. Wage payment, wage payment policies, wage payment systems, wage incentive plans, blue-collar employees. White-collar employees.	6 Hours
	Executive compensation plan- basic payments, fringe benefits, retirement benefits, Challenges of compensation, performance based compensation, skill based pay vs. job based pay, pay reviews, pay secrecy comparable worth	6 Hours

Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. Richard Henderson, Compensation Management in a knowledge-based world, Pearson Education, Latest Edition 2. Milkovich, Newman & Venkataratnam, Compensation, McGraw Hill Publishing, Latest Edition 3. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press, Latest Edition 	
<u>Learning Outcomes</u>	<ol style="list-style-type: none"> 1. To appreciate the role of compensation systems within the Human Resource Management function. 2. An ability to use compensation tools for better performance 	

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EMO 201

Financial Accounting

2 Credits

Prerequisites for the course	A core course in Finance Management	
<u>Objective:</u>	To introduce various books of Accounts, Financial statements and Basics of using Financial Accounting software.	
<u>Content:</u>	<p><u>Books of Accounts</u> Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance.</p> <p><u>Financial Statements</u> Bank Reconciliation Statement, Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods. Notes to Accounts, Schedule VI to Companies Act 2013, IFRS.</p> <p><u>Inventory Records, Depreciation and Introduction to Financial Accounting</u> Inventory valuation with reference to Accounting Standard and its impact on final Accounts and disclosure requirements. Methods of charging depreciation and amortization and their impact on profits, sales and purchase of assets, disclosure requirements. Transactions relating to shares and debenture Entering transactions and making Final accounts in a financial accounting software package</p>	<p>8 Hours</p> <p>8 Hours</p> <p>8 Hours</p>

<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition. 2. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition 3. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to write books of accounts, 2. An ability to present Final Accounts of business entities 	

EMO 202

Taxation

2 Credits

Prerequisites for the course	A core course in Finance Management	
<u>Objective:</u>	To introduce the concepts of taxation and procedures to calculate different types of taxes	
<u>Content:</u>	<p><u>Definitions, Salary and Income From House Property</u> Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Gross Total Income, Incomes exempt from tax, Basis of charge, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions.</p> <p><u>Computation of Income with all Heads of Income and Assessments</u> Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a), , 40(A).</p> <p>Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions. Income from Other Sources, Chargeability and deductions Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG, Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source</p>	<p>4 Hours</p> <p>8 Hours</p> <p>4 Hours</p> <p>8 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Singhania Vinod and SinghaniaKapil; 'Direct Taxes Law and Practice with sp. Reference to Tax Planning', Taxmann Publications (P) Ltd, New Delhi, Latest edition. 2. Manoharan T. N. & Hari G. R., 'Students' Handbook on Taxation', Snow White Publications Pvt. Ltd, Mumbai, Latest edition. 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to apply tax compliance rules for individuals 2. An ability to use knowledge of firms' taxation in taking financial decisions. 	

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EMO 203

Project Planning and Implementation

2 Credits

Prerequisites for the course	A core course in Finance Management	
<u>Objective:</u>	To introduce capital budgeting techniques and basics of cost of capital and risk analysis of projects.	
<u>Content:</u>	<p><u>Capital Budgeting</u> Financial Goal of the Corporation, Corporate Decisions-Investment, Financing Liquidity and dividend</p> <p>Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives.</p> <p><u>Cost of Capital and Risk analysis</u> Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, Financing of projects with reference to leverage and risks, Theories relating to financing.</p>	<p>4 Hours</p> <p>8Hours</p> <p>4 Hours</p> <p>8 Hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/Readings</u>	<ol style="list-style-type: none"> 1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill, New Delhi; Latest edition. 2. Pandey, I.M. Financial Management; Vikas Publishing House Pvt. Ltd.Noida UP; Latest edition. 3. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance' Tata McGraw-Hill, New Delhi; Latest edition. 	
Learning Outcomes	An ability to analyse financial information and take long term financial decisions.	

EMO 301Sales Management

2 Credits

Prerequisites for the course	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness about the theories and tools used in managing sales and distribution functions of an organisation.	
<u>Content:</u>	Overview of Sales Management- Personal Selling v/s Salesmanship, Importance of Personal selling, Approaches to Personal Selling, Process of Personal Selling, AIDA model, Merits and limitation of Personal selling. Automation in Personal Selling,	4 Hours
	Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales, Sales forecasting, Sales Quota Quantitative methods, Qualitative methods	8 Hours
	Recruitment and Selection, Training, Compensation management, Sales force motivation, Methods of performance appraisal	4 Hours
	Channel Management Systems: Designing Channels, Selection and Recruitment of Channel Partners, Channel Decisions, Information Systems for Channels Role of E-commerce in Selling, Strategic Issues , Technology, Trends, Challenges, Future of E-commerce in Selling	8 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Spiro, Stanton and Rich, Management of a Sales Force, Tata McGraw Hill, Latest Edition 2. Havaldar and Cavale, Sales and Distribution Management, Tata McGraw Hill, Latest Edition 3. Charles M Futrell, Thomas South, Sales Management, Western Publications, Latest Edition 4. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sales Management, Decisions, Strategies and Cases, Pearson Education , Latest Edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. Ability to use selling skills effectively. 2. Ability to take decisions related to Sales and Distribution Management 	

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EMO401 Supply Chain Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To impart knowledge and understanding on Supply Chain Management and its relevance to today's business decision making..	
Content:	Supply Chain Management - Introduction – SCM decisions and skills – Strategy formulation in SCM – Value in Supply Chain – Tradeoffs – CRM Strategy relationship matrix	3 Hours
	Strategic Sourcing – Source evaluation – collaborative perspective – Buyer Supplier Relationship – Partner Selection – develop of Partnership – importance of inventory – imbalances – uncertainties – inventory costs – inventory turnover ratio	7Hours
	Transportation Selection – Tradeoff – modes of transportation – models for transportation and distribution – factors affecting network effectiveness –Indian transport infrastructure – IT solutions – EDI, e-Commerce, eProcurement – Bar Coding and RFID technology	5 Hours
	Reverse Vs forward supply chain collaborative SCM's and CPFR – agile systems – sources of variability– supplier interface – internal processes	5 hours
	Supply Chain Management and profitability – quality management – mass customization and globalization – ethical Supply Chains – e-business and SCM	4 hours
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> 1. Mohanty R.P, S.G Deshmuki "Supply Chain Management" Biztantra, New Delhi, Latest Edition 2. Janat Shah, Supply Chain Management – Text and Cases, Pearson Education, Latest Edition 	
Learning Outcomes	An ability to use supply chain tools and take decisions related to supply chain management	

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EMO 402Logistics Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
<u>Objective:</u>	To introduce different methods of transportation and tools for managing logistics and risks involved	
<u>Content:</u>	<p>The Logistics of Business – The Logistical Value Proposition – The Work of Logistics – Logistical Operating Arrangements – Flexible Structure – Supply Chain Synchronization,</p> <p>Transport Functionality, Principles and Participants – Transportation Service – Transportation Economics and Pricing – Transport Administration – Documentation</p> <p>International Logistics and Supply Chain Management: Meaning and objectives, importance in global economy, Characteristics of global supply chains,: Global Supply Chain Integration – Supply Chain Security – International Sourcing – Role of Government in controlling international trade and its impact on Logistics and Supply Chain.</p> <p>International Insurance – Risk Retention – Risk Transfer – Marine Cargo Insurance – Coverage A,B,C classes – Elements of air freight Policy – Commercial Credit Insurance; Non Traffic barriers – customs duty – customs clearing process; International logistics Infrastructure</p> <p>Types of Transportation: International Air transportation — Truck and Rail Transportation –pipe lines; Packaging objectives;</p>	<p>4 Hours</p> <p>5Hours</p> <p>6 Hours</p> <p>6 hours</p> <p>3 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Bowersox, Closs, Cooper, Supply Chain Logistics Management, McGraw Hill. 2. Burt, Dobbler, Starling, World Class Supply Management, TMH. 3. Donald J Bowersox, David J Closs, Logistical Management, Tata McGraw Hill 4. Pierre David, “International Logistics”, Biztantra. 5. Su Chopra, Peter Meindl, Supply Chain Management ,Pearson Education, India. 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to plan transport logistics. 2. An ability to cover transport risks with appropriate insurance cover 	

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EMO 403Project Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
<u>Objective:</u>	To introduce fundamental project management concepts and skills needed to successfully launch, lead, and realize benefits from projects	
<u>Content:</u>	<p>Project Management Concepts & Standards Project, Program and Portfolio management. Project Management Office; Project life cycle and organization, Project v/s Operational, PM Process groups and Knowledge Areas.</p> <p>Initiating Process Group Derivation of Project from Organizations Vision, Mission and goals and objectives, Business Case, Project Charter, identification of Stakeholders, Identify risks</p> <p>Planning Process Group Develop Project Management Plan, Requirement Specifications, Ms Project Plan, Critical Path, Gantt Charts, Identifying and planning of Project Activities, Work Breakdown Structure (WBS), Resources and Timelines. estimate Cost/Budget, Plan Quality, Risk and Communications, Project Milestones.</p> <p>Executing Process Group Conduct Procurements, Ensure Quality, Engage Stakeholders, Management Information Systems, Manage Stakeholder expectations and Risks</p> <p>Monitoring and Controlling Process Group Perform integrated change control, Change Management, Verify Scope & Schedule, cost and quality. Monitor and control risks, Tools and techniques to manage Cost, Quality and Risk. Key Performance Indicators (KPI), Steering Dashboards.</p> <p>Closing Process Group Close Project, Close procurements, lesson learned, Transition to Operations, NPS survey, Service Level Agreements (SLA)</p>	<p>4 Hours</p> <p>4Hours</p> <p>6 Hours</p> <p>3 hours</p> <p>5 hours</p> <p>2 Hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Scott Berkun, Art of Project Management, O Reilly Publications, Latest Edition 2. Eric Verzuh The Fast Forward MBA in Project Management, Wiley Publications, Latest Edition 3. A Guide to Project Management Body of Knowledge, Project Management Institute, Latest Edition 	
Learning Outcomes	<ol style="list-style-type: none"> 1. An ability to use project management tools, techniques, and skills 2. An ability to identify and use key performance metrics for project success 	

EMO 404

Total Quality Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
Objective:	To introduce fundamental Total Quality management concepts and tools used in operations.	
Content:	<p>Introduction Basic concepts of Total Quality Management -Dimensions of Quality, Quality Planning, Quality in Manufacturing and Service Systems, Role of Senior Management, Economic Issues – Price, Market Share, Costs, Quality Councils, Barriers to TQM</p> <p>Principles of Total Quality Management A Customer Focus – Fact-Based Management – Continuous Improvement –Teamwork and Participation. Customer Perception of Quality, Service Quality, Employee Involvement, Quality Awards, Benefits of Total Quality Management. Approaches to Quality Management, Management- 5S, Kaizen,</p> <p>TQM Tools Different types of Quality Tools, Ishikawa Fish bone diagram – Nominal Group Technique – Quality Circles – Flow Charts – Pareto Analysis– Poka Yoke (Mistake Proofing), Benchmarking, Quality Function Deployment (QFD), House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) Concept,</p> <p>Reliability Concept and Components – Types of failure – Reliability of system – Success and Failure models in series and parallel – Methods and Different Reliability models</p> <p>Managing and organization for Quality Quality Policy – Quality Objectives– Leadership for Quality – Quality and organization culture – Supplier/Customer Partnerships, Control Charts, Process capability, Six sigma,</p> <p>Auditing Techniques - Planning for an audit - Developing a Check-list -Conducting an Audit - Writing an Audit Report - Auditor Ethics - Value -addition process during Internal Audit - Mock Audits.</p> <p>Quality Management Standards:Fundamentals and Concepts</p>	<p>2 Hours</p> <p>5 Hours</p> <p>5 hours</p> <p>5 Hours</p> <p>5 Hours</p> <p>2 Hours</p>
Pedagogy:	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings	<ol style="list-style-type: none"> 1. J JDahlgaard, K Kristensen& Gopal K Kanji, Fundamentals of Total Quality Management, Taylor & Francis, Latest Edition 2. Omachonu& Ross, Principles of Total Quality Management, CRC Press, Latest Edition 3. J S Oakland, Total Quality Management for Operational Excellence, Routledge, Latest Edition 	
Learning Outcomes	An ability to identify Total Quality Management tools that can be used in a workplace	

EMO 405 Materials Management

2 Credits

Prerequisites for the course	A core course in Production Operations Management	
<u>Objective:</u>	To create an awareness about fundamental Materials management concepts and tools used in operations.	
<u>Content:</u>	Introduction to materials management : Role, scope and importance of material control function, materials management in organization, cost aspects, materials management organization, specifications of materials, standardization and variety reduction, waste control, materials research, incoming materials control	4 Hours
	Stores Management: Layout of stores and warehouse, material handling in stores, physical control of stocks : obsolete, surplus and scrap Management, accounting and record keeping of stores, classification, coding and codification systems	7 Hours
	Purchasing Management: Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, legal aspects of purchasing, materials budget, organization for buying. Imports Exports policy, procurement in shortage situation, estimation of dependent and independent demands, lead time analysis, buffer stock, materials requirement planning for organization, Purchasing and quality assurance, International buying and import purchasing	10 hours
	Inventory models: Inventory management & control systems, EOQ, concepts	3 Hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
Learning Outcomes	At the end of the course the participant should be able to take decisions for effective and efficient purchase, storage, inventory control and flow of materials in manufacturing and service organizations	
<u>References/ Readings</u>	1. AK Datta ,Materials Management Procedures, text and cases by, PHI Publication 2. Gopalkrishnan&Sudarsan, Material management an integrated approach, PHI Publication	

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Revised Syllabi of Courses (MBA) – proposed from AY 2021-22

Course Codes	Subject	Credits
MBC001	Management Process and Organisational Behaviour	4
MBC002	Economics	4
MBC003	Legal aspects of Business	2
MBC004	Marketing Management	4
MBC005	Financial Management	4
MBC006	Human Resource Management	4
MBC007	Production and Operations Management	4
MBC008	Business Research Methods	2
MBC009	Management Accounting	2
MBC010	Strategic Management	2
MBC011	IT Skills	2
MBS001	Communication Skills	4
MBS002	Interview Facing Skills and Mock Interviews	2
MBN001	German Language A1 level	4
MBN002	German Language A1 level	2
MBN003	Portuguese Language	4
MBN004	Portuguese Language	2
MBO101	Hiring and Talent Management	4
MBO102	Designing High performance Organisations	4
MBO103	Labour Law and Industrial Relations	4
MBO104	Organisational Development and Change Management	4
MBO105	Negotiations and Conflict Management	4
MBO106	Leadership	4
MBO201	Corporate Finance	4
MBO202	Financial Accounting and Auditing	4
MBO203	Taxation and Financial Planning	4
MBO204	International Finance	4
MBO205	Investment Analysis, Portfolio and Risk Management	4
MBO206	Mergers & Acquisitions	4
MBO301	Consumer Behavior	4
MBO302	Marketing Research	4
MBO303	Services Marketing	4
MBO304	Integrated Marketing Communications	4
MBO305	Product and Brand Management	4
MBO306	Sales, Distribution and Retail Management	4
MBO401	Entrepreneurship	4
MBO501	Tourism Planning and Policies	2
MBO502	Emerging Trends in Tourism	2
MBO503	Sustainable Development and Responsible Tourism	2
MBO504	Advertising Management in Tourism	2
MBO505	Ecotourism Management	2

CORE COURSES

MBC 001 Management Process and Organisational Behaviour 4 credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness about managerial processes and determinants of people behaviour at workplace	
<u>Content:</u> - -	<p>Management Science: basic concepts and its role in decision making, :Planning, organizing, staffing, leading and controlling.</p> <p>Organization Structure and Design: Role in Individual and Interpersonal behavior at work-place</p> <p>Introduction to Determinants of Individual Behaviour: Perception, Personality, Attitudes, , learning, Self- Concepts ; Theories/ Models for understanding these determinants</p> <p>Fundamentals of Interpersonal Behaviour: Group Dynamics, Tools for Interpersonal Analysis, Fundamentals of Leadership and Motivation and their application, Theories/ Models/ Styles</p> <p>Organizational Change and Development; Models of Change; Organizational Climate and Culture; Conflict, and Negotiations. Power and Politics in Organization;</p>	<p>8 hours</p> <p>4 hours</p> <p>15 hours</p> <p>15 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	The participant will be able to understand people's behavior at work-place, and take managerial decisions	
<u>References/ Readings</u> -	<ol style="list-style-type: none"> 1. Weihrich, Heinz and Harold Koontz; 'Essentials of Management: An International Perspective'; McGraw-Hill, Inc.; 2004 or later editions. 2. Robbins, Stephen and Mary Coulter; 'Fundamentals of Management'; Prentice Hall of India Pvt. Ltd.; New Delhi; Latest edition 3. Luthans, Fred; 'Organizational Behavior'; McGraw-Hill, Inc, Latest edition. 4. Robbins, Stephen P; 'Essentials of Organizational Behavior'; Pearson Education India, Latest edition. 	

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MBC 002 Economics

4 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To understand the impact of Macroeconomic trends and Micro Economic theories to examine how a firm can achieve its objectives, subject to constraints, most efficiently.	

<p><u>Content:</u></p> <p>-</p> <p>-</p>	<p>Demand: Meaning; Factors influencing demand, Demand Theories, Elasticities, estimation and forecasting, Managerial Decision making in Marketing, Finance & Human Resource decisions.</p> <p>Supply: Meaning, Factors affecting supply, theories of supply, Elasticities, Supply budgeting, Impact on Marketing, Finance & Human Resource decisions.</p> <p>Economic Theories: Production theory, Cost theory.</p> <p>Decisions of the firm: Market structure and pricing. Risk, uncertainty and game theory.</p> <p>National income accounting frameworks and its usefulness in understanding economic environment of an economy. Classical, Keynesian micro-economic theories; IS - LM analysis and their policy implication for monetary and fiscal policies.</p> <p>Open economy macro- economics for understanding international linkages. Evolution of planned development in India, and different regulations, which conditions the working of the Indian economy.</p> <p>The process of structural adjustment and economic reforms- industrial policy, sectoral reforms. Disinvestment in public enterprises. Corporate governance in private sector. Foreign director investment and evaluation of the processes of globalization in India.</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>8 hours</p> <p>8 hours</p> <p>8 hours</p>
<p><u>Pedagogy:</u></p>	<p>Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.</p>	
<p><u>Learning Outcomes</u></p>	<p>The participant will be able to relate macro economic factors to micro economic issues and take decisions</p>	
<p><u>References/ Readings</u></p> <p>-</p>	<ol style="list-style-type: none"> 1. Samuelson, Paul A. and William D. Nordhaus; 'Economics'; Tata McGraw–Hill, Latest edition. 2. Nellis, Joseph G. and David Parker; 'The Essence of Business Economics'; Prentice–Hall of India Private Limited; New Delhi. Latest Edition. 3. Buckley, Adrian; "The Essence of International Money"; Prentice – Hall of India Pvt. Ltd.; New Delhi, Latest edition. 	

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Course MBC003

Legal aspects of Business

Credits 2

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of the legal aspects affecting an organisation	
<u>Content:</u> -	<p>Introduction to Indian Legal system, structure and processes, basics of court room and legal procedures such as jurisdiction, writ, civil, criminal courts, appeal, power of attorney, registration of documents, etc. Important Acts concerning business and labour.</p> <p>Essentials of valid contract, Consideration, free consent and Void agreements; Breach of Contract and its consequences. Indemnity and Guarantee, Bailment, Pledge, and Agency, Incorporation, memorandum and articles of Association of company including prospectus, Shares and debentures. Position of a director and winding up of a company including meetings.</p> <p>Mortgage under Transfer of Property Act, Essentials of Acts that have an implication for an Organisation: Factories Act, Industrial Disputes Act, Workmen's Compensation Act,ESI Act,Consumer Protection Act, Contract of Employment.</p>	<p>6 hours</p> <p>8hours</p> <p>10hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to consider legal aspects while taking business decisions and comply with legal provisions where required.	
<u>References/ Readings</u> -	<p>1. 'Nabhi's Business Law'; Jain Book Agency (Latest Edition)</p> <p>2. Singh, Avatar; 'Company Law'; Eastern Book Co. (Latest Edition)</p> <p>3. Singh, Avtar; 'Mercantile Law'; Eastern Book Co. (Latest Edition)</p> <p>4. Malik, P.L; 'Labour and Industrial Law'; Eastern Book Co. (Latest Edition)</p>	

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MBC004

Marketing Management

4 Credits

<u>Prerequisites for the course:</u>	Nil	
Objective	Familiarisation of Marketing Frameworks, Theories and analytical tools for analyzing and decision making in the area of Marketing.	
Contents	Role of Marketing, Core Concepts of Needs, Wants and Demands, Marketing Orientation of Companies. Strategic Planning and Marketing Management Process; External Environment including Customers and Suppliers	4 hours
	Consumer markets, Theories of Consumption Behaviour, Buying Process and decision making process. Types of Buying behaviour; Organisational Buying behaviour; Industrial Market, Reseller Markets, Government Markets; Segmentation, Targeting and Positioning, Types of segmentation, Basis for Segmentation	12 hours
	Product Concept and Hierarchy, Product decisions, Branding and Packaging Decisions, New Product Development; Diffusion of Innovation; Product Life Cycle concept, Strategies at stages of PLC, Strategies for Leaders, Followers, Challengers and Niches; Pricing and setting of Price, Methods of Pricing and initiating responses to Price Cuts;	12 hours
	Channels of Distribution: Role and Types of Channel, Distribution Channel design and management and modification. Retailing and Wholesaling	6 hours
	Advertising and Integrated Marketing Communication. Advertising decisions, Media decisions, Sales promotion and designing. Sales Management and Personal Selling. Digital Marketing and Social Media Marketing	8 hours
	Marketing Plan, Process and Evaluation, Process. Audits and Control of Marketing Decisions. Annual Plan Control, Profitability Control, Efficiency Control and Strategic Control.	6 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take basic marketing decisions	
<u>References/ Readings.</u>	1. Majarao, Simon; 'The Essence of Marketing'; Prentice Hall of India Limited; New Delhi; Latest edition.	

	<p>2. Kotler, Philip., Keller Kevin., Koshy Abraham., and JhaMithileshawar; 'Marketing Management: A South Asian Perspective'; Pearson Education India, Latest edition.</p> <p>3. Ramaswami., Namkumari; Marketing Management, McMillanIndiaLtd. New Delhi. Latest Edition</p> <p>4. Baines, Paul; Chris, Fill; Kelly, Page; Sinha, Piyush Kumar: MarketingManagement; Oxford Press, India. Latest Edition</p>	
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MBC005

Financial Management

4 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce fundamentals of financial management	
<u>Content:</u>	<p>Concepts and Conventions of Accounting, Reading of Annual Report, Balance Sheet, Profit and Loss Account, Vertical Form, Cash Flowstatements, Comparative statements, Common Size Statements, Profitability Ratios. Basic Accounting Standards. Directors' Report, Auditor's Report, Notes to Accounts, Understanding Annual Reports of Companies with Ratio Analyses. Scope of Financial Management, Creating Shareholder Value, Agency Issues, Time Value of Money, Forecasting cash flows, Estimation of Project Cost, Techniques of Capital Budgeting, N. P. V., I. R. R., Discounted Payback, profitability Index.</p> <p>Cost of Capital: Meaning and Concept, Calculation of WACC, Capital Structure and Leverage: concept.</p> <p>Basics of Working Capital, Operating cycle, Estimation of Working Capital, Components of Working Capital, namely, Cash, Inventory and Debtors, Sources of Long term and Short term finance.</p>	<p>8 hours</p> <p>8 hours</p> <p>14 hours</p> <p>8 hours</p> <p>10 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ 6Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to analyse financial information that facilitates long term and short term financial decisions	
<u>References/ Readings</u>	<p>1. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Balance Sheet', Tata McGraw-Hill Professional: Finance Made Easy Series, Latest edition.</p> <p>2. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Profit and Loss Account', Tata McGraw-Hill Professional: Finance Made Easy Series, Latest edition.</p> <p>3. N. Ramchandran, Ram Kumar Kakani: 'How to Read A Cash Flow Statement', Tata McGraw-HillProfessional: Finance</p>	

	<p>Made Easy Series, Latest edition</p> <ol style="list-style-type: none"> N. Ramchandran, Ram Kumar Kakani: 'Financial Accounting for Management, Tata McGraw-Hill Pvt Ltd: Latest edition Bhattacharyya, S. K. And John Dearden; 'Accounting for Management'; Vikas Publishing House Pvt. Ltd.; New Delhi; Latest edition Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill; Latest edition. Pandey, I.M. and Ramesh Bhat; 'Cases in Financial Management'; Tata McGraw-Hill; Latest edition. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 	
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MBC006 Human Resource Management

4 credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To understand the Human Resource practices of a firm	
<u>Content:</u>	<p>Fundamentals of HR Management: Concepts and Perspectives. Corporate objectives and challenges of HR; Job Analysis: Job description and job Specifications; Human Resource Planning: Demand and Supply; Downsizing and Retention.</p> <p>Human Resource Functions: Recruitment and Selection; Compensation and Reward Management: Job Evaluation, methods and types of compensation.</p> <p>Performance Management; potential assessment and competency development; Training and Development: Training process and methods;</p> <p>Employee Relations and Trade Unions. Grievance Redressal, Dispute Resolution and Conflict Management. Employee Empowerment.</p> <p>Organizational strategy, structure, culture and change; and their implications for HRM; Technology in HR; Green HRM and Sustainability; Introduction to International HRM</p>	<p>8hours</p> <p>10hours</p> <p>10 hours</p> <p>10hours</p> <p>10hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take decisions in Human Resource management	
<u>References/ Readings</u>	<ol style="list-style-type: none"> Cascio W F and Nambudiri R; 'Managing Human Resources' – Productivity, Quality of Worklife, Profits, Mc Graw Hill, Latest Edition Noe R A, Hollenbeck JR, Gerhart B and Wright P M, 'Human 	

	Resource Management’ – Gaining a competitive advantage, Mc Graw Hill, Latest Edition 3. Beardwell, Ian and Len Holden; ‘Human Resource Management’; Macmillan India Ltd.; Latest edition. 4.Dessler, Gary; ‘A Framework for Human Resource Management’; Pearson Education India; Latest Edition.	
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MBC007 Production and Operations Management

4 Credits

<u>Prerequisites for the course:</u>	Nil	
Objective:	To create an awareness of the functions of Production and Operations Management	
Contents:	Classification of operations; Responsibilities of Operations Manager; Process types in manufacturing and Services; Plant layout & Location. Production Planning and Control. Quality Management, Quality Control, Tools for improving Quality, TQM, Quality Assurance, Six Sigma and others. Productivity Improvement Techniques, Work study and Time Study, Maintenance policies for facilities and equipment, Preventive versus breakdown maintenance, Procedure for maintenance, total productive maintenance (TPM). Introduction to Operations Research and Linear Programming. Transportation and Assignment Models, Network Analysis including PERT and CPM. Decision Theory and Decision Tree Model.	10 hours 10 hours 14 hours 14 hours
Pedagogy	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take decisions in production operations in a Manufacturing and Service setup.	
Readings/ References	1. Adam Jr Everet E. R J; Production and Operations Management; Prentice-Hall, latest Edition. 2. Krajewski, Lee J. and Larry P. Ritzman; ‘Operations Management: Strategy and Analysis’; Pearson Education India; Latest Edition. 3. Taha H, Operations Research- An Introduction; Prentice-Hall India, Latest Edition 4. Krishnaswamy, K. N. ‘Cases in production / Operations Management’; Prentice Hall of India Private Ltd., New Delhi, Latest edition	

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MBC008

Business Research Methods

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce research methods used to arrive at business decisions	
<u>Content:</u>	<p>Introduction Research Problem, Framing of Research Question, Research Design, Qualitative Design, Descriptive Design, Experimental Design, Constructs, Variables, Statement of Hypotheses. Measurement and Scaling, Nominal, Ordinal, Interval, Ratio.</p> <p>Data Collection Questionnaire Design, Data Collection, Nature of Sampling, Steps in Sampling, Probability Sampling, Non probability Sampling, Determination of sample size</p> <p>Data Management and Basic Analysis Coding and Entering of Data, Managing Data, Methods of Analysis such as Descriptive Statistics, Frequencies, Cross Tabulation, T Tests, Analysis of Variance (ANOVA), Correlation</p> <p>Multivariate Analysis and Reporting Regression, Simple Regression, Multiple Regression, Factor analysis, Cluster analysis Interpretations of Results, Report Writing, Familiarity with the usage of a statistical package.</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to conduct research and write a research report	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Cooper D R and Schindler, "Business Research Methods", Tata McGraw-Hill, New Delhi, Latest Edition 2. Zikmund W G, "Business Research Methods"; Thomson Learning, Latest Edition. 	

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MBC009

Management Accounting

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce Cost Concepts that are used in an organisation.	
<u>Content:</u>	<p>Cost concepts Cost concepts, Elements of cost, Cost control, Cost information, Traditional cost management systems, Preparation of cost sheet.</p> <p>Decisions using the costing data - Cost Volume Profit Analysis (CVP Analysis), Marginal Costing Cost Volume Profit Analysis for making managerial decision. Break Even Point, Margin of Safety, Marginal Costing and Absorption Costing, Key Factors</p> <p>Variance Analysis Direct, Indirect Cost Variance (Material, Labour, Fixed & Variable Overhead Variance, Calendar Variance, Capacity Variance), Revenue & Profit Variance.</p> <p>Activity based costing (ABC) Design a traditional Activity based Cost System, Use information from ABC to improve operations, assign marketing, distribution, and selling expenses to customers, analyse and manage customer profitability.</p>	<p>4 hours</p> <p>8 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take managerial decisions considering the impact of costs on the operations of an organisation.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Anthony Atkinson, Robert Kaplan, Ella Mae Matsumura, S. Mark Young, G. Arun Kumar, Management Accounting, Pearson Education Publication, Latest Edition. 2. William Lanen, Shannon Anderson & Michael Maher, Fundamentals of Cost Accounting, Tata McGraw Hill Publication, Latest Edition. 3. Satish B. Mathur, Accounting for Management, McGraw Hill Publication, Latest Edition 	

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MBC010

Strategic Management

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To create an awareness of knowledge and tools used for industry and firm analysis in designing organisational strategies and their implementation	
<u>Content:</u>	Introduction to Strategy	2 hours

	<p>Strategy meaning & importance, Strategy development process, Vision, Mission statements, Objectives of the company.</p> <p>External and Internal Analysis of Firms</p> <p>Evaluating company's external environment (Porter's 5 Forces Analysis, Political Economic Social Technological Environmental Legal (PESTEL) Analysis), Evaluating company's internal environment (Strength Weakness Opportunity Threats (SWOT) Analysis), resource capabilities, & competitive environment</p> <p>Crafting Strategy</p> <p>Five generic competitive strategies: Low cost, Broad Differentiation, Focussed Differentiation, Focussed Low Cost, Best Cost Strategy.</p> <p>Strategy Implementation</p> <p>Strengthening company's competitive position, Strategies for international markets, Corporate Group strategy.</p>	<p>10 hours</p> <p>6 hours</p> <p>6 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to analyse the structure of an industry and indicate sustainable strategies for competitive advantage.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Arthur Thompson Jr., Margaret Petarf, John Gamble, Strickland III & Arun K. Jain, "Crafting and Executing Strategy", MacGraw Hill Publication, Latest Edition. 2. Bowman, Cliff: 'The Essence of Strategic Management'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 3. Faulkner, David and Cliff Bowman; 'The Essence of Competitive Strategy'; Prentice Hall of India Private Ltd; New Delhi; Latest Edition. 4. Industry notes and business stories from popular business periodicals, databases. 	

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MBC011

IT Skills

2 Credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the fundamental Informational Technology Skills required to work in any organisation	
<u>Content:</u>	<p>Word Processing Usage, formatting, creating reports, citations, inserting tables and pictures, macros, mail-merge.</p> <p>Slide Presentations Creation of slides, layouts, properties, slide transmission, use of animation in slides, inserting tables, graphs, pictures, videos, etc. in the slides, creating a slide show.</p> <p>Spreadsheets Creation of spreadsheets, entering data, use of general functions, creation of various types of graphs, data validation, use of filters, data sorting, creating formulas, use of statistical functions, use of finance functions, macros.</p> <p>Management Information System as a decision support system</p>	<p>6 hours</p> <p>6 hours</p> <p>10 hours</p> <p>2 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use IT tools in making managerial decisions, reporting and presenting them.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Francisco Innaeillo, Excel for business, Atlantic Publisher, Latest Edition. 2. John Limbart& Frye, Microsoft Office 2016 Step by Step, PHI, Latest Edition. 	

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MBS001 Communication Skills

4 credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the essentials of effective communication in different contexts	
<u>Content:</u> - -	<p>Difference between formal and informal communication; Communication process, types, Effectiveness in communication – the Roles of Sender, Receiver and the medium; Role of culture in communication; Importance of Non Verbal Communication</p> <p>Oral Communication: Skills required for effective interpersonal and group communication, Effective Public speaking. Noise in communication and its prevention. Barriers and Gateways in Communication;</p> <p>Written Communication: Fundamentals of effective writing; different forms of written communication; report writing, creative writing; Structure and content of various types of reports; Creativity in Communication</p> <p>Competitive versus collaborative communication, types of negotiation, barriers in effective negotiation, interests versus positions in negotiation;</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to facilitate interpersonal Communication, participate in group discussions, and to write effectively.	
<u>References/ Readings</u> -	<p>1. Business and Professional Communication by Kelly M. Quintanilla and Shawn T. Wahl, latest South Asia Edition, Sage Publications India Pvt.Ltd, Mathura Road, New Delhi, India, 110044.</p> <p>2. Effective Business Communication by Anjaneesethi, Bhavna Adhikari, Tata MacGraw Hill Education, India.</p> <p>3. How to be a Great Communicator in Person, On Paper, and on Podium by Nido Qubein, Viva Books, India.</p>	

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MBS002 Interview Facing Skills and Mock Interviews

2 credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	To introduce the basics of writing resumes and preparatory skills required to face interviews	
<u>Content:</u>	Fundamentals of Resume Writing, Writing effective Cover letters	4 hours

-	and emails to organizations.	
-	Group Discussions – different types, Different types of interviews and basic competencies required in facing interviews.	4 hours
	Preparation required prior to facing an interview – industry and firm analysis. SWOT analysis; Frequently asked questions in interviews	4 hours
	Mock interviews to assess conceptual clarity, domain knowledge, soft skills, and perspectives held, etc.	12 hours
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to face interviews	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Prasad, Hari Mohan, How to prepare for Group Discussion and Interview, Tata McGraw Hill, Latest Edition 2. Patnaik, Priyadarshini, Group Discussion and Interview Skills, Cambridge University Press, Latest Edition 	

MBN001 German Language A1 level 4 credits

MBN002 German Language A1 level 2 credits

<u>Prerequisites for the course:</u>	Nil	
<u>Objective:</u>	This course introduces the basic structures of the German language at elementary A1 level.	
<u>Content:</u>	Communicating in German in basic life contexts: Personal Details/welcome – small talk in a coffeehouse – ordering and paying; Language course – naming things; Cities, countries, languages – sightseeing in Europe; People and Houses – apartment and furniture; Appointments/dates and time; Orientation in the city – transportation;	12 hours
-	Professions – talking about your own profession and work; Sightseeing, Vacations and holidays, Food and shopping for food; Clothing, Health, illness, parts of the body, fitness, going to the doctor	12 hours
-	<i>Grammatical Structures:</i> simple clauses – “wh”-questions, yes/no-questions, statements, negation, verbs: conjugation of verbs in the present tense and simple perfect tense; conjugation of auxiliary verbs 'to be' and 'to have'; past of verb 'to be' and 'to have'; separable verbs, nouns and articles (definite and indefinite); compound nouns; plurals of nouns: imperative, cases (nominative, accusative, dative and genitive), personal pronouns, possessive articles (Nom.) – articles (Dat., Acc.), adjectives, simple sentence connectors, graduation with “zu” (it is too big a question), questions, prepositions of time, prepositions with dative and accusative, time adverbs,	12 hours
	the pronoun: one, numbers, building vocabulary systematically,	12 hours

	compound words; Reading Comprehension in German; Writing simple sentences	
<u>Pedagogy:</u>	Lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to engage in simple conversations in German language. An ability to extract sociocultural information from simple texts in German language	
<u>References/ Readings</u> -	1.Netzwerk – Deutsch als Fremdsprache A1 Kursbuch (German as a foreign language A1 course book) with audio cds, Goyal Publishers and Distributors Pvt. Ltd, Latest Edition 2) Netzwerk - Deutsch als Fremdsprache A1 Arbeitsbuch (German as a foreign language A1 work book) with audio cds, Goyal Publishers and Distributors Pvt. Ltd, Latest Edition 3) Glossary for A1, Goyal Publishers and Distributors Pvt. Ltd, Latest Edition	

MBN003 Portuguese Language 4 credits

MBN004 Portuguese Language 2 credits

Syllabi approved in Academic council by Portuguese department is adopted for the course

Optional Business Courses in Finance

MBO201

Corporate Finance

4 Credits

<u>Prerequisites for the course:</u>	A core course in Financial Management	
<u>Objective:</u>	To describe different financial tools that help finance executives in taking finance related decisions	
<u>Content:</u>	<p><u>Capital Budgeting</u> Financial Goal of the Corporation, Corporate Decisions-Investment, Financing Liquidity and dividend Capital Budgeting, Net present Value and Other techniques of Project evaluation, estimation of Cash Flows especially for new product decisions and single machine sale or purchase decisions, replacement decisions, Capital Rationing, projects with different lives.</p> <p><u>Cost of Capital and Risk analysis</u> Investment decisions with risk analyses-sensitivity analysis, scenario analysis and decision trees. Cost of Capital as discounting rate for capital budgeting decisions, Financing of projects with reference to leverage and risks, Theories relating to financing, Dividend Decisions.</p> <p><u>Working Capital and Cash Management</u> Working Capital, Types, Policies, Estimation of Working Capital, Operating cycle, Cash Forecasting and Budgeting, Managing cash collections and disbursement</p> <p><u>Inventory and Debtors Management</u></p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p>

	Inventory EOQ, Reorder level, Safety stock, Control techniques, Investment in debtors, credit management decisions- risk return trade-off, credit policy variables -credit standards, collection period, discounts, economic credit policy, monitoring tools like Aging Schedule, Sources of Long term and Short term finance.	12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to analyse financial information to facilitate long term and short term financial decisions	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Chandra, Prasanna; 'Financial Management: Theory and Practice; Tata McGraw-Hill, New Delhi; Latest edition. 2. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt. Ltd. Noida UP; Latest edition. 3. Brealy, Myers, Allen and Mohanty; 'Principles of Corporate Finance' Tata McGraw-Hill, New Delhi; Latest edition. 4. Bhalla, V.K.; 'Working Capital Management: text and Cases' Anmol Publications Pvt. Ltd, New Delhi, Latest edition. 	

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MBO202 Financial Accounting and Auditing

4 Credits

<u>Prerequisites for the course:</u>	A core course in Financial Management	
<u>Objective:</u>	To introduce the different aspects of book keeping, financial statements, statutory compliances and using software for accounting	
<u>Content:</u>	<p><u>Books of Accounts</u> Books of Accounts, Concepts and conventions, Journal entries, Writing of Cash Book and Journal as Primary books of accounts, Posting in Ledger as Secondary book, Subsidiary books, and Trial Balance.</p> <p><u>Financial Statements</u> Bank Reconciliation Statement, Rectification of errors and reading of ledger accounts; Preparation of Profit and Loss Account and Balance Sheet from Trial Balance, Preparation of Cash Flow Statement, direct and indirect methods.</p> <p><u>Inventory Records, Depreciation and Introduction to Software for Accounting</u> Inventory valuation with reference to Accounting Standard and its impact on final Accounts and Cost Sheet and disclosure requirements; Methods of charging depreciation and amortization and their impact on profits, sales and purchase of</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p>

	<p>assets, disclosure requirements. Transactions relating to shares and debenture; Entering transactions and making Final accounts in Software package</p> <p><u>Statutory Compliance and Audits</u></p> <p>Notes to Accounts, Schedule VI to Companies Act 2013, IFRS, latest concepts, Statutory Audit, Cost Audit , Internal Audit, Management Audit, appointment, Qualification, rights and duties of auditor, Audit Report, qualifications. CARO, Corporate Governance and Corporate Social responsibility.</p>	12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to write books of accounts, present Final Accounts of business entities and prepare finance audits	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. K. Narayanswamy, 'Financial Accounting': A Managerial Perspective; PHI Learning Pvt. Ltd; Delhi 110092. Latest edition. 2. Sehgal A., Sehgal D. :Advanced Accounting; Taxmann Allied services (P)Ltd; New Delhi, Latest edition. 3. Anthony Robert N. Hawkins D., Merchant K.; 'Accounting Text and Cases' McGraw-Hill Education (India) Pvt. Ltd. New Delhi, Latest edition 4. Garg Kamal, 'Advanced Auditing', Bharat Law House Pvt. Ltd, New Delhi, latest edition 	

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<u>Prerequisites for the course:</u>	A core course in Financial Management	
<u>Objective:</u>	To create an awareness of the essentials of taxation and financial planning for individuals and firms.	
<u>Content:</u>	<u>Definitions, Salary and Income From House Property</u> Definitions- Income, agricultural income, Person Assessee, Company, Previous year and Assessment Year, Basis of charge, incomes exempt from tax, Heads of Income, Salary, meaning, Perquisites, Allowances, Profit in lieu of salary deductions, Income from House Property, Annual value, self-occupied, let out and deemed to be let out, deductions, unrealised rent and arrears of rent, co-owners	8 hours
	<u>Computation of Income with all Heads of Income and Assessments</u> Profits and Gains of Business and Profession, chargeability, admissible deductions, disallowance u/s 40(a), , 40(A), Provisions relating to Maintenance of books of accounts and audit, and presumptive taxation, Taxation of companies with provisions relating to minimum alternate tax and managerial remuneration. Capital Gains, capital asset, transfer, Long term and short term capital gains, indexation, cost of acquisition and improvement, exemptions. Income from Other Sources, Chargeability and deductions Deemed income, Set off and carry forward of losses Deductions under chapter VI –A, 80C, CC, CCC,D, E, G,GG, Computation of Income, Filing of Returns, Assessments, Advance Tax and Tax Deducted at Source	16 hours
	<u>Financial Planning with respect to Risk and Retirement Planning</u> Financial Planning with respect to: Risk Management and Insurance, Retirement planning with respect to employee benefits (with reference to Time value of money),	8 hours
	<u>Investment and Portfolio Planning</u> Investment Planning with respect to mutual funds, emerging investment products, bond valuations, stock valuation, Portfolio Management, Estate Planning.	16 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to do financial planning for individuals and firms, with due regard to tax planning.	
<u>References/ Readings</u>	1. Singhanian Vinod and SinghanianKapil; 'Direct Taxes Law and Practice with sp. Reference to Tax Planning', Taxmann Publications (P) Ltd, New Delhi, Latest edition.	

	<ol style="list-style-type: none">2. Manoharan T. N. & Hari G. R., 'Students' Handbook on Taxation', Snow White Publications Pvt. Ltd, Mumbai, 400002.3. Pandey, I.M.: Financial Management'; Vikas Publishing House Pvt.Ltd.Noida UP; Latest edition.4. Kapoor Jack R, Dlabay and Hughes; 'Personal Finance', Mc Graw Hill Education (India)Pvt. Ltd., New Delhi, Latest edition.	
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MBO204

International Finance

4 Credits

<u>Prerequisites for the course:</u>	A core course in Financial Management	
<u>Objective</u>	To introduce the international sources of finance, essentials of international trade and international financial risks faced by an organisation.	
<u>Content</u>	<u>Strategic International Finance:</u> Strategic International Finance, Sources of cross border financial instruments – Bonds (Yankee, Junk, Euro Convertible Bonds, Global Depository Receipts) International Financial Markets, Interest Rates, Foreign Exchange markets.	12 hours
	<u>Currency Derivatives & Exposure Management:</u> Currency Forwards, Futures, Swaps & Options, Understanding Financial Risk, Management of Currency Exposure.	12 hours
	<u>International Financial Management:</u> Short and Long Term Financial Management, International Financing, International Project Appraisal – Options approach to project capital, Determining the cost of capital, Transfer Pricing, Exchange Rate risk and Cost of Capital, International Joint Ventures.	12 hours
	<u>Interest Rate & Risk Management:</u> Currency & Interest Rate Swaps, Swap Structures, Application and Valuation of Swaps, Forward Rate Agreements, Interest Rate Futures, & Interest Rate Options.	12 hours
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take decisions on international finance aspects.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Prakash G. Apte, 'International Finance A Business Perspective' McGraw Hill Education (India), Pvt Ltd, New Delhi, Latest Edition. 2. John C. Hull, 'Fundamentals of Options, Futures and Risk Management'; Pearson Education, India, Latest Edition,. 3. Pandey, I.M.: 'Financial Management'; Vikas Publishing House Pvt.Ltd.Noida UP; Latest edition. 4. Prasanna Chandra 'Strategic Financial Management, McGraw Hill Education (India) Pvt. Ltd., Latest edition 	

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MBO205 Investment Analysis, Portfolio and Risk Management 4 Credits

<u>Prerequisites for the course:</u>	A core course in Financial Management	
<u>Objective</u>	To introduce concepts of investment analysis and managing portfolios, and the underlying risks involved.	
<u>Content</u>	<p><u>Investment analysis:</u> Working (Market mechanics) of Indian Securities Market, Risk and Return Trade-off, Comparison and analysis of various investment avenues, Valuation of shares and fixed income securities, Fundamental analysis, Technical analysis.</p> <p><u>Portfolio Management:</u> Portfolio creation, theories of portfolio management – active and passive, Markowitz theory, portfolio return and risk, efficient market hypotheses-strong, semi-strong & weak form.</p> <p><u>Risk Management using derivative:</u> Portfolio risk, Derivatives, types – forwards, futures, options, and swaps, features, market mechanics – settlement, trading, margins, determining cash flows, recalculation of portfolio risk using derivatives.</p> <p><u>Derivative pricing and Trading strategies:</u> Pricing of derivative instruments – Futures, and Options, trading strategies using various derivatives like Forwards, Futures, Options and Swaps.</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to analyse investment avenues, choose and create portfolio using financial securities and manage risk using derivatives.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Prasanna Chandra, 'Investment Analysis & Portfolio Management', McGraw Hill Education India Pvt. Ltd., Latest Edition. 2. Jordan & Fischer, 'Security Analysis & Portfolio Management', Prentice Hall India, Latest Edition. 3. Technical Analysis – A book by Capital markets publishing house, Latest Edition. 4. Robert D. Edwards & John Magee, Technical Analysis of Stock Trends; Vision Books, Latest Edition. 5. Bodie, Kane, Marcus, Investments, Tata McGraw Hill, Latest Edition. 6. John C. Hull, Fundamentals of Options, Futures and Risk Management, Pearson Education India, Latest Edition. 7. Jayant Rama Verma, Derivatives and Risk Management, McGraw Hill, Latest Edition. 8. A.N.Sridhar, Futures & Options, Equities & Commodities by SPD Publications, latest Edition. 	

MBO206

Mergers & Acquisitions

4 Credits

<u>Prerequisites for the course:</u>	A core course in Financial Management	
<u>Objective</u>	To introduce the different financial considerations involved in mergers and acquisitions of firms	
<u>Content</u>	<p><u>Strategic analysis:</u> Meaning of M&A, Reasons and objectives of M&A, Strategic analysis of the M&A – Michael Porter’s Five Force Analysis pre and post merger comparison, Identification of Target – Rationalisation and matching of M&A objectives – Market share, synergies, tax management, technology transfer.</p> <p><u>Due Diligence:</u> Complete due diligence of the target, Technical, Market, Financial, Human Resource, Integration of Vision & Mission and managing inter organisational conflicts, Risk Management.</p> <p><u>Valuation:</u> Financial Valuation of target and the impact on the merged entity, Net Asset Value – Book Value, Net Realisable Value, Discounted Cash Flow – Forecast Free Cash Flow, Weighted Average Cost of Capital using Capital Asset Pricing Model , Market Valuation – P/E multiple, B/V multiple, Beta, Shareholder Value Creation – wealth maximisation , Ascertaining the Share Swap ratio – based on Earnings Per Share; based on Market Price.</p> <p><u>Shareholder Value Creation & Defence against hostile takeover:</u> Shareholder Value Creation (SVC), Economic Value Added (EVA), Pablo Fernandez Model (PFM), Impact of M&A on the SVC – Creation or destruction of shareholder value post- merger or takeover. Defence mechanisms against hostile Takeover.</p>	<p>12 hours</p> <p>12 hours</p> <p>12 hours</p> <p>12 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to make informed Merger and Acquisition decisions.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Crafting & Executing Strategy by Arthur Thompson, M. Peteraf, J. Gamble, A. Strickland & Arun Jain, McGraw Hill, New Delhi, Latest Edition. 2. Mergers & Acquisitions by Kevin Boeh & Paul Beamish, Sage Publication, New Delhi, Latest Edition. 3. Financial Management by I M Pandey, Vikas Publication, New Delhi, Latest Edition. 4. Mergers, Acquisitions & Corporate Restructuring by C. Krishnamurthy & Vishwanath S.R., Sage Publication, New Delhi, Latest Edition. 5. Strategic Financial Management by Prasanna Chandra, McGraw Hill, New Delhi, Latest Edition. <p style="text-align: right;">(Back to Index) (Back to Agenda)</p>	

Optional Business Courses in Marketing
MBO301 Consumer Behaviour

4 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness of consumerbehavioural dynamics that impacts buying decisions	
<u>Content:</u>	Definition and Process Definition and importance, marketing strategy and consumer behaviour, market segmentation, external influences, internal influences, consumer decision process, problem recognition, information search, alternative evaluation and selection; customer relationship management	12 hours
	External influences Concept of culture, values, time space and symbols, global culture, self oriented, environment oriented and other oriented values, demographics, occupation, education, income, age social stratification, measurement of social class, sub cultures, Household and family, household life cycle, family roles, conflict resolution, consumer socialization, marketing to children, brand communities, nature and degree of reference group influence, opinion leadership, diffusion of innovations	12 hours
	Internal Influences Perception, learning theories, memory, theories of motivation personality emotions, attitude self-concept and VALS – Impact on brand image and product positioning,	12 hours
	Organizational Buying Characteristics, roles and decision making units, decision making process, choice criteria, new buy and rebuy, purchasing practices (just in time , leasing etc.), Relationship marketing	12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	the participants will develop competence in analyzing consumer behavior to make marketing decisions	
<u>References/ Readings</u>	6. Del I. Hawkins, R.J Best, K. A Coney and A.Mukherjee, "Consumer Behavior: Building marketing strategy", Latest Edition, Tata McGraw Hill 7. Leon Schiffman and Leslie Kanuk, "Consumer Behavior", Latest Edition, Pearson Education	

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<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the different research tools and techniques used in marketing decisions	
<u>Content:</u>	Research Design Problem definition, theoretical framework, analytical model, research questions, hypotheses, information specification, ethics in marketing research, Research methods	12 hours
	Measurement and scaling Measurement and scaling, nominal, ordinal, interval and ratio scales, likert, semantic differential and stapel scales, reliability and validity, questionnaire design, question structure, question wording, order of questions, form design	12 hours
	Data collection and preliminary analysis Sampling, defining target population, non probability and probability sampling, sample size determination, data collection methods and field work, coding, data entry and data preparation, frequency distribution, cross tabulation and chi-square, analysis of variance	12 hours
	Multivariate analysis Correlation and regression analysis, simple and multiple regression, interpretation of results, discriminant analysis, factor analysis, extraction and rotation methods, logistic regression, cluster analysis, multi dimensional scaling, report preparation and presentation, usage of a statistical package like SPSS	12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to design Research projects that help in marketing decisions	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Naresh K Malhotra, "Marketing Research: An applied orientation", Latest Edition Pearson Education 2. Joseph F Hair, Robert P Bush and David J Ortinau "Marketing Research within a changing information environment", Latest edition, Tata McGraw Hill 	

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MBO303 Services Marketing

4 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the dimensions of services that require special attention in marketing them	
<u>Content:</u>	Service customer Characteristics, Services marketing mix, Customer focus, Customer gap, provider gaps, Search, experience and credence properties, customer experience, customer expectations of service, customer satisfaction, service quality, service encounters	12 hours
	Service design Service failure and recovery, recovery expectations, switching versus staying, recovery strategies, challenges of service innovations, new service development process, types of service innovations and stages, service blue printing, factors of service standards, customer defined service standards and their development, physical evidence, types of servicescape, roles of servicescape, guidelines for physical evidence strategy	12 hours
	Service delivery Service culture, role of service employees, boundary spanning, people strategy, customer oriented service delivery, customer roles, self service technologies, service distribution, direct channels, franchising, agents and brokers, electronic channels, managing demand and supply, capacity constraints, yield management, waiting line strategies	12 hours
	Communication and pricing Service communication, matching promises and delivery, service pricing, pricing and customers, pricing and value, service and profitability, customer retention, quality and purchase intentions, balanced service score card	12 hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use services marketing theories in decision making	
<u>References/ Readings</u>	3. Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler, Ajay Pandit; "Services Marketing: Integrating customer focus across the firm", Latest Edition, Tata McGraw-Hill 4. Christopher Lovelock, JochenWirtz and JayantaChatterjee, "Services Marketing: People, technology and strategy", Latest Edition, Prentice Hall	

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MBO304

Integrated Marketing Communications

4 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness of Integrated Marketing Communications that help in increasing Marketing effectiveness.	
<u>Content:</u>	Introduction and Role: Role of Integrated Marketing Communications in an organization; Evolution of IMC; The Promotional Mix; The IMC Process; Market and Competitor Analysis; The role of Tools of IMC; Role of Client; Agency and Types of Agencies; Advertising and PR; Analysing the Communication Process; Models of Communication; FCB Model; ELM Model. Persuasive Communication	12hours
	Establishing Objectives; DAGMAR Approach; Setting Objectives for IMC; Budgeting Decisions and Approaches; Creative Strategy; Developing the creative aspect of communication; Creative Appeals; Styles and tactics; Media Planning strategy; Developing the Media Plan; Evaluation of Media Plan and follow up;	12hours
	Media Evaluation: Evaluation of Different Media; Television; Print; Broadcast and Support Media; Direct Marketing; Digital Marketing; Internet and Interactive Media; Public Relations and its use; Establishing Media Objectives; Reach and Response;	12hours
	Sales Promotion : Scope and role in IMC; Consumer Franchise Building Promotions; Consumer oriented Sales Promotion; Tools of Sales Promotion; Coordination of Sales Promotion with other tools of IMC; Budgeting for Sales Promotion; Objective setting and coordination with other IMC tools for budgeting; Media Support and timing; Measuring impact and tracking of IMC	12hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	The participant will be able to use IMC strategies to increase reach of products/ services	
<u>References/ Readings</u>	1. Advertising Management by Aaker; Myer and Batra; Prentice Hall India; Latest Edition 2. Brand Building Advertising: Concepts and Cases by M.G. Parameshwaran; TMH; Latest Edition 3. Contemporary Advertising by Arens; Tata McGraw Hill; Latest Edition 4. Advertising and Promotion: An IMC Perspective by Belch & Belch; TMH; Latest Edition	

MBO305

Product and Brand Management

4 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To introduce the concepts of product and Brand Management	
<u>Content:</u>	<p>Product Strategy and Analysis: Product Strategy and Planning, Product and Market Focused Organisations, Product and Market Evolution, Product Life Cycles, Defining the Competitive Set, Category Attractiveness Analysis, Competitor Analysis and Customer Analysis.</p> <p>Product Development: Developing Product Strategy, New Product Development, Designing the Offer, Market and Sales Potential, Pricing Decisions, Advertising and Promotion decisions, Concept and Product Testing, Financial Analysis for Product Management</p> <p>Branding: Introduction to Brands and Branding, Rationale for Building Brands, Types of Brands, Creating a Brand; Designing Brand Identity; Customer Brand Building Equity Model, Brand Equity : Building and Measuring Brand Equity.</p> <p>Brand Positioning: Brand Positioning, Consumer Behaviour, Crafting Brand Positioning Strategy, Building Marketing Programmes for Brands, E-Branding and building Online Brands, Brand Strategies including Line and Category Extensions, Umbrella Branding and Managing the Brand Architecture.</p>	<p>12hours</p> <p>12hours</p> <p>12hours</p> <p>12hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take product and brand related decisions	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Product Management by Donald Lehman and Russell Winer, Tata McGraw Hill, Latest Edition 2. Product Management by Moore and Pessemier, McGraw International, Latest Edition 3. Strategic Brand Management by Kevin Keller, Pearson Education, Latest Edition 4. Brand Management, Principles and Practices by Kirti Dutta, Oxford Publication, Latest Edition. 	

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MBO306

Sales, Distribution and Retail Management

4 Credits

<u>Prerequisites for the course:</u>	A core course in Marketing Management	
<u>Objective:</u>	To create an awareness of the various dimensions of sales,	

	distribution and retail management	
<u>Content:</u>	<p>Sales & Distribution Management: Overview of Sales Management- Role of Sales Management, Careers in Sales Management, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force, Relationship Marketing</p> <p>Channel Management Systems: Information System, Role of E-commerce in Selling, International Sales Management, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling</p> <p>Retailing: Introduction, Retailing Management Decision Process, Types of Retailers, Retailing Environment, Indian vs. Global Scenario, Elements in a Retail Marketing Environment, The Retail Marketing Segmentation, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation, Store Location and Layout, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies,</p> <p>Retail Formats and Strategy: Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Differentiation Strategies, Positioning Decisions, Understanding Merchandising Management, Retail Merchandising Management Process, Retail Pricing, Promotions and Advertising, E-tailing, Technology in Retailing and its impact.</p>	<p>12hours</p> <p>12hours</p> <p>12hours</p> <p>12hours</p>
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to take decisions related to Sales, Distribution and Retail activities of an organization.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Management of a Sales Force by Spiro, Stanton and Rich, Tata McGraw Hill, Latest Edition 2. Sales and Distribution Management by Havaladar and Cavale, Tata McGraw Hill, Latest Edition 3. Retail Management: A Strategic Approach by Barry 	

	Berman, Pearson, Latest Edition	
	4. Retail Management by Swapan Pradhan, Tata McGraw Hill, Latest Edition	

Optional Business Courses in Tourism

MBO501 Tourism Planning and Policies

2 Credits

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MBO502 Emerging Trends in Tourism

2 Credits

<u>Prerequisites for the course:</u>	A core course in Tourism Management	
Objective:	To create an awareness of emerging trends in domestic and	

	international tourism that impact the design and development of tourism products	
<u>Content:</u>	<p><u>Emerging Trends in domestic as well as international tourism:</u> Introduction to the emerging trends, issues and challenges in tourism: such as Space Tourism, Agro-Tourism, Adventure Tourism, Medical Tourism, Eco Tourism, Rural Tourism, Virtual Tourism, Event Tourism, Health Tourism, Adventure Tourism. Factors Responsible for Changing Tourism Concepts and Tourist Demand Patterns: Impact of Cultural, Economic, Political, Technological, Environmental and Ecological Perspectives on International Tourism. International Tourism in future perspective: future projections, new upcoming destinations.</p> <p><u>Emerging Trends in motives for travel and trends and issues in travel:</u> Tourism Measurement: measurement of tourist traffic and receipt, techniques and their limitations. Emerging trends in Tourist Motivations. Recent Trends in Domestic and International Tourism in India. Impact of information technologies on tourism; Eco-tourism: Trends, issues and challenges.</p>	12hours
<u>Pedagogy:</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	12hours
<u>Learning Outcomes</u>	An ability to identify emerging trends in tourism and their impact on planning for new/modified tourism products	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Charles R. Goeldner, 'Tourism Principles, Practices, Philosophies', Wiley Eastern Publishing; Latest edition. 2. Mohammad Saleem Mir, 'Emerging Trends of International Tourism in India', Lambert Publishing, Latest Edition 3. Anil Verma, Emerging Trends in Tourism, SBS Publishers Latest edition 	

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MBO503	Sustainable Development and Responsible Tourism	2 Credits
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<u>Prerequisites for the course:</u>	A core course in Tourism Management	
<u>Objective</u>	To create an awareness of sustainable tourism practices and about organisations associated with promoting sustainability and responsible tourism.	
<u>Content</u>	<u>Sustainable Tourism:</u> Introduction: The nature and scope of sustainable tourism, indicators of sustainable tourism, conceptualising tourism and sustainability. The three dimensions of sustainable tourism: The environment, economic and social dimensions. The Key actors in	12hours

	<p>sustainable tourism: The public sector, the industry, the voluntary sector, the host community, the government, media and the tourist. Understanding the market for sustainable tourism: eco-tourism, wilderness use, adventure travel. Measures implemented by the hospitality industry towards sustainability.</p> <p>Responsible Tourism: Responsible tourism: Scope of responsible tourism, corporate social responsibility, responsible tourism policies, the responsible tourism system. Stakeholders; The future of sustainable tourism and responsible tourism.</p>	12hours
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to promote sustainability and responsible tourism.	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. J. Swarbrooke, 'Sustainable Tourism', Rawat Publications, 2010. 2. Romila Chawla, 'Sustainable Development and Tourism', Sonali Publications, Latest edition. 3. R Kumar, VeenaTewari S Das, 'Tourism Sustainable Development and Management', Enkay Publishing House, Latest edition. 4. R Chawla, 'Responsible Tourism', Sonali Publications, Latest edition. 	

MB0504 Advertising Management in Tourism 2 Credits

<u>Prerequisites for the course:</u>	A core course in Tourism Management	
<u>Objective</u>	To create an awareness of Advertising for tourism organisations	
<u>Content</u>	<p>Understanding tourism and leisure advertising: Marketing and promotion in tourism and leisure, Marketing communications, Advertising and promotion in tourism and leisure, key models employed in planning advertising, Advertising and audience, Planning the complete campaign, Advertising strategy, Making media choices</p> <p>Advertising Research: The role of research in tourism and leisure advertising, Research in the advertising cycle, Advertising research techniques,</p> <p>Advertising Challenges: The dynamic advertising environment, The changing leisure consumer, The global competitive economy, Matching markets and advertising appeals, Creativity and advertising opportunities</p> <p>Advertising Brands Building powerful tourism and leisure brands, Advertising and brand positioning, Advertising destination brands</p>	<p>6 hours</p> <p>6 hours</p> <p>6 hours</p> <p>6 hours</p>

<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use advertising strategies for promoting tourism organisations	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. George E Belch & Michael A Belch, 'Advertising & Promotion', McGraw Hill Education (India) Private Limited, Latest Edition 2. Manjula Chaudhary, Tourism Marketing, Oxford University Press, Latest edition. 3. Nigel Morgan & Annette Pritchard, "Advertising in Tourism and Leisure", Routledge, Latest edition. 	

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MBO505 Ecotourism Management

2 Credits

<u>Prerequisites for the course:</u>	A core course in Tourism Management	
<u>Objective</u>	To introduce the concepts of eco-Tourism and its management by the hospitality industry	
<u>Content</u>	<p><u>Principles and practices of Eco-Tourism:</u> Introduction, Principles and practices of eco-tourism and profiling the eco tourist; Stakeholders in eco-tourism: Role of community and the government; Environmental impacts of tourism: depletion of natural resources, pollution and physical impacts.</p> <p><u>Eco Tourism Management in Hospitality Industry:</u> Eco tourism Planning and management: prerequisites for an eco-tourism management plan, Planning process; evaluation; Role of the hospitality industry in promoting eco-Tourism, ecofriendly practices, ecotels, The WTTC position Guidelines for ecotourism</p>	<p>12 hours</p> <p>12 hours</p>
<u>Pedagogy</u>	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use methods and techniques for the planning, management, regulation and monitoring of eco-tourism	
<u>References/ Readings</u>	<ol style="list-style-type: none"> 1. Charles R. Goeldner, 'Tourism Principles, Practices, Philosophies', Wiley Eastern Publishing; Latest Edition. 2. Romila Chawla, 'Eco-tourism Planning and Management', Sonali Publications, Latest edition. 3. David. A Fennell & Ross Dowling, Ecotourism Policy & Planning, 	

	Cabi Publishing, latest edition. 4. R Chawla, ' Eco tourism and Development', Sonali Publication, Latest edition.	
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Optional Human Resources Courses

MB0101 Hiring and Talent Management

4 Credits

<u>Prerequisites for the course:</u>	A core course in Human Resource Management	
Objective	To create an awareness about strategies in Hiring, Talent management, and compensation management	
Contents	<p>Effective Hiring Talent Acquisition: Recruitment, Selection and Identification of Talent; Sources of Talent – Internal, External. Criteria for hiring, screening, selection methods, Person-job fit, challenges in effective hiring and selection processes, Ethics; Impact on individual, team, and organizational effectiveness.</p> <p>Compensation Job Evaluation and strategic compensation; methods of job evaluation; principles of compensation, Compensation Structures; Labour Market: Concept, Broad Types; National Wage Policy; Company Compensation Policy : Compensation Methods, Salary Components; Pay Grades, Economic Principles, External Equity : Salary Surveys Incentives - kinds of wage incentives plans, pay for performance, competency based pay; Bonus; Fringe Benefits.</p> <p>Career management and Retaining Talent Career Management & Succession Planning; Role of effective feedback and development; Employee Attrition and Role of Employee Career Paths; Concept of Career Anchor; Competency Approach to Development; Mentoring for Employee Development; Talent Retention Strategies; Communication & Leadership: Integration of Human Capital Systems;</p>	<p>12 hours</p> <p>16hours</p> <p>8 hours</p> <p>12 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
References/ Readings.	<ol style="list-style-type: none"> 1. G T Milkovich, JM Newman, CSV Ratnam 'Compensation', Mc Graw Hill, latest edition 2. DK Bhattacharya, 'Compensation Management', Oxford Higher Education, latest edition 3. RL Henderson 'Compensation Management in a knowledge-based world', Pearson Publishing, latest edition 4. D Arthur, 'Recruiting, Interviewing, Selecting & Orienting New employees', Prentice Hall India, latest edition 	

	5. R Edenborough, 'Assessment Methods in Recruitment, Selection & Performance', Kogan Page latest edition	
<u>Learning Outcomes</u>	An ability to use knowledge and skills in Hiring, Talent and compensation systems to take decisions	

MBO102 Designing High performance Organisations 4 Credits

<u>Prerequisites for the course:</u>	A core course in Human Resource Management	
Objective	To create an awareness about performance management and learning & development strategies	
Contents	<p>Performance Management Relationship between development strategies and business performance; Performance planning, Goal setting; Implementation of performance plans; performance review/ appraisals; Methods of Appraisal; Interpersonal dynamics in performance management; Performance feedback and coaching; legal and Ethical Considerations, Role of Appraisers; Competency Mapping; Key Result Areas and Performance Indicators; Best Practices;</p> <p>Holistic Frameworks for performance management - balanced scorecard, stake holder approach, Baldrige Award, EFQM Excellence Model, and the triple bottom line approach, etc. and their adaptations in India;</p> <p>Learning and Development Elements of an effective learning and training process; Linkages between performance management and effective learning and development processes; A Systematic Approach to Training - Needs Assessment; Objective Setting; Programme Design: Incorporating Learning Principles; Instructional Techniques: Training Evaluation: Training Department and Trainers' Roles; Moving from Training to Performance</p> <p>Drivers for designing High Performance Organisations- Structures and processes for excellence; Cultural Factors/Issues in Performance Management ; corporate social responsibility and corporate citizenship behavior; building and leading high performance teams;</p>	<p>15hours</p> <p>10 hours</p> <p>15 hours</p> <p>8hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	The participants will be able to design high performing organizations using performance management and learning & development strategies.	
References/ Readings.	Every Trainer's Handbook by Devendra Agochiya, Latest Edition, Sage Publications	

	<p>Performance Management by A.S.Kohli&T.Deb, Latest edition, Oxford Higher education Press</p> <p>Performance Planning and Review- Making Employee appraisals work by Richard Rudman, Allen & Unwin Publishers, Latest edition.</p> <p>Transforming Training by David Mackey & S Livsey, Kogan Page publishers, Latest edition.</p> <p>Effective Training by P.N.Blanchard, J W Thacker & V A Anand Ram, Latest edition, Pearson</p>	
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MBO103

Labour Law and Industrial Relations

4 Credits

<u>Prerequisites for the course:</u>	A core course in Human Resource Management	
Objective	To create an awareness about various legal provisions and Acts that require compliance in the people management of an organisation	
Contents	<p>Labour Laws</p> <p>Objective of the Acts, Definitions, Employer liabilities, Reporting and Documentation required, Provisions and Penalties for the following Acts and their Implications</p> <ol style="list-style-type: none"> 1. Trade Unions Act, 1926 2. Industrial Employment (Standing Orders) Act, 1946 3. Industrial Disputes Act, 1947 4. The Payment of Bonus Act, 1965 5. Employees Provident Funds (and Misc. Provisions) Act, 1952 Employee Family Pension Scheme; Employees' Deposit Linked Insurance Scheme; Liability in Case of Transfer of Establishment 6. Workmen's Compensation Act, 1923 (WC Act) 7. Employees' State Insurance Act, 1948 (ESI Act) 8. Payment of Gratuity Act, 1972 (PG Act) 9. Child Labour (Prohibition & Regulation) Act, 1986 <p>Industrial Relations</p> <p>Various approaches - The systems model; The Pluralist Approach; The Structural Contradictions Perspective;</p> <p>Trade Unions</p> <p>Trade Unionism in India; Emergence, history, growth; Trade Union as an Organisation - Structure, Size, Affiliation, Membership, Finance;</p> <p>Leadership; Trade Union recognition and registration; Trade Union and politics</p> <p>Linkage, Implications; Trade Unionism in the unorganised sector</p> <p>The Indian IR framework- The role of Government in Indian IR; Regulative and Participative bodies</p>	<p>30 hours</p> <p>10 hours</p>

	Employers Associations Contemporary Issues in Industrial Relations - • Industrial Relations in the emerging scenario; The Future Trends	8 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to use the relevant Labour Laws and process for legal compliances at work-place	
Readings/ References	1. Labour Laws for Everyday Made easy by S.D.Puri& Sandeep Puri, Snow White Publications, latest edition. 2. Labour Welfare and Social Security by P.Subba Rao, Himalaya Publishing Co., latest edition.	

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MBO104 Organisational Development and Change Management 4 Credits

<u>Prerequisites for the course:</u>	A core course in Human Resource Management	
Objective	To create an awareness of the concepts of planned organizational change and development that help in transforming organisations	
Contents	<p>Planned Organisational Change</p> <p>Organisational Change Management: Understanding Organizational Transformation; Transformation Strategies; Process of Organizational Transformation; Communicating Change, Perspectives of Organizational Change;</p> <p>Models and Techniques of managing change; OCM Framework; Resistance to change; Implementing Change; Change Agents;Evaluating Change;</p> <p>Role of Leadership; Role of Training; Reaction of Impacted Employees;Organizational Learning and Learning Organization Organisation Culture; Learning orientation of organisations and Individuals; Organizational effectiveness;</p> <p>Foundations of Organisational Development (OD) Entry and Contract, Organisational Diagnosis – Methods of Diagnosis; Feedback and OD;OD Interventions: Individual and Interpersonal Interventions; Team / Group Interventions; Inter-group Interventions; Comprehensive Interventions</p> <p>Organisational Transformation</p> <p>The OD Consultant: Role, Skills and Dilemmas</p> <p>Success and Failure of OD; Future of OD & New Perspectives</p>	<p>10hours</p> <p>10hours</p> <p>10hours</p> <p>12hours</p> <p>6 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	

<u>Learning Outcomes</u>	An ability to consult/ work in the area of change management and organizational development	
References/ Readings.	<ol style="list-style-type: none"> 1. 'Organisational Development' by French & Bell, Sage Publishing, latest edition. 2. 'HRD Scorecard 2500 based on HRD Audit' by TV Rao, Response Books, Sage Publishing, latest edition. 3. 'Psychometrics in Coaching' edited by J Passmore,,Kogan Page, latest edition. 4. 'Organization Development' by M C Judge & L Holbeche, Kogan Page, latest edition. 5. 'Organizational Dynamics and Intervention – Tools for changing workplace' by S Allcorn, Prentice Hall India, latest edition. 6. 'The Handbook for Development Action Plans' by TV Rao, TVRLS publications, latest edition. 	

MBO105 Negotiations and Conflict Management

4 Credits

<u>Prerequisites for the course:</u>	A core course in Human Resource Management	
Objective	To create an awareness of techniques of Negotiation, Collective Bargaining and managing conflicts at workplace.	
Contents	<p>Negotiating a Contract Pre-negotiation - Preparing the Charter of Demand(s); Creating the Bargaining Team; Costing of Labour Contracts; The Negotiation Process - Preparing for Negotiation; Communication Style; Breaking Deadlocks; Strategy and Tactics/Games Negotiators Play; Closing Successfully; Negotiating Integrative Agreements, Reviewing</p> <p>Collective Bargaining Definitions; Characteristics; Critical Issues in Collective Bargaining; Theories of Collective Bargaining; Collective Bargaining in India; Role of Government; Collective Bargaining and the Indian Industrial Relations System; Levels of Bargaining, Coverage and Duration of Agreements; Concept of Managerial Prerogatives; Difficulties in the Bargaining Process; Administration of Agreements; Negotiation and Collective Bargaining; Approaches and Phases in Collective Bargaining- Coalition Bargaining and Fractional Bargaining; Impasse Resolution; Contract Ratification; Post Negotiation - Administration of the Agreement; Grievance Management</p> <p>Conflict Management Conflict Management and Conflict Dynamics; Role of Communication in Conflict Management; —Origins of Conflict— Dispute Prevention—Assessment of Conflict; Conciliation; Mediation; Conflict management and organization policy;</p>	<p>12hours</p> <p>15hours</p> <p>12hours</p>

	Grievance Management Causes/Sources of Grievances and how to locate them; Legislative Aspect of a Grievance Procedure; Managerial Practices to Prevent Grievances, Grievance Resolution; Union's Perspective on Grievance Resolution;	9 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	the participant will be able to negotiate, participate in collective bargaining and manage conflicts better at workplace	
References/ Readings.	1. Malhotra, D. & M. Bazerman, <u>Negotiation Genius</u> ; NY, NY: Banta Dell, Latest edition. 2. Stone, Patton & Heen, <u>Difficult Conversations</u> ; NY, NY: Viking Press, Latest edition. 3. How to be a better Negotiator by John Mattock & J Ehrenborg, Kogan Page Publishing, Latest edition.	

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MB0106	Leadership	4 Credits
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<u>Prerequisites for the course:</u>	A core course in Human Resource Management	
Objective	To introduce the concepts of leadership and developing leaders at work-place	
Contents	Introduction to Leadership Leadership and Person, Personality, cultural values and ability; Leadership that gets results; Playing to your strengths; Emotional Intelligence; Models of Leadership; Leadership and Followership, Leadership theories: Traits, Situational, and Functional leadership, Leadership and Power; Leadership and Influence - Interpersonal Conflict and Negotiation; Leadership in Groups and Teams	12hours
	Leadership and Organisation Organizations as Complex Systems: Strategy, Structure & Environment; Organizational Culture; Leading Organizations; Leading Teams: Design and Structure; Leadership and Communication; Leadership in Organizations; Leading Change	12hours
	Leadership Development Identifying potential leaders; Leader Development Vs Leadership Development in Organisation; Process of leadership Development; Developmental Readiness of employees; Tools and interventions for developing leadership;	
	Special Leadership dimensions Identifying potential dark/ Negative leadership; Corrective measures; Public Leadership; Education Leadership; Spiritual	15 hours

	Leadership; Transformational leadership; Leadership in different types of organisations – small businesses, Family Business, Multinational, etc	9 hours
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to be effective leaders and to promote leadership among others at workplace	
References/ Readings.	<ol style="list-style-type: none"> 1. 'Leadership' by RL Hughes, RC Ginnett, GJ Curphy, latest edition, Tata McGraw Hill 2. The Leadership Challenge. James Kouzes & Barry Posner. Jossey-Bass. Latest edition 3. The Leadership Skills Handbook by J Owen, Kogan Page Publishing, latest edition 4. 'Cases in Leadership' by WG Rowe, L Guerrero, latest edition, Sage Publications 5. 'The Extra ordinary Leader' by JH Zenger & JR Folkman, latest edition, Tata McGraw Hill 	

Optional Business Courses in General Management

MBO401

Entrepreneurship

4 Credits

<u>Prerequisites for the course:</u>	Nil	
Objective	Introduce the concepts of entrepreneurship and the essentials of starting new ventures	
Contents	<p>Basics of Entrepreneurship Concept, knowledge and skills requirement; characteristic of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship. Different forms of businesses.</p> <p>Starting the venture Opportunity : Scanning, Positioning and Analysing; Gathering the Resources; generating business idea – sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study – market feasibility, technical/operational feasibility, financial feasibility; drawing business plan; preparing project report; presenting business plan to investors.</p>	<p>12 hours</p> <p>12 hours</p>

	<p>Functional plans marketing plan – marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan – form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, income statements; Cash flows; Balance sheet; break even analysis;</p> <p>Human Resource Plan – Recruitment, Selection, Staffing, Training and Development; Compensation; Performance Management; Operational Plans – Managing materials; use of Technology;</p> <p>Sources of finance debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues – intellectual property rights patents, trade marks, copy rights, trade secrets, licensing; franchising.</p> <p>Developing Entrepreneurial Marketing: Competencies, Networks Rural Entrepreneurship; Social Entrepreneurship; Intrapreneurship; The Business Plan; Sources of External Support</p>	<p>12 hours</p> <p>12 hours</p>
Pedagogy	lectures/ tutorials/laboratory work/ field work/ outreach activities/ project work/ vocational training/viva/ seminars/ term papers/assignments/ presentations/ self-study/ Case Studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.	
<u>Learning Outcomes</u>	An ability to create new ventures and manage them	
References/ Readings.	<ol style="list-style-type: none"> 1. Entrepreneurship by RD Hisrich, MP Peters and DA Shepherd, Tata McGraw Hill Publishing, Latest edition 2. Entrepreneurial Management by S.Bhargava, Response Books, Sage Publishing, Latest edition 3. Business Plans for Dummies by P Tiffany & SD Peterson, Wiley India, Latest edition 4. Guide to Business Planning by G Friend & S Zehle, The Economist publication, latest edition 	

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BBA (Shipping and Logistics)

CORE BUSINESS COURSES

Course codes	Course Name	Credit
BSCB002	Geography of Sea Transport	Credits 3
BSCB005	Management of Dangerous & Hazardous Cargo	Credits 2
BSCB009	Logistics Management 2	Credits 2

OPTIONAL BUSINESS COURSES

Course codes	Course Name	Credit
BSOS001	Warehouse Management	Credits – 2
BSOS002	Inventory Management	Credits – 2
BSO 003	Packaging Management	Credits – 2
BSO 005	E Logistics	Credits – 2
BSOS008	Port Management	Credits – 2
BSO 010	Marine Insurance	Credits – 2
BSO 012	Customs Procedures and Practices	Credits – 2
BSO 014	Shipping Finance Management	Credits – 2
BSO 014	Global Logistics Management	Credits – 2

CORE BUSINESS COURSES

BSCB002

Geography of Sea Transport

Credits 3

Objective	At the end of the course, students will be able to comprehend the nuances of the sea transport network in the world and analyse the impact of geographical features on shipping activities.
Content	<ul style="list-style-type: none"> • World Geography (7 Hrs.) World continents, Countries, Seas, Oceans, Location of ports, Canals, Water ways and their main trade. • Influence of Geographical Features (10 Hrs.) Physical geographical features, Climate, Wind, Tides and currents, Seasons of bad weather and their influence on shipping. • Transport Network (10 Hrs.) Modes of transport and their advantages and disadvantages, Sea transport-importance, Factors affecting, Major oceans routes and their influence on shipping. • Practical Geography (9 Hrs.) Time zones, International date line, Concept of day light saving time, Load line zones and their influence on shipping. • World Trade (9 Hrs.) Factors affecting, Patterns of trade and the trade blocks like European Union, European Free Trade Association, North American Free Trade Agreement, Oil Producing and Exporting Countries, Association of South East Asian Nations, South Asian Association of Regional Countries, World Trade Organization.
Pedagogy	Lectures/tutorials/field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. Shinde, P; "Geography of Resources"; Sheth Publications; 2008 edition or later. 2. Gupte, A.D. & Kapoor, A.N.; "Principles of Physical Geography: A Text book of Physiography"; S.Chand; 12th edition 2009 or later. 3. Dr.Tikka, R.N.; "Physical Geography"; SJ Publications, Meerut, 2006 edition or later. 4. Negi, B.S.; "Geography of Resources"; KedarNath Ram Nath, Meerut; 2010 edition or later. 5. Lake, P; "Physical Geography"; Cambridge, University Press; 2014 edition or later. 6. Heintzelmen&Highsmith, R.M.; "World Regional Geography"; Prentice-Hall; 2011 edition or later. 7. Couper, A.; "The Geography of Sea Transport"; Routledge; 2017 edition or later. 8. Rodrigue, J.P.; Comtois, C.; Slack, B.; "The Geography of Transport Systems"; Routledge; 2013 edition or later.

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BSCB005

Management of Dangerous & Hazardous Cargo

Credits 2

Objective	At the end of the course, students will be able to comprehend the classification, transportation and management of dangerous and hazardous cargo.
Content	<ul style="list-style-type: none"> Dangerous Goods (5 Hrs.) The classification of dangerous goods, Dangerous goods safety advisers' qualifications and training. International Maritime Dangerous Goods (IMDG) Code (5 Hrs.) Usage of the IMDG code in containerization & MTO trade. Transportation of Dangerous Goods (8 Hrs.) Regulations for transporting dangerous goods by air, sea, road and rail transport, Documentation when moving dangerous goods, Marking and labeling of dangerous goods, Suppliers' responsibilities. Packaging of Dangerous Goods for Transport (4 Hrs.) Material classification, Packing groups, Packaging regulations. Enforcement of Dangerous Goods Regulations (4 Hrs.) Compliance and training. Radiation Screening at Ports and Airports (4 Hrs.) Radiation equipment, Sources of radiation.
Pedagogy	Lectures/tutorials/ laboratory work /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. Alan E. Branch – “Elements of Shipping” –Routledge - Taylor & Francis Group; 9th edition, 2015 or later. 2. Edward, S; Butterfield, CSJ; “Shipping Practice”- Sterling Book House, Mumbai, 11th edition, 1999 or later. 3. Alderton P.M.; “Reeds Sea Transport”; Adland Coles Nautical, London; 6th edition, 2011 or later. 4. Code of Safe Practice for Cargo Storage and Securing – IMO, 2011 Edition or later. 5. Code of Safety for Nuclear Merchant Ships – IMO, 2011 Edition or later. 6. IATA. “Dangerous Goods Regulations”.United Nations.Latest Edition 7. AllegriT. “Handling and Management of Hazardous Materials and Waste”.Springer. Latest Edition

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BSCB009

Logistics Management 2

Credits 2

Objective	At the end of the course the students will understand the concepts and functions of logistics management.
Content	<ul style="list-style-type: none"> • Stores Organisation (7 Hrs.) Types of stores, Stores location, Building and layout, Storage facility, Stockyard, Safety and security. • Material Identification (7 Hrs.) Material identification system, Need of coding, Item codification, Classification, Monitoring the codification system. • Material Handling (5 Hrs.) Material handling systems, Guidelines and principles of material handling. • Information Systems (5 Hrs.) Use of logistics information systems (LIS) and IT-technology for logistics, Planning and co-ordination of logistics information systems. • Customer Service (6 Hrs.) Measure of effectiveness of logistics system, Handling returns, Customer perception of service quality.
Pedagogy	Lectures/tutorials/field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. Bhattacharya, S.K.; “Logistics Management – Definitions, Dimensions, and Functional Applications”; S.Chand; 2nd edition 2013 or later. 2. Shah, J; “Supply Chain Management; Text & Cases”; Pearson Education; 2016 edition or later. 3. Farahani, R.Z.; Rezapour, S.; Karday, L.; “Logistics Operations & Management: Concepts & Models”; Elsevier; 2011 edition or later. 4. Lun, Y.H.V; Lai, H.-H.; Cheng, T.C.E.; “Shipping and Logistics Management”; Springer; 2010 edition or later. 5. Ailawadi, S.C., Singh, R.P.”Logistics Management”. PHI Learning. Latest Edition 6. Muthiah, K. “Logistics Management& World Seaborne Trade”. Himalaya Publication House. Latest Edition. 7. Lambert, D.M., Stock, J.R., Ellram, L.M. “Fundamentals of Logistics Management”. McGraw Hill.Latest Edition.

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OPTIONAL BUSINESS COURSES

BSOS001

Warehouse Management

Credits 2

Objective	At the end of the course, students will develop the ability to efficiently manage warehouse operations.
Content	<ul style="list-style-type: none"> • Warehouse Functions (8 Hrs.) Logistics support for inward/ outward transportation, Loading/ unloading, Inspection, Receipt and issue of materials, Controlling movement of materials. • Warehouse Types (7 Hrs.) Own warehouses, Hired warehouses, Private warehouses, Public warehouses, Government warehouses, Co-operative warehouses, Distribution warehouses, Fulfilment /consolidation warehouses, Bonded warehouses, Export and import warehouses, Automated warehouses, Climate-controlled Warehouse, Cold storage, Agricultural warehouses, Merits and demerits. • Warehouse Location and Acquisition (2 Hrs.) Warehouse design and layout, Stores location systems. • Internal Operations (9 Hrs.) Logistics in the warehouse, Localization of materials in a warehouse, Identification and classification of materials and products in the warehouse, Problems and issues in shipment processes. Material handling equipment and automation of material handling equipment. • IT for Warehouse Management (WM) (4 Hrs.) Warehouse documentation, Information flow in the warehouse, Enterprise Resource Planning, Warehouse Management Systems, Bar code, Radio Frequency Identification.
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. Saxena, J.P.; "Warehouse Management and Inventory Control"; Vikas Publishing House Pvt. Ltd.; 2009 edition or later. 2. Richards, G.; "Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse "; Kogan Page; 2014 edition or later. 3. Emmett, S.; "Excellence in Warehouse Management: How to Minimise Costs and Maximise Value"; Wiley Publications; 1st edition, 2005 or later. 4. Schmidt, T &Hompel, M.;"Warehouse Management: Automation and Organisation of Warehouse and Order Picking Systems"; Springer; 2007 edition or later. 5. Verma M.M."Materials Management". Sultan Chand & Sons. Latest Edition.

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BSOS002

Inventory Management

Credits 2

Objective	At the end of the course, students will develop ability to analyse the processes and techniques in managing inventory.
Content	<ul style="list-style-type: none"> • Introduction to Inventory Management (4 Hrs.) Definition of inventory, Importance of inventory management, Maintaining inventory levels, Factors influencing inventory. • Types of Inventory (4 Hrs.) Raw Materials, Consumables, Work-in-process, Finished goods, Spare parts. • Forecasting Techniques (4 Hrs.) Need for forecast, Types of forecasts, Dependent demands, Independent demands, Semi-dependent demands, Lead time management, Demand forecasting techniques. • Inventory Control & Service Level (4 Hrs.) Objectives of inventory control, Concept of selective inventory control, Inventory categorisation and analysis. • Replenishment of Inventory (3 Hrs.) Concept of economic order quantity (EOQ), Functions of safety stock, Safety stock v/s service level. • Inventory Cost and Accounting (7 Hrs.) Purchase/acquisition cost, Inventory carrying cost, Under stocking cost (KU), Overstocking cost, Stock out cost, Total acquisition cost, Accounting of raw materials, Work-in-process and finished goods stock, Stock valuation methods, Accounting for loss. • Codification and Standardization (4 Hrs.) Characteristics of codes, Types of codification systems, Analysing standardization system.
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. David J. Piasecki; "Inventory Accuracy: People, Processes, & Technology"; OPS Publication; 2003 edition or later. 2. J P Saxena, "Warehouse Management and Inventory Control"; Vikas Publishing; 2009 Edition or later. 3. Max Muller; "Essentials of Inventory Management"; AMACOM; 2011 edition or later. 4. Steven M. Bragg; "Inventory Best Practices"; Wiley; 2011 edition or later. 5. Verma M.M. "Materials Management". Sultan Chand & Sons. Latest Edition. 6. Piasecki, D.J. Inventory Management Explained: A focus on Forecasting, Lot Sizing, Safety Stock, and Ordering Systems. OPS Publishing, Latest Edition. 7. Chary, S. "Production and Operations Management". Himalaya Publishing House. Latest Edition.

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BSO 003

Packaging Management

Credits 2

Prerequisite	Fundamental knowledge in the area through a completed course of Logistics Management part 1&2.
Learning Objectives	To enable the participants to manage the packaging function in an organisation.
Learning Outcome	After the completion of the course, students will be able to: <ul style="list-style-type: none"> • Recognise Types of packaging • Carry out Testing of packaging • Identify codes, bar codes, EDI etc. • Prepare Packaging for transportation.
Content	<ol style="list-style-type: none"> 1. Essentials of Packing and Packaging. Functions of Packaging, types of packaging, Primary, secondary and tertiary, Requirements of consumer packaging. (8 Hrs.) 2. Testing of Packaging (Mechanical, Climatic & Lab test) International Care Labelling Code, Packaging Cost. (5 Hrs.) 3. Identification Codes, Bar Codes, and Electronic Data Interchange (EDI), Universal Product Code- GS1 Standards. (4 Hrs.) 4. Packing Considerations (5 Hrs.) Protection, Convenience, Environment, and Use/Reuse, Cost and Competition, Packing as a systems approach to Logistics 5. Packaging/Packing Materials & Components (8 Hrs.) Various Materials/Metals, Flexible, Folding, Insulated, Corrugated Packing Materials. Packing Securityprinting, Stretch wrap, Time temperature indicator, Tinplate.
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. Soroka, W. Fundamentals of Packaging Technology. IPP, Latest Edition. 2. Calver, G. What Is Packaging Design?.Rot vision, Latest Edition. 3. Boylston,S. Designing Sustainable Packaging. Lawrence King, Latest Edition. 4. Natarajan,S.,Godvinarajan,M.,and Kumar,B.Fundamentals of Packaging Technology. PHI Learning Private Limited, Delhi, Latest Edition.

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BSO 005

E Logistics

Credits 2

Prerequisite	Fundamental knowledge in the area through a completed course of Logistics Management part 1&2.
Learning objective	To enable the participants to identify trends and manage the E Logistics function in an organisation
Learning Outcome	After completion of the course the students will be able to: <ul style="list-style-type: none"> • Utilise concepts of E-Logistics • Utilise various tracking systems

	<ul style="list-style-type: none"> Familiarise with Electronic Procurement Overcome challenges associated with E-Logistics
Content	<ol style="list-style-type: none"> Introduction to E-logistics (6 Hrs.) Forward logistics, Reverse logistics, Logistics renovation toward E-logistics, Importance of E-logistics, New trends and technology in logistics. E-logistics Method of Documentation (5Hrs.) Electronic data interchange, Personal computer, Enterprise resource planning systems and web based systems. ASN, Tracking Systems, Satellite Global Positioning Systems (GPS) and Geographic Information Systems (GIS), Bar-Coding and Scanning. (5 Hrs.) Electronic Procurement (E-procurement), Transport and Delivery Management, Packing and Order Management, Inventory and Warehousing. (7 Hrs.) Challenges Of E-Logistics, Environmental Issues, E-Business Strategy, Application for E-Logistics – Business to Business, Business to Consumers, Exception Based Status Alert, Transportation Documentation. (7 Hrs.)
Pedagogy	Lectures/tutorials/ field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> Columbus, L. Realizing E-Business with Application Service Providers. LWC Publication, Latest Edition. Stanford, B. E-business: Key Issues, Applications and Technologies. Ohmsha Publication, Latest Edition. Wang, Y., Pettit, S. E-Logistics: Managing your digital supply chains for competitive advantage. Kogan Page, UK, Latest Edition.

BSOS008

Port Management

Credits 2

Objective	To be able to understand and analyse the role of port in international trade and comprehend the nuances of various components.
Content	<ul style="list-style-type: none"> Port, Their Types & Functions (9 Hrs.) Major world ports in liner, Dry bulk & liquid trades, Port ownership, Economics of port location, Factors used as a parameter to select a port. Port Competition, Marketing and Pricing (8 Hrs.) Understand the nature of port competition at national & international level; Understand the relevance of geographic location to vessel turnaround time & port rotation, Port promotion techniques & their impact in identifying potential users. Impact of better connectivity, Inland transportation, Understand nature & types of port charges, Understand how pricing is used as a tool to influence demand. Legal Aspects of Port Management (4 Hrs.) Legal nature of port constitutions, Legal framework of port ownership laws & regulations relating to employment of dock workers. SEZ/FTZ in Ports (3 Hrs.) Setting up of SET/FTZ in port areas, Legal implications, Benefit to trade.

	<ul style="list-style-type: none"> Port Equipment (4 Hrs.) Understand what is meant by port building, Warehouse, Transit sheds etc. Understand the different cargo handling equipment's, Types, Costs & the need for maintenance management. Stevedoring (2 Hrs.) Functions of stevedores, Usefulness, How they can affect the loading /unloading operations
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Suggested Reading	<ol style="list-style-type: none"> 1. Stevens, E; Butterfield, CSJ; "Shipping Practice"; Sterling Book House; Latest Edition. 2. Branch, A.E.; "Elements of Shipping Practice"; Routledge - Taylor & Francis Group; Latest Edition. 3. Alderton P.M.; "Reeds Sea Transport"; Adland Coles Nautical, London; Latest Edition. 4. The Maritime Law of India (2000); Bhandarkar Publication; Mumbai; Latest Edition. 5. Ewart, W.D.; "Bunkers –A Guide for Ship Operators"; Fairplay Publications; Latest Edition. 6. Burns, M.G."Port Management and Operations". CRC Press.Latest Edition. 7. Branch, A.E. "Elements of Port Operation and Management".Springer. Latest Edition.

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BSO 010

Marine Insurance

Credits 2

Prerequisite	Fundamental knowledge in the area through a completed course of Export Import Procedures & Maritime Law.
Learning objectives	To enable the participants to manage the marine insurance function in an organisation.
Content	<ol style="list-style-type: none"> 1. Marine Insurance and Risk Management (8 Hrs.) What is risk, Process of risk management, Risk identification, Risk evaluation, Risk control, Risk handling; Definition, Scope and overview of marine adventure, Marine perils. 2. Principles of Insurance and Protection & Indemnity Clubs (6 Hrs.) Insurance-Introduction, Marine Insurance, Assignment, Insurable interest, Indemnity, Utmost good faith, Warranties, Subrogation, Contribution, Proximate cause, Partial & total loss; History, Liability insurance, Membership, Management of clubs rating of risk & fixing of calls, Scope for P&I cover, Risk insured under P&I cover, Club letters of undertaking, Exceptions limitations of cover etc. 3. General Average & the York Antwerp Rules, 1974- Particular & General Average, Open Cover and Open Policies - Meaning, Special declaration policy, GOI- Scheme of War Risk Insurance of Marine Hull, 1976 - Applicability,

	Features, Scope of act. (8 Hrs.) 4. Cargo Insurance, and Hull & Machinery Insurance (8 Hrs.)
Pedagogy	Lectures/tutorials/ field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Learning Outcome	After completion of the course the students will be: 1. Capable of handling Marine Insurance in shipping industry, its application with respect to hull & cargo. 2. Identify risks and indemnities in Marine Insurance.
Suggested Reading	1. Mitra, B.C.; 'The Law relating to Marine Insurance'; University Book Agency; Latest Edition. 2. Insurance Institute of India; 'Risk Management'; Latest Edition. 3. Insurance Institute of India; 'Marine Insurance'; Latest Edition. 4. George, E.R., Michael, M."Principles of Risk Management and Insurance".Pearson Education. Latest Edition.

BSO 012

Customs Procedures and Practices

Credits 2

Prerequisite	Fundamental knowledge in the area through a completed course of Export Import Procedures & Maritime Law.
Learning Objectives	To enable the participants to manage the air cargo functions in an organisation.
Content	1. Overview of Customs (6 Hrs.) Its function and importance, Organizational Structure/Hierarchy of Customs Department in India, Powers of Custom dept. / custom officers under the act 1962. 2. Classification of Goods and Customs Refunds (10 Hrs.) Procedure for clearance of import and export of goods, Customs valuation, Import-export restrictions and prohibitions; Date of application of custom duty, Refund of custom duty, Remission and duty free items, Remission, Reduction and / or allow import without duty under certain circumstances. 3. Transshipment of Cargo, Transshipment Permit (3 Hrs.) 4. Export Promotion Schemes (5 Hrs.) Export oriented units, Drawback allowable on re-export of duty-paid goods, Export oriented imports. 5. Customs Brokers, Customs Offences, Penal Provisions and Grievance Redressal Mechanisms (6 Hrs.)
Pedagogy	Lectures/tutorials /field work/outreach activities/ project work/ vocational training/ viva /seminars / term papers/ assignments / presentations / self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Learning Outcome	After completion of the course the students will gain expertise in 1. Customs procedures, applicable rules and regulations 2. Classification of goods and transshipment of goods 3. Consequences of not adhering to customs procedures

	4. Customs refunds, export promotion schemes and customs brokers
Suggested Reading	<ol style="list-style-type: none"> 1. Customs Manual - Latest Edition. 2. Customs Act, 1962 - http://www.cbec.gov.in/customs/cs-act/cs-act-idx.htm 3. Dr. Chandisamani, N.M.; 'A Guide to Customs Act, 1962'; Latest Edition. 4. Kale, N.G., Ahmed, M.; 'EXIM Procedures & Documentation'; VipulPrakashan, Mumbai; Latest Edition. 5. Datey, V.S. Taxmann's Custom Law and Foreign Trade Policy. Taxmann. Latest Edition. 6. Taxmann. Taxmann's Customs Act with Rules and Regulations. Taxmann. Latest Edition.

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BSO 013

Shipping Finance Management

Credits – 2

Prerequisite	Fundamental knowledge in the area through a completed course of Financial Statement Analysis 1.
Learning Objective	<p>To familiarize the participants with the finance function in a shipping organization with respect to:</p> <ol style="list-style-type: none"> 1. Ship financing 2. Mortgage processes 3. Documentation 4. Legislation and registration procedures
Content	<ol style="list-style-type: none"> 1. Introduction (6 Hrs.) The shipping cycle - shipping cycle and loan finance decision, main sources of shipping finance, issue of shares, types of shares, listing of shares in International stock exchanges. International element - ship registration, different types of registry, bareboat charter registration. Loan - types of loan, hedging risk. 2. Financing, Sale and Purchase of Second Hand Ship (8 Hrs.) Second-hand ships - types of lender, loan and guarantee facilities, international element, loan agreement provisions, execution, Standard security in ship financing, registration of security, equity, Mezzanine finance, Islamic finance options. Sale and Purchase – introduction – MOA and delivery-standard forms of MOA, Norwegian Sale form, standard documents. 3. Financing of New Ship and Banker's Perspective (8 Hrs.) New buildings - financing options, government support, the OECD and the EU, the SUECS, promissory note, letter of commitment, letter of guarantee. Shipping market - assessing shipping risk, choice of finance for ship owners, term sheet and risk analysis. Basic principles of good lending, documentation of guarantee sources of security and guarantee for loan. 4. Financial Market Products and Ship Mortgage (8 Hrs.)

	<p>Financial products – meaning, interest rate hedging products, currency hedging products, freight hedging products, tying in hedging products to a ship finance, facility, accounting issues.</p> <p>Ship mortgage - types and terms of mortgage, basic rights required by a mortgagee, standard mortgage provisions, mortgages in the most important ship registration jurisdictions.</p>
Pedagogy	Lectures/tutorials/field work/outreach activities/project work/vocational training/viva/seminars/term papers/assignments/presentations/self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Learning Outcome	<p>After the completion of the course, students will develop the ability to:</p> <ol style="list-style-type: none"> 1. Manage overall ship financing processes of new and second-hand ship 2. Identify the various sources of financing. 3. Identify the international element in ship financing. 4. Identify the risks associated with ship financing. 5. Be able to carry out the documentation process of ship financing.
Suggested Reading	<ol style="list-style-type: none"> 1. Stephenson Harwood. Shipping Finance. Euromoney Institutional Investor Plc, UK. Latest Edition. 2. Schinas, O., Grau, C., Johns, M. HSBA Handbook on Ship Finance. Springer. Verlag Berlin Heidelberg. Latest Edition. 3. Kavussanos, M.G., Visvikis, I.D. The International Handbook of Shipping Finance Management - Theory and Practice. Palgrave Macmillan, U.K, Latest Edition.

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BSO 014

Global Logistics Management

Credits – 2

Prerequisite	Fundamental knowledge through a completed course of Logistics Management 1 and 2.
Learning Objective	To familiarize the participants with the concepts in Global Logistics Management.
Content	<ol style="list-style-type: none"> 1. Introduction to global logistics (8 Hrs.) Meaning and definition, global market forces, factors affecting global market forces, factors affecting technological forces, global cost forces, political and economic forces, borderless economy and trade implications, controllable and uncontrollable elements in a global market place, key players in international shipping, Incoterms. 2. International Supply Chain Management (8 Hrs.) Introduction to international supply chain management, issues in international supply chain Management, international versus regional Products, regional and cultural differences in logistics. 3. Global Strategy Implementation (8 Hrs.) Requirements and process for global strategy implementation, international distributional strategies, management of export shipments, the risks of international shipping, functions and responsibilities of buyers and sellers in international shipping, information system availability, role of human resources. 4. Documents needed for international shipments, Laws and regulations

	governing international shipping, Global alliances and regional trade zones. (6 Hrs.)
Pedagogy	Lectures/tutorials/field work/outreach activities/project work/vocational training/viva/seminars/term papers/assignments/presentations/self-study/case studies etc. or a combination of some of these. Sessions shall be interactive in nature to enable peer group learning.
Learning Outcome	After the completion of the course, students will develop the ability to: <ol style="list-style-type: none"> 1. identify the factors influencing global market forces and factors influencing technological forces 2. identify the issues in international supply chain management 3. identify and manage the regional and cultural differences in logistics 4. identify the requirements of global strategy and its implementation 5. Identify the role of human resource in creating a global logistics strategy.
Suggested Reading	<ol style="list-style-type: none"> 1. Mangan,J., Lalwani, C., Butcher, T., Javadpour, R. Global Logistics and Supply Chain Management. John Wiley & Sons Ltd. U.K. Latest Edition. 2. Christiansen, B. Handbook of Research on Global Supply Chain Management (Advances in Logistics, Operations, and Management Science). Business Science Reference, USA. Latest Edition. 3. Voortman, C. Global Logistics Management. Juta Academic. South Africa. Latest Edition. 4. Branch, A.E. Global Logistics Management and Supply Chain Management. Routledge, U.K, Latest Edition.

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Annexure V

Ordinance OA-24

Existing	Proposed	Justification
(w.e.f.11th March 2019) OA-24 ORDINANCE FOR MASTER'S IN BUSINESS ADMINISTRATION (MBA), BACHELOR'S IN BUSINESS ADMINISTRATION (BBA), INTEGRATED MASTER'S IN BUSINESS ADMINISTRATION (IMBA), AND MASTER'S IN BUSINESS ADMINISTRATION (EXECUTIVE)	(w.e.f. XXXJuly 2020) OA-24 ORDINANCE FOR MASTER'S IN BUSINESS ADMINISTRATION (MBA), BACHELOR'S IN BUSINESS ADMINISTRATION (BBA), INTEGRATED MASTER'S IN BUSINESS ADMINISTRATION (IMBA), AND MASTER'S IN BUSINESS ADMINISTRATION (EXECUTIVE)	The date with which the amendment will come into force.
OA-24.1 General Objective of the Programmes To build competence in students to effectively undertake managerial jobs in organizations	OA-24.1 General Objective of the Programmes To build competence in students to effectively undertake managerial jobs in organizations	No Change
OA-24.2 Duration of the Programmes MBA Programme is of two years duration. BBA Programme is of three years duration. IMBA Programme is of five years duration with an exit option after three years with a BBA Degree. MBA (Executive) Programme is of three years (Part Time) duration.	OA-24.2 Duration of the Programmes MBA Programme is of two years duration. BBA Programme is of three years duration. IMBA Programme is of five years duration with an exit option after three years with a BBA Degree. MBA (Executive) Programme is of three years (Part Time) duration.	No Change
OA-24.3 Degree to be Awarded The Nomenclature of the degree to be awarded shall be Master's Degree in Business Administration, Bachelor's Degree in Business Administration, Bachelor's Degree in Business Administration (Tourism and Travel), Bachelor's Degree in Business Administration (Hospitality and Culinary Management), Bachelor's Degree in Business Administration (Shipping Management), Masters in	OA-24.3 Degree to be Awarded The Nomenclature of the degree to be awarded shall be Master's Degree in Business Administration, Bachelor's Degree in Business Administration, Bachelor's Degree in Business Administration (Tourism and Travel), Bachelor's Degree in Business Administration (Hospitality and Culinary Management), Bachelor's Degree in Business Administration (Shipping Management), Masters in	No Change

<p>Business Administration (Hospitality, Travel and Tourism) and Master's Degree in Business Administration (Executive). In case of students who exit after three years from the MBA (Integrated) Programme, they shall be awarded a Bachelor's Degree in Business Administration (Hospitality, Travel and Tourism).</p>	<p>Business Administration (Hospitality, Travel and Tourism) and Master's Degree in Business Administration (Executive). In case of students who exit after three years from the MBA (Integrated) Programme, they shall be awarded a Bachelor's Degree in Business Administration (Hospitality, Travel and Tourism).</p>	
<p>OA-24.4 Admission and Eligibility</p> <p>(a) The procedure for admission to various Programmes shall be decided by the Admission Committee appointed by the Vice-Chancellor for an Academic Year. Admission Committee shall consist of selected Principals / Course Directors of Affiliated Colleges/ recognized Institutions, Dean/Vice Dean (Academics) of the School and one member of the Discipline of the school under which the Programme is offered. Students may be admitted at the beginning of the Programme every year subject to conditions of affiliation.</p> <p>(b) Eligibility for admission to Bachelors Programmes and Integrated MBA shall be pass in XIIth Standard or equivalent. The eligibility for admission to MBA shall be pass at Bachelors Degree Examination of a recognized University. For MBA (Executive), candidates shall have to pass at Bachelors Degree Examination of a recognized University and has a minimum two years work experience to be eligible. They also need to have a Bachelors Degree from a recognised university. In addition, candidates shall be shortlisted through an Entrance Test as decided by the Admission's Committee.</p> <p>(c) Reservation of seats shall be in accordance with the directives of Government of Goa as adopted by Goa</p>	<p>OA-24.4 Admission and Eligibility</p> <p>(a) The procedure for admission to various Programmes shall be decided by the Admission Committee appointed by the Vice-Chancellor for an Academic Year. Admission Committee shall consist of selected Principals / Course Directors of Affiliated Colleges/ recognized Institutions, Dean/Vice Dean (Academics) of the School and one member of the Discipline of the school under which the Programme is offered. Students may be admitted at the beginning of the Programme every year subject to conditions of affiliation.</p> <p>(b) Eligibility for admission to Bachelors Programmes and Integrated MBA shall be pass in XIIth Standard or equivalent. The eligibility for admission to MBA shall be pass at Bachelors Degree Examination of a recognized University. For MBA (Executive), candidates shall have to pass at Bachelors Degree Examination of a recognized University and has a minimum two years work experience to be eligible. They also need to have a Bachelors Degree from a recognised university. In addition, candidates shall be shortlisted through an Entrance Test as decided by the Admission's Committee.</p> <p>(c) Reservation of seats shall be in accordance with the</p>	<p>No Change</p> <p>No change</p>

University.	directives of Government of Goa as adopted by Goa University.	No change
<p>OA-24.5 Scheme of Instruction</p> <p>(i) Minimum number of Credits to be earned by the student for successful completion of the Programme shall be as provided in OA-24.5 (v).</p> <p>(ii) The Programmes shall be divided into Trimesters for BBA and MBA (Executive) and Semesters for MBA and MBA (Integrated). Courses shall be offered accordingly by the concerned Department / Affiliated College, depending on availability of faculty members and other resources.</p> <p>(iii) The University Department /Affiliated Colleges offering the Programme/s shall offer Courses from a list of Core and Optional Courses as recommended by Board of Studies and approved by Academic Council. For each Optional, pre-requisite Courses, if any, shall be specified.</p> <p>(iv) Each Course, other than Internships/projects, shall be of one to six Credits. One Credit stands for 15 contact hours or one week of Internship/projects.</p> <p>Contact hours shall include learning activities such as lectures, group discussion, seminars, problem solving, tutorials, assessment, and such others.</p>	<p>OA-24.5 Scheme of Instruction</p> <p>(i) Minimum number of Credits to be earned by the student for successful completion of the Programme shall be as provided in OA-24.5 (v).</p> <p>(ii) The Programmes shall be divided into Trimesters for BBA and MBA (Executive) and Semesters for MBA and MBA (Integrated). Courses shall be offered accordingly by the concerned Department / Affiliated College, depending on availability of faculty members and other resources.</p> <p>(iii) The University Department /Affiliated Colleges offering the Programme/s shall offer Courses from a list of Core and Optional Courses as recommended by Board of Studies and approved by Academic Council. For each Optional, pre-requisite Courses, if any, shall be specified.</p> <p>(iv) Each Course, other than Internships/projects, shall be of one to six Credits. One Credit stands for one week of Internship/projects . One Credit stands for 12 contact hours for Postgraduate programmes, including integrated programmes, and 15 contact hours for undergraduate programmes in management</p> <p>Contact hours shall include learning activities such as lectures, group discussion, seminars, problem solving, tutorials, assessment, and such others.</p>	<p>No Change</p> <p>No Change</p> <p>No Change</p> <p>To be in line with other programmes of Goa University</p> <p>No Change</p>

(v) Minimum Credit requirements for Programmes

Category	Courses	BBA	MBA	IMBA	MBA (Exec)
Core Courses	Core-Courses	52	34	86	20
Soft Skills	Soft-skill Courses	30	6	36	4
Optional Courses	Optional Business Courses	12	24	36	34
	Perspective Building Optional Courses	24	6	30	6
Internships /Projects	Internships in Organizations and Report	16	16	32	8
	Internship Seminar	6	4	10	4
Total Credits for the Programmes		140	90	230	76

(vi) In Programmes with specific Specializations, the Credit requirements in the areas of Specialization shall be a minimum of

(v) Minimum Credit requirements for Programmes

Category	Courses	BBA	MBA	IMBA	MBA (Exec)
Core Courses	Core-Courses	52	34	86	20
Soft Skills	Soft-skill Courses	12	6	18	4
Optional Courses	Optional Business Courses	30	24	54	34
	Perspective Building Optional Courses	24	6	30	6
Internships /Projects	Internships in Organizations and Report	16	16	32	8
	Internship Seminar	6	4	10	4
Total Credits for the Programmes		140	90	230	76

(vi) In Programmes with specific Specializations, the Credit requirements in the areas of Specialization shall be a minimum of

Correction of inadvertent printing error (exchange in number of credits between soft skills and optional business courses)

<p>50% of the total Credits, excluding Internship/ Project. Internship/ Project in Organizations shall be in the area of Specialization</p> <p>(vii) For all Courses, Evaluation Schemes and detailed Course Outlines shall be made available to the students by the Department before the commencement of the Course.</p> <p>(viii) A Course shall comprise lectures/tutorials/laboratory work/ field work/outreach activities/ project work/ vocational training/viva voce/ seminars/ term papers/assignments/ presentations/ self-study/ case studies and such others or a combination of any of these. Sessions shall be interactive in nature to enable peer group learning.</p> <p>(ix) The syllabus of Core and Optional Courses shall be as recommended by the Board of Studies and approved by the Academic Council, and shall be uploaded on the University/College website prior to offering of the course.</p> <p>(x) A student may register for Project Courses subject to a maximum of 5% of total Credits of a Programme. Project Courses can be opted only in lieu of Optional Courses, under the supervision of regular/visiting faculty.</p>	<p>50% of the total Credits, excluding Internship/ Project. Internship/ Project in Organizations shall be in the area of Specialization</p> <p>(vii) For all Courses, Evaluation Schemes and detailed Course Outlines shall be made available to the students by the Department before the commencement of the Course.</p> <p>(viii) A Course shall comprise lectures/tutorials/laboratory work/ field work/outreach activities/ project work/ vocational training/viva voce/ seminars/ term papers/assignments/ presentations/ self-study/ case studies and such others or a combination of any of these. Sessions shall be interactive in nature to enable peer group learning.</p> <p>(ix) The syllabus of Core and Optional Courses shall be as recommended by the Board of Studies and approved by the Academic Council, and shall be uploaded on the University/College website prior to offering of the course.</p> <p>(x) A student may register for Project Courses subject to a maximum of 5% of total Credits of a Programme. Project Courses can be opted only in lieu of Optional Courses, under the supervision of regular/visiting faculty.</p>	<p>No Change</p> <p>No Change</p> <p>No Change</p> <p>No Change</p> <p>No Change</p>
<p>OA-24.6 Scheme of Examination</p> <p>(i) The assessment of all Courses shall comprise continuous Intra-Semester/ Trimester/Course Assessment (ISA) and End-Semester / Trimester /Course Assessment (SEA). They shall be fully internal. Each Credit carries 25 marks.</p> <p>(ii) The concerned teacher, with the consent of the Departmental</p>	<p>OA-24.6 Scheme of Examination</p> <p>(i) The assessment of all Courses shall comprise continuous Intra-Semester/ Trimester/Course Assessment (ISA) and End-Semester / Trimester /Course Assessment (SEA). They shall be fully internal. Each Credit carries 25 marks.</p> <p>(ii) The concerned teacher, with the consent of the Departmental</p>	<p>No Change</p> <p>No Change</p>

<p>Council (DC) or equivalent body of faculty members of the Affiliated Colleges shall decide the method as well as the content of evaluation of each ISA and SEA.</p> <p>(iii) The ISA shall be of 50% weightage, in which an individual component shall not exceed 30% of the total evaluation.</p> <p>(iv) There shall be SEA with 50% weightage of total evaluation covering the entire Course.</p>	<p>Council (DC) or equivalent body of faculty members of the Affiliated Colleges shall decide the method as well as the content of evaluation of each ISA and SEA.</p> <p>(iii) The ISA shall be of 50% weightage, in which an individual component shall not exceed 30% of the total evaluation.</p> <p>(iv) There shall be SEA with 50% weightage of total evaluation covering the entire Course.</p>	<p>No Change</p> <p>No Change</p>
<p>OA-24.7 Scheme of Evaluation</p> <p>(i) Common Grading System of the University as stated in OA-16.4 shall be applicable.</p> <p>(ii) The method as well as the content of evaluation of Internships shall be decided by the Departmental Council. All Internship/Project Seminars shall be organized as public seminars, unless the organizations on which the work was done require the results to be kept confidential. In such a case, only the examiners shall be present during the Seminar. For Internship Seminars, one of the examiners shall be from the Industry, who shall grade the Seminars along with Internal Faculty. However, reports shall be graded only by Internal Faculty.</p> <p>(iii) A student shall be considered to have completed the Programme when the student fulfils both the minimum credit and minimum duration requirements for the Programme for which s/he has enrolled.</p> <p>(iv)(a) In case of students who have registered for Courses in Colleges / Institutions from other than this University, Credit</p>	<p>OA-24.7 Scheme of Evaluation</p> <p>(i) Common Grading System of the University as stated in OA-16.4 shall be applicable.</p> <p>(ii) The method as well as the content of evaluation of Internships shall be decided by the Departmental Council. All Internship/Project Seminars shall be organized as public seminars, unless the organizations on which the work was done require the results to be kept confidential. In such a case, only the examiners shall be present during the Seminar. For Internship Seminars, one of the examiners shall be from the Industry, who shall grade the Seminars along with Internal Faculty. However, reports shall be graded only by Internal Faculty.</p> <p>(iii) A student shall be considered to have completed the Programme when the student fulfils both the minimum credit and minimum duration requirements for the Programme for which s/he has enrolled.</p> <p>(iv)(a) In case of students who have registered for Courses in Colleges / Institutions from other than this University, Credit</p>	<p>No Change</p> <p>No Change</p> <p>No Change</p> <p>No Change</p>

<p>transfers and the equivalence of grades and grade points shall be determined on a case to case basis by the Departmental Council of the School offering the Programme/s or the equivalent body of the faculty members of the school.</p> <p>(b) Credit transfer shall be limited to a maximum of 25 per cent of the total Credits, except in the case of approved exchange Programmes.</p> <p>(c) Credits and grades obtained by a student shall be transferred to another Institution on request from the institution as well as from the student.</p>	<p>transfers and the equivalence of grades and grade points shall be determined on a case to case basis by the Departmental Council of the School offering the Programme/s or the equivalent body of the faculty members of the school.</p> <p>(b) Credit transfer shall be limited to a maximum of 25 per cent of the total Credits, except in the case of approved exchange Programmes.</p> <p>(c) Credits and grades obtained by a student shall be transferred to another Institution on request from the institution as well as from the student.</p>	<p>No Change</p> <p>No Change</p>
<p>OA -24.8 Award of Grade</p> <p>(i) Grade Points shall be awarded as provided under OA-16.4</p> <p>(ii) Grade Sheet shall be issued by the University or College / Institution to the student, at the end of the Semester or Trimester, as the case may be, stating Credits for each Course, marks, grades, grade points and Semester / Trimester Grade Point Average.</p> <p>(iii) At the end of the Programme, Grade Sheet shall be issued by the University to the student, indicating marks, grades, grade points, Cumulative Grade Point Average and the corresponding overall Grade.</p> <p>(iv) The scores obtained by the students in each of the Programmes shall be handed over to the Controller of Examinations for declaration of results and printing of Final grade sheets.</p> <p>(v) A student who fails or who desires to improve grades shall re-</p>	<p>OA -24.8 Award of Grade</p> <p>(i) Grade Points shall be awarded as provided under OA-16.4</p> <p>(ii) Grade Sheet shall be issued by the University or College / Institution to the student, at the end of the Semester or Trimester, as the case may be, stating Credits for each Course, marks, grades, grade points and Semester / Trimester Grade Point Average.</p> <p>(iii) At the end of the Programme, Grade Sheet shall be issued by the University to the student, indicating marks, grades, grade points, Cumulative Grade Point Average and the corresponding overall Grade.</p> <p>(iv) The scores obtained by the students in each of the Programmes shall be handed over to the Controller of Examinations for declaration of results and printing of Final grade sheets.</p> <p>(v) A student who fails or who desires to improve grades shall re-</p>	<p>No Change</p> <p>No Change</p> <p>No Change</p> <p>No Change</p> <p>No Change</p>

register for the same Course or another Course in the same category.	register for the same Course or another Course in the same category.	
OA-24.9 Academic Audit Committee (AAC)	OA-24.9 Academic Audit Committee (AAC)	
(i) There shall be an AAC to assess the manner in which classes are conducted and the method as well as the content of evaluation of each Course of each term.	(i) There shall be an AAC to assess the manner in which classes are conducted and the method as well as the content of evaluation of each Course of each term.	No Change
(ii) The Chairperson shall be appointed by the Vice Chancellor for a period not exceeding three years, for the University and each College. The remaining members of the committee are to be selected by the Chairperson from a master panel approved for the purpose. The Committee shall consist of at least three members of which at least two will be from outside the University / College, as the case may be. At least one member should be from the corporate sector and one from a premier Institution.	(ii) The Chairperson shall be appointed by the Vice Chancellor for a period not exceeding three years, for the University and each College. The remaining members of the committee are to be selected by the Chairperson from a master panel approved for the purpose. The Committee shall consist of at least three members of which at least two will be from outside the University / College, as the case may be. At least one member should be from the corporate sector and one from a premier Institution.	No Change
(iii) The AAC shall meet at least once in a year and submit the report to Vice Chancellor. Vice Chancellor may forward the same to Board of Studies for consideration.	(iii) The AAC shall meet at least once in a year and submit the report to Vice Chancellor. Vice Chancellor may forward the same to Board of Studies for consideration.	No Change
OA -24.10 Grievance Committee	OA -24.10 Grievance Committee	
(i)(a) There shall be a Grievance Committee of three teachers from the School for matters related to examination and evaluation.	(i)(a) There shall be a Grievance Committee of three teachers from the School for matters related to examination and evaluation.	No Change
(b) The Committee shall be constituted at the commencement of every Academic Year. The Vice-Chancellor / Principal shall appoint one of the three as Chairperson.	(b) The Committee shall be constituted at the commencement of every Academic Year. The Vice-Chancellor / Principal shall appoint one of the three as Chairperson.	No Change
(c) No Teacher against whom a grievance is made shall participate in the meetings of the Committee.	(c) No Teacher against whom a grievance is made shall participate in the meetings of the Committee.	No Change

<p>(ii) The Grievance Committee shall examine and decide on the grievances relating to the marking of answer-scripts/evaluation of tests of the students. However, it may also consider any other matter.</p> <p>(iii)(a) A student shall address his/her grievance(s) to the Programme Director /Programme Coordinator, who shall place the same before the DC / Equivalent Body for redressal. If the grievances are for the Course(s) taught by the Programme Director / Programme coordinator, the grievances shall be addressed to the Dean / Principal.</p> <p>(b) If the student continues to feel aggrieved, the grievance application shall be referred to the Grievance Committee by the DC / Equivalent Body.</p> <p>(iv) If the Grievance Committee finds that there is a prima facie case, it may refer the respective answer-scripts/ assignments, to an expert outside the University/College, for which the student shall have to pay the prescribed fee. The result of such an evaluation shall be final and binding.</p> <p>(v) The decision of the Grievance Committee shall be communicated to the student within one month of his/her filing of the grievance.</p>	<p>(ii) The Grievance Committee shall examine and decide on the grievances relating to the marking of answer-scripts/evaluation of tests of the students. However, it may also consider any other matter.</p> <p>(iii)(a) A student shall address his/her grievance(s) to the Programme Director /Programme Coordinator, who shall place the same before the DC / Equivalent Body for redressal. If the grievances are for the Course(s) taught by the Programme Director / Programme coordinator, the grievances shall be addressed to the Dean / Principal.</p> <p>(b) If the student continues to feel aggrieved, the grievance application shall be referred to the Grievance Committee by the DC / Equivalent Body.</p> <p>(iv) If the Grievance Committee finds that there is a prima facie case, it may refer the respective answer-scripts/ assignments, to an expert outside the University/College, for which the student shall have to pay the prescribed fee. The result of such an evaluation shall be final and binding.</p> <p>(v) The decision of the Grievance Committee shall be communicated to the student within one month of his/her filing of the grievance.</p> <p style="text-align: right;">(Back to Index) (Back to Agenda)</p>	<p>No Change</p> <p>No Change</p> <p>No Change</p> <p>No Change</p>
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Annexure VI

Minutes of the Board of Studies in Management held on 18th February, 2021 at the GBS, Block F, Goa University at 10 am.

The following members were present:

- a. Dr. R. Nirmala.
- b. Mr. Jeevan Khedekar
- c. Dr. Cedric Silveira
- d. Prof. Dayanand M. S.

Out of the 4 special invitees who were invited for the meeting only Dr. Savio Falleiro, Principal Fr. Agnel College was present.

The following was decided:

1. A sub-committee comprising Dr. Savio Falleiro, Mr. Jeevan Khedekar and Dr. Cedric Silveira was formed to look into the syllabus of the proposed BBA (Rural Management) course and align the MGNCRE suggested syllabus to the BBA Course Structure and syllabus.
2. The Elective courses for MBA (Executive) were approved.
3. The number of hours per credit for PG and Integrated Programmes in Management was reduced from 15 hours to 12 hours to be in line with other programmes of GBS and the University. Proposed three column format for that was given (Annexure II)
4. The revised syllabi for MBA and MBA (Executive) under the revised hours per credit was also passed (Annexure III and IV)
5. The BBA (Shipping & Logistics) syllabi with additions books for reference was also passed (Annexure V)
6. It was also decided to revise the syllabi for the BBA and BBA (T&T) courses in the coming academic year.

The meeting ended with a thanks to the chair and the minutes were read out to the members.

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