DAV University, Jalandhar
Department of Commerce & Business Management

Scheme and Syllabi
for
Master of Business Administration [MBA]
2019 Batch

(Program ID-48)
### Scheme of Courses MBA (Program ID-48)
**Master of Business Administration**

<table>
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### Scheme of Courses MBA (Program ID-48)
#### Master of Business Administration

**Semester 1**

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**Total**

L: Lectures    T: Tutorial    P: Practical    Cr: Credits

|  | 1 | 5 | 5 | 25 |
### Scheme of Courses MBA
#### Master of Business Administration

**Semester 2**

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**Note:** At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

*Comprehensive Viva-Voce of 2nd Semester would be based on papers taught during the first 2 semesters.

**L:** Lectures  **T:** Tutorial  **P:** Practical  **Cr:** Credits
# Scheme of Courses MBA
## Master of Business Administration

### Semester 3

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*For Major-Minor Combination: 3 Specialisation Electives from one Group, 2 from another:
- Specialization electives 1, 2, and 3, should be from any one of the following 8 Specialisation Elective Groups.
- Specialization elective 4 and 5 should be from any one of the remaining 7 Specialisation Elective Groups.

*For Super Specialisation: All 5 Specialisation Electives from only one of the following 8 Specialisation Elective Groups.

*For Dual Specialisation: Electives 1, 2 and 3 from one group, 4 and 5 from another.

### SPECIALIZATION ELECTIVE GROUPS (for Semester 3)

#### GROUP (A)  Marketing

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#### GROUP (B)  Finance
MGT626 | Security Analysis and Portfolio Management | 3 | 1 | 0 | 3
MGT627 | Management of Financial Services | 3 | 1 | 0 | 3
MGT628 | Strategic Financial Management | 3 | 1 | 0 | 3
MGT629 | Strategic Cost Management | 3 | 1 | 0 | 3
MGT630 | Project Appraisal and Finance | 3 | 1 | 0 | 3

**GROUP (C) Human Resource Management**

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**GROUP (D) Supply Chain Management**

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**GROUP (F) Insurance and Banking**

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**GROUP (H)  Healthcare Management**

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*Foreign Language-II (MGT685) is compulsory in 4th semester, with this course.

**Scheme of Courses MBA**

**Master of Business Administration**

**Semester 4**

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<tr>
<td>9</td>
<td></td>
<td>Specialization Elective -9***</td>
<td></td>
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<td>3</td>
<td>Discipline Specific Elective (DSE)</td>
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<tr>
<td>10</td>
<td></td>
<td>Specialization Elective -10***</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>Discipline Specific Elective (DSE)</td>
</tr>
</tbody>
</table>
*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

**Comprehensive Viva-Voce of 4th Semester would be based on papers taught during all the 4 semesters.

***For Major-Minor Combination: 3 Specialisation Electives from one Group, 2 from another.
- Specialisation electives 6, 7 & 8 should be from Elective Group of Specialisation Electives 1, 2 & 3.
- Specialisation electives 9 & 10 should be from Elective Group of Specialisation Electives 4 & 5.

***For Super Specialisation: All 3 Specialisation Electives should be from the same Group as opted in 3rd Semester.

***For Dual Specialisation: 2 Specialisation Electives from one Group, 3 from another.
- Specialisation electives 6 & 7 should be from Elective Group of Specialisation Electives 1, 2 & 3.
- Specialisation electives 8, 9 & 10 should be from Elective Group of Specialisation Electives 4 & 5.

L: Lectures    T: Tutorial    P: Practical    Cr: Credits

SPECIALIZATION ELECTIVE GROUPS (for Semester 4)

**GROUP (A)  Marketing**

<table>
<thead>
<tr>
<th>Paper code</th>
<th>Course Title</th>
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</tr>
</thead>
<tbody>
<tr>
<td>MGT661</td>
<td>Marketing of Services</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>MGT662</td>
<td>Retail Management</td>
<td>3</td>
<td>1</td>
<td>0</td>
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</tr>
<tr>
<td>MGT623</td>
<td>Marketing Research</td>
<td>3</td>
<td>1</td>
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<tr>
<td>MGT664A</td>
<td>E-Business</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>MGT624</td>
<td>Product and Brand Management</td>
<td>3</td>
<td>1</td>
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</tr>
<tr>
<td>MGT997</td>
<td>Workshop on Social Media Marketing</td>
<td>0</td>
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**GROUP (B)  Finance**

<table>
<thead>
<tr>
<th>Paper code</th>
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<tbody>
<tr>
<td>MGT665</td>
<td>Management Control Systems</td>
<td>3</td>
<td>1</td>
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</tr>
<tr>
<td>MGT666</td>
<td>Derivatives and Risk Management</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>MGT667</td>
<td>Corporate Tax Planning</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>MGT668</td>
<td>Valuation for Mergers and Acquisitions</td>
<td>3</td>
<td>1</td>
<td>0</td>
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<tr>
<td>MGT614</td>
<td>Personal Financial Planning</td>
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**GROUP (C)  Human Resource Management**

<table>
<thead>
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<th>Paper code</th>
<th>Course Title</th>
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<tr>
<td>MGT669</td>
<td>Industrial Relations and Labour Policy</td>
<td>3</td>
<td>1</td>
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<tr>
<td>MGT670</td>
<td>Performance Management System</td>
<td>3</td>
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<tr>
<td>MGT671</td>
<td>Industrial Psychology and Sociology</td>
<td>3</td>
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<tr>
<td>MGT672</td>
<td>Knowledge Management</td>
<td>3</td>
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<tr>
<td>MGT615</td>
<td>Managing Innovation and Creativity</td>
<td>3</td>
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<tr>
<td>MGT999</td>
<td>Global Human Resource Management</td>
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**GROUP (D) Supply Chain Management**

<table>
<thead>
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<th>Cr</th>
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<tbody>
<tr>
<td>MGT673</td>
<td>Sustainable Supply Chain Management</td>
<td>3</td>
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<tr>
<td>MGT674</td>
<td>Enterprise Resource Planning</td>
<td>3</td>
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<tr>
<td>MGT675</td>
<td>Supply Chain Metrics and Strategies</td>
<td>3</td>
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<td>MGT676</td>
<td>Supply Chain Management Technology and Application</td>
<td>3</td>
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<tr>
<td>MGT616</td>
<td>World Class Manufacturing</td>
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**GROUP (E) Information Technology**

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<tbody>
<tr>
<td>CSA660</td>
<td>Software Project Planning and Management</td>
<td>3</td>
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<tr>
<td>CSA661</td>
<td>Web Designing using ASP.NET (2 Credit)</td>
<td>3</td>
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<tr>
<td>CSA662</td>
<td>Web Designing using ASP.NET Laboratory (1 Credit)</td>
<td>3</td>
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<tr>
<td>CSA663</td>
<td>Operating Systems</td>
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<td>CSA664</td>
<td>Wireless Technologies</td>
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<tr>
<td>CSA665</td>
<td>Data Mining and Warehousing</td>
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**GROUP (F) Insurance and Banking**

<table>
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<th>Cr</th>
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<tbody>
<tr>
<td>MGT681</td>
<td>Credit Management</td>
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<tr>
<td>MGT682</td>
<td>Foundation of Actuarial Science</td>
<td>3</td>
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<tr>
<td>MGT683</td>
<td>Management of Banking and Insurance Operations</td>
<td>3</td>
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<tr>
<td>MGT684</td>
<td>Underwriting and Claim Management in Insurance</td>
<td>3</td>
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<tr>
<td>MGT618</td>
<td>Micro Financing</td>
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**GROUP (G) International Business**

<table>
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<tr>
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<th>Cr</th>
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<tbody>
<tr>
<td>MGT685</td>
<td>Foreign Language- II*</td>
<td>3</td>
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<tr>
<td>MGT686</td>
<td>Global Logistics and Supply Chain Management</td>
<td>3</td>
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<tr>
<td>MGT687</td>
<td>International Financial Management</td>
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<tr>
<td>MGT688</td>
<td>WTO and RTAs</td>
<td>3</td>
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<tr>
<td>MGT695B</td>
<td>Business Innovation Model</td>
<td>3</td>
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<tr>
<td>MGT619</td>
<td>Cross Cultural Management</td>
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GROUP (H)  Healthcare Management

<table>
<thead>
<tr>
<th>Paper code</th>
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<th>Cr</th>
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<tbody>
<tr>
<td>MGT689</td>
<td>Total Quality Management in Healthcare</td>
<td>3</td>
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<tr>
<td>MGT690</td>
<td>Medical Tourism</td>
<td>3</td>
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<tr>
<td>MGT691</td>
<td>Medical Insurance</td>
<td>3</td>
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<tr>
<td>MGT692</td>
<td>Management of Healthcare for the Elderly</td>
<td>3</td>
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<tr>
<td>MGT620</td>
<td>Community Health and Population Management</td>
<td>3</td>
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</table>

*Foreign Language-I (MGT651) is pre-requisite for this course.
Course Title: Business Environment and Indian Ethos  
Paper Code: MGT501

Course Objective: This course integrates concepts with real-world situations to help students grasp complex concepts, a clear understanding of which is required to comprehend the various facets of business environment. It focuses on developing ethics and values in students and aims at helping them resolve the ethical dilemmas faced in business situations using the value system advocated by Indian saints and philosophers.

Learning Outcomes: Students will understand the external environment of business very well after undergoing this course and they will also realise the importance of ethical and value based management practices.

UNIT-A
- Significant of Environment Scanning for Business Managers- Tools of Internal and External Environment Scanning – SWOT, Value Chain Analysis and Porter’s 5 Forces Analysis  
- Political, Economic, Social, Technological and Legal Environment of Business in Indian Context.  
- Economic System, Planning Process, Trends in Macro-Economic Variables  
- Inflation- Types of inflation, Effects of inflation and Control of Inflation  
- Fiscal Policy – Objectives, Types, Instruments, Financing of Fiscal Deficit  
- Monetary Policy – Objectives, Instruments of monetary policy  

UNIT-B
- Balance of Payment- Constituents of BOP, Implications of Large Current Account Deficit.  
- Trade Flows, International Linkages and External Environment, Arguments for and against Protectionist Policies  
- Capital Flows, Growth and Macroeconomic Instability, Arguments for and against free flow of foreign capital.

UNIT-C
- Exchange Rate Regimes and Currency Convertibility- current account
convertibility and capital account convertibility

- Financial System, Financial Crisis and Reforms 6
- Corporate Governance - Policy and Issues, Corporate Social Responsibility 5

**UNIT-D**

- Model of Management in Indian Socio-Political Environment, Work Ethos, Heritage in Production and consumption 2
- Indian Insight into TQM, Problems relating to stress in Corporate Management – Indian Perspective. 2
- Ethical Dilemmas in Business 1
- Trans cultural Human Values in Management Education, Relevance of values in management, Need for values in global change Indian perspective, values for managers, Holistic Approach for Managers in Decision Making 6
- Secular Vs Spiritual Values in management, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values. 6

**Total 60 Hours**

**Text Book**


**Reference Books:**

Course Title: Managerial Economics  
Course Code: ECO501

Course Objective: The course will help the students in examining how a firm strives to reach optimal profitability and efficiency in the face of modern constraints and how firms actually reach managerial decisions.

Learning Outcomes: Students will be able to apply economic theory and principles in managerial decision making.

<table>
<thead>
<tr>
<th>Unit – A</th>
<th>Demand and Supply</th>
<th>Hours</th>
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<tbody>
<tr>
<td></td>
<td>Introduction: meaning, nature and scope of managerial economics.</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Demand analysis: meaning and determinants of demand, law of demand and the exceptions; classification of goods, movements along and shift in demand curve, individual and market demand curve.</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Elasticity of demand: concept (price, income and cross) and the methods of measurement, degrees, determinants of elasticity of demand.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Utility analysis: Cardinal versus ordinal, law of diminishing marginal utility, Law of equi-marginal utility, indifference curve and its properties, marginal rate of substitution, consumer equilibrium, price effect and its decomposition.</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Supply Analysis: meaning, determinants of supply, supply curve, law of supply and its exceptions, Movements along and shift in supply curve, elasticity of supply.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Equilibrium analysis: concept of market equilibrium and comparative statistics, change in demand and supply.</td>
<td>2</td>
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<table>
<thead>
<tr>
<th>Unit – B</th>
<th>Production, Cost and Revenue</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Production: definition, factors of production, types of inputs, production function – short run and long run, law of variable proportions, stages of production,</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Isoquant and its properties, marginal rate of technical substitution, returns to scale, expansion path.</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Cost: concepts, types of cost, short run cost curves, shape of cost curves – relation between production and cost, long run cost curves, economies and diseconomies of scale</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Revenue: concept, relationship between total, average and marginal revenue.</td>
<td>1</td>
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<table>
<thead>
<tr>
<th>Unit C: Market Forms</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market: Meaning, market structure, features and classification, economic</td>
<td>2</td>
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</table>
agents and their roles.

- Perfect Competition: characteristics, price determination, demand curve and supply curve for an individual firm, Short-run and long-run equilibrium of firm.
- Monopoly: characteristics, equilibrium price-output determination in short run and long run, price discrimination and its degrees.
- Monopolistic Competition: characteristics, product differentiation and selling cost, short run and long run equilibrium.
- Oligopoly - Meaning of collusive and non-collusive oligopoly; Managerial Theories of the Firm.

**Unit D: Macroeconomic Theory and Applications**

- Meaning and scope, difference between micro and macro, circular flow of income.

**Text book**


**Reference Books:**

Course Title: Accounting for Decision Making  
Paper Code: MGT502

Course Objective: This course aims to build understanding of the central ideas and theories of modern finance and to develop familiarity with the analytical techniques helpful in financial decision making.

Learning Outcomes: The course will enable the participants to prepare and analyse Financial Statements, make efficient use of scarce financial resources for best possible output. They will develop controlling and decision making skills based upon quantitative evidences.

Unit –A (Accounting Information and Financial Statements)  

- Accounting as an Information system. Uses of Accounting Information for the decision Makers  
  Hours: 1
- Meaning, Scope, Functions, Branches of Accounting  
  Hours: 1
- Differences between Management, Cost and Financial Accounting.  
  Hours: 1
- Generally accepted Accounting Principles and Accounting Standards (Basics)  
  Hours: 1
- Accounting Cycle and preparation of Journal, Ledger, Trial balance  
  Hours: 2
- Statements of Financial Information, Profit and loss account and Balance sheet)  
  Hours: 2
- Financial Statements Analysis: Advantages and Disadvantages of comparative and Common Size statements, Preparation of Common Size and Comparative Statements  
  Hours: 4
- Types, Importance and Limitations of Ratio Analysis  
  Hours: 4

Unit – B (Cost Concepts and Management Needs)  

- Meaning, classification and determinants of cost. Cost Components relating to income measurement, Control and Decision Making  
  Hours: 1
- Cost Sheet and Components of Cost Sheet  
  Hours: 1
- Costing and Control of Materials (Cost of Inventory and Costing Methods, Just in Time Approach)  
  Hours: 1
- Costing and Control of Labour : Accounting for Labour, Special Problems Relating to Labour, Labour Turnover, Efficiency Rating Procedures  
  Hours: 2
- Costing and Control of Manufacturing Overheads: Factory Overhead Costs, Cost Allocation, Under and Over Absorption of Factory overheads  
  Hours: 1
- Costing and Control for Administrative, Selling and Distribution  
  Hours: 1
Overheads Including Allocation and Recoveries

- Activity Based Costing System: Traditional V/S Activity Based Costing System, ABC for Different Functional Areas  
  4
- Job-Order, Batch and Process Costing (Including Inter process costing)  
  4

**Unit – C (Variable Costing and Budgeting)**

- Meaning and Scope of Variable Costing, Comparison between Variable Costing and Absorption Costing.  
  2
- Volume-Cost-Profit Analysis, Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis  
  2
- Applications of variable Costing: Multiple-Product Analysis, Optimal use of Limited Resources, Role of Variable Costing in Decision Making  
  2
- Advantages and Limitations of Variable costing  
  1
- Nature and Functions of Budgeting, Preparation of Different Types of Functional Budgets.  
  4
- Techniques of Budgeting: Fixed Versus Flexible Budgeting, Zero Based Budgeting  
  4

**Unit – D (Standard Costing and Responsibility Accounting)**

- Meaning and Establishment of Cost Standards, Components of Standard and Quality Cost  
  1
- Meaning and Significance of Quality Costs, Steps in Determination of standard cost, Types of Standards  
  1
- Cost Variance Analysis; Materials, Labour and Overheads (Meaning, Types and Significance)  
  3
- Revenue and Profit Variance Analysis: Sales and Profit Variances (Types and Significance), Actual and Budgeted Profits  
  2
- Variance Reporting and Repositioning the Variances  
  1
- Managerial Uses of Variances.  
  3
- Concept and Importance of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre.  
  3

**60 Hours**
DAV UNIVERSITY, JALANDHAR

Text Book:

Reference Books:
Course Title: Management Process and Organisational Behaviour  
Paper Code: MGT503

**Objective:** The aim of the course is to give the basic understanding of functions of management carried out in the organization along with the fundamentals of behavior at workplace. It focuses upon the changes in behavior at individual, group and organizational structure level in accordance to the management processes adopted at workplace and vice-versa.  

**Learning outcome:** After the completion of the course the participant will be able to comprehend the relationship between management processes and behavior at workplace. The participant will also learn about designing the structure of organizations, management functions in a way that leads to performance of the workforce at all levels up to the fullest ability.

### Unit A

| Management- Meaning, its nature, scope and significance, functions , roles of a manager, skills of manager, professionalism of management, management as art, science & profession. | 5 |
| Schools of Management Thought: Classical, Neo Classical and Modern School. | 4 |
| Planning- Meaning, process, Planning Premises, Types of plans, MBO. | 6 |

### Unit B

| Decision making: Meaning, Process, Types of decisions, Techniques, Rationality in decision making. | 4 |
| Designing Organisational Structure- Work Specialisation, departmentalisation, chain of command, span of control, centralisation and decentralisation, formalisation. Common organisational designs, contemporary organisational designs. | 5 |
| Controlling- Meaning, process, types, techniques – traditional and modern. | 5 |

### Unit C

| Introduction to organizational behavior- concept and significance, foundations, contributing disciplines to OB, OB Model- independent and dependent variables. | 4 |
| Introduction to Individual human behavior-Ability, Learning and its theories. Perception, Attitude formation, relationship between attitude and behavior, Major Job Attitudes. | 6 |
| Concepts of Personality- Meaning, The Myers-Briggs Type Indicator, The Big Five Model, Other significant personality traits. | 4 |
| Foundations of Group Behaviour- Types of groups, Five stage group development model punctuated equilibrium model, Group Properties- Roles, Norms, Status, Size and Cohesiveness. Group Think, Group Shift. Difference between group and team, types of teams. | 3 |

### Unit D

Batch 2019
| Concept of Leadership- Meaning, Traits Theory, Behavioral theories, Contingency theories. Charismatic and Transformational Leadership. | 6 |
| Work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies. | 3 |
| Organisational Culture- Meaning, Uniformity in cultures, Strong versus Weak Culture. Functions of culture, Culture as Liability. Concept of Emotional Intelligence. | 5 |

**Text Book**


**Reference Books**

Course Title: Quantitative Methods
Course Code: ECO502

Course Objective: The objective of the course is to make the students familiar with some statistical techniques. The main focus, however, is in their application in business decision making.

Learning Outcomes: After completion of course students will be acquainted with the application of statistical techniques in business decision making.

Unit – A
Progression Series
Arithmetic Progression; Definition nth term of an A.P, sum of n terms 3
Arithmetic mean, A.M. between two numbers 3
Managerial application of A.P. series 3
Geometric Progression; Definition, nth terms of G.P. series, sum of n terms 3
Geometric mean between two numbers, managerial application of G.P. series 3

Unit – B
Measures of Central Tendency;
Arithmetic Mean; Calculation of mean in individual, discrete and continuous series, Properties of arithmetic mean, combined mean 3
Median; Calculation of median in individual, discrete and continuous series 2
Mode; Calculation of mode in individual, discrete and continuous series, Comparison of mean, median and mode 2

Measures of Dispersion: Range, Quartile deviation, coefficients of range and quartile deviation 2
Mean Deviation; Calculation of mean deviation in individual, discrete and continuous series 2
Standard deviation; Calculation of standard deviation in individual, discrete and continuous series, Combined standard deviation, Variance, Coefficient of variation 2

UNIT C

Correlation: Meaning, Types of correlation, Properties of correlation, Correlation and causation 2
Karl Pearson method 2
Covariance. Probable error, coefficient of determination 1
Spearman’s Rank method. 2

Regression Analysis: Regression lines, Types of regression analysis 3
Properties of regression, Relationship between correlation and regression 2
Estimation of regression coefficient, standard error 2
Time Series Analysis: Meaning, Components of time series; Trend, seasonal, cyclical and irregular

UNIT D

Probability Theory
Basic concepts of probability
Addition theorem with numerical problems
Multiplication theorem with numerical problems
Binomial distribution; Properties of Binomial distribution
Parameters of binomial distribution with numerical problems
Poisson distribution; meaning, properties of Poisson distribution
Parameters of Poisson distribution with numerical problems
Normal distribution; Meaning, properties of normal distribution
Parameters of normal distribution, Numerical problems.

Text Book


Reference Books:

Course Title: Workshop on Business Communication
Course Code: MGT504 A

Course Objective: The objective of this course is make students proficient in communication during business situations

Learning Outcomes: After the course, student will be able to speak, listen, read and write effectively in varied business situations

Concepts to be covered

- Defining Career Goals
- Developing Curriculum Vitae
- Developing LinkedIn Profile
- Fundamentals of Business Writing
- Letter-writing
- Report-writing
- Writing an Email
- Developing Effective Presentation Skills
- Introducing themselves
- Handling group discussion
- Facing a personal interview
- Managing successful meetings
- Non-verbal communication
- Cross-cultural communication in International Business

Reference Book:

Business Communication – A Practice-Oriented Approach by Shalini Kalia and Shailja Agarwal, Wiley India, New Delhi

Course Title: Workshop on Business Computing
Course Code: CSA552

Course Objective: The objective of this workshop is to train the business students in proficient use of spreadsheets, power point and word processing documents.

Spreadsheets
- Basic Operations - Arithmetic operators, Comparison operators, Text operator and (ampersand) Reference operator
- Modifying the worksheet layout - Changing Width of Column, Changing Height of Row, Deleting Rows/Columns/Cells, Moving and copying contents of cell, Alignment of text in the cell
- Working with functions - Date and time function, Statistical function, Financial function, Mathematical and Trigonometric functions, Lookup and Reference Functions, Data Base functions, Text function, Logical functions
- Working with Pivot Tables, Using Data Analysis Tools and Techniques
- Printing the workbook - Setting up Print Area, Setting up Margins, Defining Header and Footer, Controlling Gridlines
- Introduction to CHARTS - Formatting Charts

Power Point Presentations
- Creating a presentation slide, Design Templates and Blank presentations, Power Point standard toolbar buttons
- Changing Font, Font Size and Bold; Moving the frame and inserting clip art; Different slide layouts; Formatting the Slide Design; Work with the Slide Master; Saving the presentation
- The Auto Content Wizard; Using Existing Slides; Using the different views of a slide, Adding Transitions and Animation, Running Slide Show
- Adding and Deleting Records
- Creating, Saving , Editing, Joining Tables in Queries
- Creating and Using Forms
- Creating and Printing Reports

Word Processing
- Editing and Formatting a Document, Text Formatting, Paragraph Formatting, Headers and Footers
- FIND command and REPLACE command, Checking Spelling and Grammar; On-line Spelling and Grammar correction using Auto correct, Auto Text, Using Thesaurus, Using Clip Gallery
- Inserting Graphics From files, Working with Tables - Entering Text in the Table, Creating Table, Changing Format of Text of cells, Changing Column width and Row height, Formatting Table Border
- Using Mail Merge - Mail Merge Procedure, Printing a document

Reference Book:
Course Title: Environmental Management
Paper Code: EVS501

Course Objective: This course aims at training the students in aspects of environmental management for sustainable development.

Learning Outcomes: After the completion of the course students will be able to use various environmental management practices for the sustainable development and therefore to the benefit of mankind.

Unit 1 Principles and Development of International Environmental Law and Sustainability Concept 10 Hours

Unit 2 Environmental Management and Valuation 15 Hours

Unit 3 Energy Management 10 Hours

Unit 4 Natural Resource and Solid Waste Management 15 Hours
Natural Resources (Air, Water (Saline and Fresh), Land, Forest, Mineral, Food, and Biodiversity) and associated problems; Role of Growing Human Population in their Over Exploitation; Natural Resource Management using Geographic Information System (GIS); Marine and Coastal Resource Management; Solid Waste Management: Causes, Effects and Control Measures of Rural, Urban and Industrial Waste Using Three R’s (Reduce, Reuse and Recycle).
Text Book


Reference Books:

Course Title: Human Resource Management  
Paper Code: MGT505

Course Objective: To familiarize the students with various functions of Human Resources Management and emphasize on the integration Human Values with the organization with particular reference to India. This course is designed to provide the essentials of human resource management for all future managers whether or not their career orientation lies in human resources.

Learning outcome: Students will learn the fundamentals of human resource management and will be able to understand principles of managing the employees which in turn will enhance their managerial skills to achieve business excellence.

Syllabus

Unit A
Introduction to HRM Meaning, Scope. Definition and Objectives of HRM
Functions of HRM and Models of HRM Activities of HRM
Challenges of HRM Role of HR Manager
Human Resource Planning, HR Planning process,
Job analysis, Job description and Job specification Job Rotation, Job enlargement and Job enrichment

Unit B
Recruitment and Selection Recruitment Process and Methods of Recruiting
Selection process – type of tests and types of interviews
Designing and conducting the effective interview
Reference, background verification and medical evaluation
HR interview, Job offer, Induction and Placement.
Wage and Salary administration.
Principles and techniques of wage fixation, job evaluation, incentive schemes

Unit C
Appraising and Managing Performance, Appraisal process, methods, and potential problems in performance Evaluations, The appraisal interview and feedback interview. Methods to improve performance
Career Planning and Development
Training and Development Nature of Training, Methods of Training
Training Need Assessment Training Design Training Evaluation

Unit D
HR outsourcing, Management of Turnover and retention,
Workforce Rationalization and International HRM
Quality of work life
Industrial Relations Industrial Disputes and causes Remedial measures
Collective Bargaining Grievance Management
Text Book


Reference Books

Course Title: Productions and Operations Management  
Course Code: MGT506

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Course Objective:
It is a subject where a student learns various steps of product design, development, production, plant location, storage, production planning and control. The students are motivated to apply concepts and principles of management to become more effective professional.

Learning outcome:
Students will be able to learn basic fundamentals of production operations and modern quality improving techniques which in turn enhance their managerial skills for achieving excellence in the field of production and quality.

Unit- A  16 hours  

Unit- B  16 hours  
Process selection- Process Analysis, Cycle times, Efficiency & Capacity assessment, Project Management, Process and Service designs, Production Planning, Production Planning & Control (PPC), Manufacturing operations scheduling, Productivity: Method study; Work measurement, Employee Productivity, Human behaviour, Health and safety. Operations Quality management, Quality Characteristics of Goods and Services, Quality control.

Unit- C  14 hours  

Unit- D  14 hours  
Total Quality Management (TQM) Model Concept of Six Sigma and its Application. Inventory Management: Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order levels, ABC analysis. JIT and Lean Production System: Elements of JIT, Benefits of JIT, JIT in services.

Total Time: 60 hours
Text Book

1. Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley

Reference Books:

2. Gaither & Frazier, Operations Management, Cengage learning
Course Title: Financial Management
Paper Code: MGT507

Course Objective: This course aims to build understanding of the central ideas and theories of modern finance and to develop familiarity with the analytical techniques helpful in financial decision making.

Learning Outcomes: After undergoing this subject, students will have sufficiently good hold over the basics of finance to pursue specialised courses in finance.

UNIT-A

<table>
<thead>
<tr>
<th>Financial Management: An Overview</th>
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<tr>
<td>The Time Value of Money</td>
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<td>The Cost of Capital</td>
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<td>Capital Structure and Firm Value</td>
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<td>Capital Structure Decisions</td>
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UNIT-B

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<th>Valuation of Bonds and Stocks</th>
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<tr>
<td>Dividend Policy and Firm Value</td>
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<tr>
<td>Dividend Decision</td>
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<tr>
<td>Techniques of Capital Budgeting</td>
<td>3</td>
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<tr>
<td>Estimation of Projected Cash Flows</td>
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<tr>
<td>Risk Analysis in Capital Budgeting</td>
<td>4</td>
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<tr>
<td>Capital Budgeting: Extensions</td>
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</tbody>
</table>

UNIT-C

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<th>Sources of short term and Long Term Finance</th>
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<tr>
<td>Leasing</td>
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<td>Hire-Purchase and Project Finance</td>
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</table>

UNIT-D

| Features and advantages of responsibility A/c, types of responsibility centres | 4 |
| Transfer pricing                                                                | 2 |
| Types, advantages and factors determining working capital management           | 3 |
| Forecasts of working capital requirements                                         | 7 |
| Reporting                                                                      | 3 |

60 hours

Text Book:

Reference Books:
Course Title: Marketing Management
Course Code: MGT508

Course Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

Learning Outcomes: At the end of the course a student should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments; research, define and evaluate markets for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A

Understanding Marketing Management: Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans 6


Choosing Value
Identifying Market Segments and Targets, Competitive Dynamics, Crafting the Brand Positioning, Creating Brand Equity 7

Unit – B

Designing Value
Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs 8

Delivering Value: Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics 4

Unit – C

Communicating Value: Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Personal Communications 7

Sustaining Growth and Value
Introducing New Market Offerings, Tapping into Global Markets 10

Unit – D

Managing a Holistic Marketing Organization for the Long Run 9

60 Hours
Text Book:

Reference Books:

Course Title: Business Research
Course Code: MGT509

Course Objective: The course is designed to enable students to understand and apply concepts research process on real business research problems

Learning Outcomes: At the end of the course a student should be able to design research proposal and apply statistical tools manually as well as with the help of software.

Unit – A

Unit- B
Introduction to Sampling- Importance and Sampling Design Process, Random Sampling Methods and Non-Random Sampling, Central Limit Theorem and Sampling distribution. Classification of Secondary Data Sources, Road Map to Use Secondary Data, Survey and Observation: Classification of Survey Methods, Observation Techniques and Classification of Observation Methods

Unit-C
Hypothesis Testing for Single Population: Introduction, Hypothesis Testing Procedure, Two-Tailed Test of Hypothesis and One - Tailed Test of Hypothesis, Type-I and Type-II Error
Statistical Inference About the Difference between the means of Two Related Population, One way ANOVA- Introduction and Application in Business Research

Unit –D
Hypothesis testing for Categorical data (Chi-square test), Non-parametric statistics , Correlation- Karl Pearson and Spearman's Rank Correlation, Introduction of Simple Linear Regression and Determining the Equation of a Regression Line
Presentation of Result: Report Writing, Organization of Written Report, Tabular and Graphical Representation of Data, Oral Presentation

60 Hours

Reference Books:

Course Title: International Business
Paper Code: MGT510

Course Objectives: The course helps the student understand the complex environment in which MNC’s work. It equips them to adapt themselves to international business and trade. It teaches them in detail about the foundations of international business.

Learning outcomes: Students will learn the importance of growing global business today and the effect of international business on India. They will be able to devise basic strategies which a manager must follow in order to survive in a competition.

Unit A 15
Globalization – Effect of globalization and its Drivers Modes of entry for corporations into international business The globalization debate - arguments for and against, Differences between domestic and international business; Multinational Corporations- Definition and Types

Unit B 18
Introduction to International Trade - Theory of Mercantilism, Absolute advantage, Comparative advantage, Hecksher-Ohlin theory, The new product life cycle theory, The new trade theory, Porter’s diamond model ; Instruments of International trade policy – tariffs, subsidies, local content requirements, and administrative policies, anti dumping policies, political and economic arguments for intervention; International trade bodies- GATT, WTO, IPR, TRIPS, TRIMS, GATS, Introduction to current EXIM policy of India International Regulatory and Dispute Settlement Mechanisms

Unit C 15
International Financial Markets – Equity, Debt, Foreign Exchange and Commodities; World Bank and International Monetary System ;International Financial Risks of Trade Payments, Methods of payment in International Trade ,Foreign investments (FDI and FII) ,Currency fluctuations etc. ; Introduction to Foreign Exchange Market – functions, nature, trading, rate determination, currency convertibility, Movement of international workforce (Expatriation, Repatriation)

Unit D 12
Regional Integrations, Trading Blocks - EU, NAFTA, SAARC, ANDEAN PACT, MERCOSUR, ASEAN, APEC; Country Risk Analysis – How to assess Political, Social and Economic risks International Marketing – localization and glocalization

Total: 60 Hours

Text Book

References

Course Title: Management Information Systems  
Course Code: MGT 515

Course Objective:  
After completion of course students will be able to know the role and importance of MIS in business today. Students will become well versed with modern IT infrastructures, Information systems and latest trends in networking. Learning will improve their decision making once they understand the usage of database management systems and securing information systems.

Learning Outcomes: After completion of course students will be able to know the role and importance of MIS in business today. Students will become well versed with modern IT infrastructures, Information systems and latest trends in networking. Learning will improve their decision making once they understand the usage of database management systems and securing information systems.

Unit-A  
15 hours  

Unit-B  
16 hours  

Unit- C  
14 hours  
Information security challenges in E-Enterprises; Enterprise Management Systems-ERP and its benefits, Supply Chain Management, Customer relationship management, EMS and MIS; Knowledge management systems.

Unit- D  
15 hours  
Decision making- Concepts and Processes, Organisational Decision making, MIS and Decision-Making; Decision Support systems: Types of Decision Support Systems; System Analysis and Design; Applications in Service Sector

Total : 60 Hours

Text Book:  

Reference Books:  
Course Title: Management Science  
Course Code: MGT511A

Course Objective: The course is designed to introduce the students with various quantitative techniques which are of great importance for quantitative decision-making.

Learning Outcomes: At the end of the course a student should be able to handle the application of scientific methods, techniques and tools to problems involving the operations of a system so as to provide those in control of the system with optimum solution to the problem.

Unit – A

**Introduction to OR**- Introduction and history of OR, Operations research in India, Nature of Operations research, Definition of operation research, Features of OR, OR and management decision making, Limitation of OR, Types of OR models, Principles of OR modeling, Typical applications of OR/scope of OR, Phases and processes of OR study/ methodology of, operation research and Techniques/ tools of operations research


**Simplex Method**- Introduction, Steps in the solution of LPP by simplex method, Minimization problem by Big M method/Penalty method, Rules for simplex method for minimization problem, Simplex problem (Mixed constraints), Special cases in applying the simplex method, Two phase simplex method

Unit – B

**Duality**- Concept of duality in LPP, Formulation of the dual problem, Rules for constructing the dual problem, Primal-Dual relationship, Interpreting the Primal-Dual relationship, -Dual of the Dual is Primal, -Dual Simplex, Steps in Dual Simplex

**Sensitivity Analysis**- Sensitivity analysis, Limitations of Sensitivity analysis

**Transportation Models**- Introduction, Terminology used in Transportation model, Basic assumptions of model, Tabular presentation of model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCM, VAM, Optimality Tests- Stepping stone method., Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems, **Trans-Shipment Problem**
Unit – C
Queuing Theory- Introduction, Features of Queuing system, Service system, Basic Notations, Queuing models- Probabilistic, Deterministic, Mixed
Inventory control- Meaning, Inventory decisions, Types of Inventory, Factors affecting IC policy, Objectives of IC, Scope of IC, IC systems- Pand Q, Inventory Models-Deterministic models (EOQ), Price break approach, Safety stocks- factors and methods, Approaches to IC- ABC, VED etc

Unit – D
Game Theory- Introduction, Significance of Game theory, Essential features of Game theory, Limitations Game theory, Strategy and Types of strategy, The Maximin-Minimax principle, Saddle point, Types of problems-Games with pure strategies, Games with mixed strategies (8 methods), Limitations of Game theory
Network Analysis- PERT and CPM- Introduction, History of PERT and CPM analysis, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, Errors in Network Logic, Rules to frame a Network, Fulkerson’s Rule to numbering of events, Stages of project management, Activity Times and Critical Path Computation of Critical Path Slack and Float, PERT- Steps and computing variance, Merits and demerits of PERT, CPM- Time estimating and Limitations, Comparison between PERT and CPM, Project Cost analysis- Direct and indirect costs, The lowest cost schedule, Crashing of jobs, Allocation and Leveling of resources (through CPM)
Decision Theory- Introduction, Components- Act, Event and Outcome, Types of decision making- Certainty, Risk, Uncertainty, Decision making under Risk, Decision making under Uncertainty, Decision Tree Diagram, Standard Symbol

Text Book

Reference Books:
Course Title: Workshop on Organizational effectiveness  
Paper Code: MGT512A  

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Course Objective: To familiarize the students with basic organizational processes to bring about organizational effectiveness and change

Learning outcome: Students will learn the fundamentals of organizational effectiveness and with the latest trends to be followed. They are able to understand the need of time to time change as required by the organization.

Unit A
Concept of organizational climate, Impact of organizational climate, Developing sound organizational climate; organizational culture, Role of culture, functions of culture, learning culture

Unit B
Concept of power, bases of power, power tactics politics, political implications of power, contemporary perspectives on leadership ñ charismatic, transactional, transformational perspectives ñ substitutes for leadership.

Unit C
Conflict Intra personal-Inter personal, inter-group and organizational conflicts, Negotiation, inter- group behavior and collaboration, management of gender issues and cross cultural dynamics.

Unit D
Concept of organizational change ñ change agents, resistance to change ñ approaches to managing organizational change, facilitating individual change. Need for O.D, OD intervention Techniques-Grid Management, Transactional Analysis, Sensitivity training ñ Process Consultancy. OD in India

Text Book

Reference books
Course Title: Strategic Management  
Course Code: MGT601

Course Objective: To develop an understanding of fundamental concepts in strategic management: the role of the general manager, the levels and components of strategy, competitive analysis, and organizational evolution.

Learning Outcomes: The participants will develop essential skills and knowledge peculiar to general management. They will appreciate the inter-functional issues in organisation better after undergoing this course.

UNIT-A

- Introduction to Strategic Management and Business Policy  
- Hierarchy of Strategic Intent  
- Environmental Appraisal  
- Organisational Appraisal

UNIT-B

- Corporate-Level Strategies: Concentration, Integration, and Diversification  
- Corporate-Level Strategies: Internationalization, Cooperation, and Digitalization  
- Corporate-Level Strategies: Stability, Retrenchment and Restructuring

UNIT-C

- Business-Level Strategies  
- Strategic Analysis and Choice  
- Activating Strategies

UNIT-D

- Structural Implementations  
- Behavioural Implementation  
- Functional and Operational Implementation  
- Strategic Evaluation and Control

Total 60 Hours
DAV UNIVERSITY, JALANDHAR

Text Book:


Reference Books:


Course Title: Business Legislations  
Course Code: MGT604

Course Objective: This course aims to acquaint the students with legal environment and to build understanding of legal principles prevalent in business.

Learning Outcomes: After studying this course, students will be able to understand how individuals and companies are affected by legal business environment and learner will be equipped with abilities to handle business laws, apply such principles of these laws, and reflect on current legal issues.

Unit - A
- Indian Contract Act 1872: Classification and Essentials of Contracts  3 hour
- Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance  2 hour
- Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration.  2 hour
- Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law.  2 hour
- Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud and Mistake.  4 hour
- Legality of Object and Consideration.  2 hour

Unit – B
- Performance -Meaning, Offer to Perform, Effect of Refusal of a Party to Perform a Contract, Contracts which need not to Perform, By Whom must Contracts be Performed, Who can Demand Performance, Time and Place of Performance.  4 hour
- Bailment- Meaning, Classification of Bailment, Rights and Duties of Bailor and Bailee.  3 hour
- Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Laps of Time, Operation of Law, Breach of Contract.  4 hour
- Remedies for Breach of Contract- Rescission of the Contract, Suit for Damages, Suit upon Quantum Merit, Suit for Specific Performance of the Contract, Suit for Injunction.  4 hour

Unit – C
- Indemnity and Guarantee- Meaning of Contracts of Indemnity and Guarantee, Kinds of Guarantee, Difference between Indemnity and Guarantee, Rights and Liabilities of Surety and Discharge of Surety.  5 hour
DAV UNIVERSITY, JALANDHAR

- Conditions and Warranties- Meaning and Difference between Conditions and Warranties, Express and Implied Conditions and Warranties, Caveat Emptor 4 hours
- Unpaid seller- Definition, Rights of Unpaid Seller against the Goods and Buyer Personally. 3 hours

Unit – D

- Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, Creation and Termination of Agency 4 hours
- Indian Partnership Act, 1932- Definition, Law of Partnership- Duration of Partnership, Registration of Firms, Difference between Dissolution of Firm and Dissolution of Partnership, Dissolution of Firm, Definition of Limited Liability Partnership (LLP) 5 hours
- Negotiable Instruments Act, 1881- Meaning, Characteristics and Types of Negotiable Instruments. Meaning and Essential Elements of Promissory Notes, Bill of Exchange and Cheques, Crossing of Cheques, Parties to Negotiable Instruments, Meaning of Negotiation, Endorsement, Kinds of Endorsement 6 hours

60 hours

Text Book:


Reference books:

2. Kumar, R. Legal Aspects of Business, Cengage Learning.
ELECTIVE GROUPS
GROUP (A)  Marketing
DAV UNIVERSITY, JALANDHAR

Course Title: Consumer Behaviour  
Course Code: MGT621

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**Course Objective:** Based on the understanding of consumer behaviour, the students are expected to design the strategy. The objective of this course is to acquaint the students with various factors effecting consumer behaviour and to help them understand the process of consumer buying.

**Learning Outcome:** Students will learn the basics to judge the consumer perception and consumer buying behaviour which in turn will enhance their decision making ability.

**Unit- A**  
11 hours  

**Unit- B**  
12 hours  

**Unit- C**  
11 hours  

**Unit- D**  
11 hours  

**Total Time: 45 hours**

**Text Books:**
2. Kumar, Dinesh., ‘Consumer Behaviour’, Oxford University Press

**Reference Books:**
Course Title: Sales and Distribution Management  
Course Code: MGT622

Course Objective: The objective of this course is make students proficient in selling skills, sales and distribution management

Learning Outcomes: After the course, student will be able to understand and apply the concepts of sales and distribution management in real business scenario

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<th>Unit</th>
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<tr>
<td><strong>Unit – A</strong></td>
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<tr>
<td>Introduction to sales management, The selling process, Sales organization, Management of sales territory, Management of sales quota</td>
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<tr>
<td><strong>Unit- B</strong></td>
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<tr>
<td>Recruitment and selection of the sales force, Training the sales force, Sales force motivation, Sales force compensation, Sales force control, Evaluation of sales force</td>
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<tr>
<td><strong>Unit-C</strong></td>
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<tr>
<td>Introduction to distribution channel management, Designing Customer-oriented marketing channels, Customer-oriented logistics management</td>
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<tr>
<td><strong>Unit –D</strong></td>
<td>15</td>
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<tr>
<td>Managing Channel member behaviour, Managing Wholesalers and Franchisees, Retail Management</td>
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**Reference Books:**

Course Title: Marketing Research  
Course Code: MGT623

Course Objective: The course is designed to introduce the students to marketing research and its application.

Learning Outcomes: At the end of the course a student should be able to formulate a marketing problem; decide how to sample and collect data; how many data elements; how to analyse data by using computerized softwares; which tools and methods to apply and how to write a report.

Unit – A

**Introduction to Marketing Research:** Meaning of marketing research, Objectives of marketing research, Types, Research Approaches, Significance of Research, marketing research Process, Criteria of Good Research, Problems Encountered by Researchers in India.  
**Defining the Marketing Research Problem:** What is a Research Problem?, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem  

Unit – B

**Sampling design and Procedures:** Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling.  
**Measurement and Scaling:** Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique.  
**Methods of Data Collection:** Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection.

**Questionnaire and form design:** questionnaire and observation forms, questionnaire design process.
**Unit – C**

**Data preparation:** editing, coding, transcribing

**Data analysis:** tests of significance based on t, f and z distribution and chi-square test; cross tabulation

**Multiple Regression:** Overview of Multiple Regression, Statistics Associated with Multiple Regression, Conducting Multiple Regression, Stepwise Regression, Multicollinearity

**Discriminant Analysis:** Discriminant Analysis Model, Statistics Associated with Discriminant Analysis, Conducting Discriminant Analysis

**Conjoint Analysis:** Basic Concepts in Conjoint Analysis, Statistics Associated with Conjoint Analysis, Conducting Conjoint Analysis, Assumptions and Limitations of Conjoint Analysis, Hybrid Conjoint Analysis

**Unit – D**

**Multi Dimensional Scaling:** Basic Concepts in Multidimensional Scaling (MDS), Statistics Associated with MDS, Conducting Multidimensional Scaling, Selecting an MDS Procedure, Deciding on the Number of Dimensions, Labeling the Dimensions and Interpreting the Configuration, Assessing Reliability and Validity, Assumptions and Limitations of MDS, Scaling Preference Data

**Correspondence Analysis,** Relationship between MDS, FA, and DA.

**Factor Analysis:** Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis

**Cluster Analysis:** Statistics Associated with Cluster Analysis, Conducting Cluster Analysis, Applications of Non-hierarchical Clustering, Clustering Variables.

**Research Report Writing:** Contents of Report, Executive Summary, Bibliography format. Presentation of Report.

**45 Hours**

**Reference Books:**

Course Title: Product and Brand Management
Paper Code: MGT624

Course Objectives: To help the student understand the concept of products and brand. It fundamentally makes them understand why organizations increase or decrease the number of products they offer. Similarly how a product transforms and creates emotions making it a brand.

Learning Outcome: Students will learn the fundamentals and the contemporary issues related in the product and brand management. They will be well versed with the all the tools and techniques of branding and can manage and bring new innovations to the process of branding which is highly required for the growth of the organizations.

Unit A  
(10 hours)
Product Management meaning and objectives- Define Product, Levels and Classification of Products, Factors influencing design of the Product, Product Hierarchy, Product Mix decisions- Product Line, Product Length, Product Width, Product Depth and Consistency.

Unit B  
(10 hours)
Product planning and development- Customer Analysis, Competitor Analysis, New Product Development process, Product strategy over the Lifecycle, Product Differentiation and Positioning Strategies, Product Strategies for Leaders, Challengers and Followers;

Unit C  
(15 hours)

Unit D  
(10 hours)
Brand development- Understanding Brand Equity Measurement System and Brand Equity Management System, Brand Portfolio and Hierarchy, Brand Rejuvenation, Re-launch, Rebranding and Repositioning, Brand Extension- Managing brand over time,

Reference Books

- Keller, Kevin Lane, Strategic Brand Management, Pearson Education
- Kotler, Keller, Marketing Management, Pearson Education
- S. A. Chunawalla, Product Management, Himalaya Publishing House
- Tapan K. Panda, Product and Brand Management, Oxford University Press.
Course Title: Integrated Marketing Communications  
Course Code: MGT625

Course Objective: The course aims at making participants understand concepts, philosophies, processes and techniques of integrated marketing communications.

Learning Outcomes: At the end of the course a students should be able to develop a basic integrated marketing communications plan for target markets and use of the marketing communications mix.

Unit – A  
Challenges and Opportunities of Promotions Career, Introduction of Integrated Marketing Communication: Introduction, IMC as integral part of marketing mix, Understanding Consumer Behavior, Understanding Communications Process

Unit B  
Advertising: Advertising Research and Strategy, Finding the Big Idea, Creative Execution in Advertising, Creative Execution and design in Print, Creative Execution on Broadcast

Unit – C  
Managing Other Promotional Tools: Sales Promotion, Direct Marketing, Public Relations and Publicity, Communication in the New Age : Online and Mobile Media

Unit – D  
Media Planning and Strategy: Broadcast Media, Developing Media Plan, Promotion Objectives and Budget Determination, Measuring IMC Performance

45 Hours

Reference Books:
7. Clow, Kenneth E, and Donald Baack. Integrated Advertising, Promotion and Marketing
Course Title: Marketing of Services
Course Code: MGT661

Course Objective: The course aims at imparting the skills of marketing of services, to understand the importance and role of services in the total marketing concept and to have an understanding about the conceptual issues in service marketing.

Learning Outcomes: At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional service marketing environments; research, define and evaluate markets for given services; specify services rigorously, match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A

Introduction to Services: meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix
The gaps model of service quality: the customer gap, the provider gaps, closing the gaps, Consumer behaviour in services: consumer choice, service purchase, consumer experience, evaluation, Customer expectations of service: meaning and type of service expectations, zone of tolerance, factors influencing expectations, various issues of service expectations, Customer perceptions of service: customer satisfaction, service quality, service encounters.
Building customer relationships: relationship marketing, value of customer, relationship development strategies, relationship challenges

Unit – B

Service recovery: the recovery paradox, customer’s response to service failure, customer's recovery expectations, recovery strategies, service guarantees.
Service development and design: new service development, types of new services, stages in new service development, service blueprinting,
Physical evidence and servicescape: Physical evidence, types and roles of servicescape, framework for understanding servicescape, environmental dimensions of the servicescape, and guidelines for physical evidence strategy.

Unit – C

Employees' role in service delivery: service culture, critical importance of service employees, boundary-spanning roles, strategies for delivering service quality through people, customer-oriented service delivery
Customers' roles in service delivery: importance of customer in service delivery, customers' roles, self-service technologies- the ultimate in customer participation, strategies for enhancing customer participation,
recruit, educate and reward customers, manage the customer-mix.

**Unit – D**

**Integrated services marketing communications**: need for coordination in marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery

**Pricing of services**: three key ways that service prices are different for consumers. approaches to pricing services, pricing strategies that link to the four value definition,

3 hours

4 hours

45 hours

**Reference Books:**


5. K. Rama Mohana Rao: Services Marketing, Pearson Education.


Course Title: Retail Management
Course Code: MGT662

Course Objective: The course is designed to give in-depth understanding of all aspects of retail business. This course provides an understanding of retailing as an economic and social process.

Learning Outcomes: At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional retail environments; research, define and evaluate retail for given products and product ideas, and services; specify products rigorously, match them with corresponding markets, and outline appropriate retailing strategies.

Unit – A

Retailing Environment: An overview: Introduction, Evolution and Challenges of Retailing; Types of Retailers. 4
Ethical and Security Issues in retailing. Retailing in other countries, opportunity in Retailing, multichannel retailing. 5

Unit – B

Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail, Retail location and Site decision. Retail buying. Retail Market Segmentation, Evaluating Areas for location. 6

Unit – C

Retail Mix: Product Merchandise; Pricing decisions in retailing; Promotion and Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management. Merchandise management process overview, considerations in setting up retail prices; Store design objectives. 5

Unit – D

Retail Operations: Supply chain management and vendor relation’s role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. Store operations - size and place allocation. Store Maintenance, Inventory Management; FDI in Retailing. 8

45 Hours

Reference Books:
Course Title: Industrial and Rural Marketing  
Course Code: MGT663

Course Objective: The course aims at imparting the knowledge about industrial marketing and also to orient students to the realities of rural marketing in India.

Learning Outcomes: It would enable the learners to understand application of marketing strategies in industrial and rural markets.

Unit – A

**Introduction to Industrial Marketing:** Definition of Industrial and Consumer Product, Basis of Classification, Difference between Industrial and Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process.


Unit – B

**Marketing Strategies:** Buying Situation Analysis with Marketing, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchaser’s Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying.

**Segmenting the Industrial Market**, Targeting and Positioning.


Unit – C


**Segmenting the Rural Market**, Targeting and Positioning.

**Product Strategy:** Significance, concepts and product mix decisions, Pricing Strategy: Objectives, Policies and Strategies.

Unit – D

**Promotion Strategies:** Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution.


45 Hours
Reference Books:

Course Title: E-Business  
Course Code: MGT664A

Course Objective: The course is designed to introduce the students with the importance and techniques used in E-business and also give knowledge of technology in E-business by highlighting its core application areas.

Learning Outcomes: At the end of the course a student should be able to use electronic commerce, electronic payment systems, and digital marketing

<table>
<thead>
<tr>
<th>Unit – A</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Marketing in the Digital world</td>
<td>10</td>
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<tr>
<td>E-marketing, Online marketing mix, The online consumer, CRM in a Web 2.0 world</td>
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<table>
<thead>
<tr>
<th>Unit – B</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Business Drivers in the Virtual World</td>
<td>15</td>
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<tr>
<td>Creating E-business Plan, Design and Development of Business Website, Social Media, Online Branding, Traffic Building, Web Business Models, E-commerce</td>
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<tr>
<th>Unit – C</th>
<th>Hours</th>
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<tr>
<td>Online Tools for Marketing</td>
<td>15</td>
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<tr>
<td>Engagement Marketing through Content Management, Online Campaign Management, STP Using Online Tools, Market Influence Analytics in Digital Ecosystem, Online Communities and Co-creation, The World of Facebook</td>
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<table>
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<tr>
<th>Unit – D</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Issues in E-business</td>
<td>5</td>
</tr>
<tr>
<td>Online Security, Online Payment Systems, Implementing E-Business Initiatives</td>
<td></td>
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</tbody>
</table>

Total: 45

Reference Books:
Course Title: Marketing for Non Profit Organisations
Course Code: MGT613

Course Objective: Students will learn the marketing need and societal issues related to non-profit organisations.

Learning Outcomes: After studying this course, students will be able to understand and apply the marketing practices applicable to the non-profit sector.

Unit – A (Introduction to Marketing)

- Scope and Challenges of Non-profit Sector 2
- Development of Non-profit Sector 2
- Developing a Societal and Market Orientation 3

Unit- B (Marketing Planning)

- Marketing Planning: The Operating Environment and Marketing Audit 3
- Marketing Research 3
- Marketing Objectives and Strategy 3
- Branding 3
- Marketing Programmes and Services: The Operational Mix 3

Unit- C (Specific Applications)

- Social Marketing: the Marketing of Ideas 4
- Fundraising 3
- Arts Marketing 3
- Marketing in Higher Education 3

Unit- D (Other Applications)

- Healthcare Marketing 4
- Social Entrepreneurship 3
- Volunteer Support and Management 3
- Public Sector Marketing 3

45 Hours

Text Book:

Reference Books:
Course Title: Workshop on Digital Marketing
Course Code: MGT998

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Course Objective: The objective of this workshop is to train students in proficient use of blogging, Search engine optimization and search engine marketing.

Concepts to be covered through the practicals in the computer laboratory
- Creating a Buyer Persona
- Identifying USP
- Conducting Online survey
- Building a Blog/ Website
- Copywriting for digital media
- Search Engine Optimization
- Creating Advertisements on Google Adwords
- Analyzing data through Google Analytics

Reference Book:
Course Title: Workshop on Social Media Marketing
Course Code: MGT997

Course Objective: The objective of this workshop is to train students in proficient use of various social media channels and ways to market through these channels.

Concepts to be covered through the practicals in the computer laboratory:
- Marketing through Youtube
- Facebook Marketing
- Marketing through Instagram
- Twitter Marketing
- Quora Marketing
- Marketing through LinkedIn
- Marketing through Whatsapp
- Email Marketing

Reference Book:
GROUP (B)  Finance
Course Title: Security Analysis and Portfolio Management
Course Code: MGT626

Course Objective: To acquaint the students with the working of security market and principles of security analysis so as to be able to judge the competitive position of firm in capital market to support investment decisions

Learning Outcomes: After the completion of the course Students will be able to understand and invest in stock Market.

Unit-A The Investment Environment
- The investment decision process, Types of Investments, Investment attributes, Investment Vs speculation
- Securities Market: Participants in securities market, Role and regulation of primary market, Modes and methods of floating new issues
- Secondary Market : Introduction to stock exchanges in India, Regulators, Trading and settlement Mechanism, Types of orders, Stock market indices

Unit-B Security Analysis (Fundamental And Technical Analysis)
- Risk and Return: Concepts of risk and return, Measurement of risk: standard deviation and variance, the relationship between risk and return
- Technical Analysis: Introduction, Principles, Difference from fundamental analysis, Basic Tenets of Dow Theory, Critical Appraisal of Dow theory,
- Different Types of charts, Chart patterns

Unit-C Portfolio Management
- Efficient Market Hypothesis and Behavioural Finance
- Portfolio Construction
- Portfolio Markowitz Model (Mean Variance Analysis)
- The Sharpe Single Index Model

Unit-D Portfolio Theories
- Capital Asset Pricing Model - assumptions of CAPM; Inputs required for applying CAPM, Limitations of this Model
- Portfolio Evaluation
**Portfolio Revision**

**Text Book:**


**Reference Books:**

Course Title: Management of Financial Services
Course Code: MGT627

Course Objective: The course aims at explaining the working and peculiarities of Indian financial system and institutions constituting the financial system. It also deals with different types of markets associated with a variety of financial instruments.

Learning Outcomes: After studying this course students will be able to understand and analyse different financial instruments as per requirement of the business unit.

Unit – A

- Non Banking Financial Companies
- Theoretical and Regulatory framework of Leasing
- Hire Purchase Finance and Consumer Credit
- Factoring and Forfaiting

Hours: 11

Unit- B

- Bills Discounting
- Housing Finance
- Insurance Services and Products

Hours: 12

Unit- C

- Venture Capital Financing
- Banking Products and services
- Mutual funds: Services and Products.

Hours: 11

Unit- D

- Issue Management: Intermediaries and Activities/Procedures
- Corporate Restructuring
- Credit Rating

Hours: 11

45 Hours

Text Book:

Reference books:
Course Title: Strategic Financial Management
Course Code: MGT628

Course Objective: This course introduces the students to the valuation of securities and company; it will also help students to understand and apply strategic and tactical financing decision making at corporate level.

Learning Outcomes: After studying this course students will be able to understand how companies are valued and affected by strategic and tactical financing decisions.

Unit – A
(Introduction to Strategic Financial Management and Corporate Valuation)

- An Overview of Financial Management 3
- An Overview of Financial Environment 1
- Corporate Valuation 3
- Value-Based Management 2
- Corporate Governance 1

Unit- B (Securities and Their Valuation)

- Bonds and Their Valuation 2
- Stocks and Their Valuation 3
- Financial Options 2
- Valuation of Financial Options 3

Unit- C (Strategic and Tactical Financing Decisions)

- Distribution to Shareholders: Dividends and Repurchases 4
- Initial Public Offerings 2
- Investment Banking, 1
- Financial Restructuring 3

Unit- D (Special Topics)

- Derivatives and Risk Management 3
- Bankruptcy 1
- Reorganization 2
- Liquidation 2
- Mergers 2
- LBOs 1
- Divestitures 2
• Holding Companies

2
45 Hours

Text Book:

Reference books:
Course Title: Strategic Cost Management
Course Code: MGT629

Objective: To enable the students to understand cost management system and develop an insight into application of cost analysis from strategic perspective.

Learning Outcomes: After the completion of the course Students will be able to understand, prepare and apply the strategies of Cost accounts.

Unit A: Strategic Cost Management
- Meaning, Nature and Significance of Strategic Cost Management 2
- Limitations of Traditional Costing. Difference between Conventional Cost Analysis and Strategic Cost Analysis 3
- Financial, Operational and Strategic Views of Cost, Contemporary Cost Management Tools 2
- Activity Based Costing 3
- Treatment of Cost, Steps, Advantages, Disadvantages 2

Unit B: Performance, Variances and Cost Analysis
- Value Analysis: Meaning of Value Analysis and value addition, Strategic Application of Value Chain Analysis 3
- Variance Analysis: Basics of Standard Costs, Material Variances, Labour Variances, Overhead Variances, 4
- Strategic Positioning Analysis: Critical Success Factors and SWOT Analysis 3
- Cost Volume Profit Analysis: Cost Behaviour Pattern, Cost Estimation Methods, Assumptions of CVP Analysis, Applications of CVP, Break Even Analysis, CVP Analysis in the choice of Cost Structure, Multiple Product Analysis 3

Unit C: Measurements and Valuations
- Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems 3
- Valuation of Intangible Assets: Meaning of Intangible Assets, Acquired and Generated Assets, Importance 3

Unit D Performance and Evaluations
- Responsibility Accounting: Activity based Responsibility Accounting 2
- Behavioural aspects of responsibility accounting, Transfer Pricing 3
- Performance Evaluation: Traditional Framework of Performance
Evaluation, Performance Measurement System

- Balanced Scorecard, Implementation, Strengths and Weaknesses of Balanced Scorecard, Behavioral Views 3
- Productivity improvement: Various tools and techniques including Kaizen and Six Sigma. 2

Total 45 Hours

Text Books:

Reference Books:
Course Title: Project Appraisal and Finance  
Course Code: MGT630

### Course Objective
The course aims at training the students in appraising the projects. The different kinds of appraisal and financing criteria enable them to the intensive specification for project management.

### Learning Outcomes
After the completion of the course Students will be able to understand the meaning and criteria for appraisal and funding the Projects.

#### Unit-A Introduction to Project Management
- Project Management: Overview of Project management, Types of Project  
  3
- Project Life cycle  
  1
- Project Management Framework  
  2
- Project Planning: Strategy and Resource allocation, Generation and screening of project ideas  
  3

#### Unit- B Market and Technical Appraisal of the project
- Marketing appraisal: Overview, Market Survey  
  2
- Demand Forecasting, Uncertainties in Demand Forecasting, Methods of Demand forecasting: Time series projection methods & causal methods  
  2
- Technical Appraisal: Meaning, Components of analysis  
  3
- Network Analysis in Project management: PERT and CPM  
  4

#### Unit C: Risk and Financial Appraisal
- Risk Management in Projects  
  2
- Measures of Risk, Sensitivity Analysis  
  2
- Financial appraisal of Project: Time Value of Money  
  4
- Financial appraisal of Project: Capital Budgeting  
  4

#### Unit D- Financing for the projects And Environment Analysis
- Determination of Project Cost,  
  2
- Financing decision in Project: Short term financing (Working capital requirements)  
  2
- Financing decision in Project:: Long term financing  
  2
- Project Statements in Projects: profitability projections, projected cash flow statement and projected balance sheet.
Environmental Appraisal: SCBA 2

SCBA Approaches: UNIDO Approach, LM Approach, SCBA by Financial Institutions 3

Total 45 Hours

Text Book:

Reference Books:
Course Title: Management Control Systems
Course Code: MGT665

Course Objective: The objective of this course is to make students understand control systems in the organization for better decision making.

Learning outcome:
Students will learn approaches and thoughts in management control systems like budget preparations, responsibility centres and key success variables which in turn enhance their managerial skills required for achieving business excellence.

Unit- A 12 Hours
Introduction to Management Control Systems: nature of management control- purpose of MCS-the organizational context of MCS-the formal systems- the informal systems- the subsystems and the components of the control systems- use of information technology on control systems, Designing the Control Process and Managerial Control: introduction-schools of thoughts in control (contingency approach, cybernetics approach) – designing management controls- the control process hierarchy- communication and reporting structures in the control systems. Ethical dimensions in MCS, corporate culture of MCS, organization structures. Behaviour in Organizations: goal congruence, action control, result control, types of organizations, functions of controller.

Unit- B 11 Hours
Responsibility Centers: responsibility accounting, different types of responsibility centers (investment centers, revenue centers, expense centers, administrative and support centers, randd centers, marketing centers, profit centers), general considerations/business units as Profit centers/measuring loose coupling between inter profit centers. Key Success Variables and Measures of Performance: identifications of key success variables-key success variables and the control paradigm-performance indicators-eva and profitability measures.

Unit- C 11 Hours
Budget Preparations and Financial Reporting: nature of a budget, operating and other budgets, flexible and fixed budgets, budget preparation process, behaviour aspects. Analysing financial performance reports: calculating variances like material, labour and profit: Limitations of variance analysis, tools like standard costing, target costing, life cycle costing and activity based costing.(appropriate numerical examples should be given). MCS in service and non-profit organizations: characteristics, professional service organizations, financial service organizations, healthcare organizations, non-profit organizations.

Unit- D 11 Hours
MCS in Multinational Corporation: control issues, cultural differences, exchange rates, transfer pricing-objectives, methods, administration of transfer prices. (appropriate numerical examples should be given) MCS in projects nature of projects, control environment, project planning and appraisal, project execution, project evaluation. Management audit: concepts, types, process, and applications in various functions.

Total : 45 Hours

Reference Books:
Course Title: Derivatives and Risk Management  
Course Code: MGT666

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Course Objective: This course introduces the students to the use of financial derivatives for risk management.

Learning Outcomes: After studying this course students will be able to understand the mechanism of how derivatives and risk management.

Unit – A (Introduction to Derivatives)  
- Derivatives- Introduction, Types and Advantages  3
- Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives  2
- Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts  1
- Pricing Principles, Beta and Optimal Hedge Ratio  3

Unit- B (Introduction to Options)  
- Options- Meaning, Types, Key Determinants of Option Prices, introduction to The Binomial Model and The Black-Scholes Model.  6
- European and American Calls And Puts  2
- Put Call Parity  3
- Strategies of Options- Strategies, Pay-offs  3

Unit- C (Swaps, Interest Rate Derivatives and Credit Derivatives)  
- Swaps- Meaning and Mechanics of Swaps  6
- Interest Rate Derivatives and Euro- Dollar Derivatives  4
- Credit Derivatives  3

Unit- D (Other issues)  
- Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives.  3
- Exotic options  2
- Option Greeks  2
- Delta hedging  2

45 Hours

Text Book:

Reference books:

Course Title: Corporate Tax Planning  
Course Code: MGT667

Course Objective: To gain knowledge of the provisions of Income - tax including Rules which in turn will provide sound basis for planning the taxes.

Learning Outcomes: After the completion of the course Students will be able to understand, prepare and use the various provisions of the income tax to best of their benefit.

Unit-A Tax Management and Fundamentals  
- Overview of tax system in India, types of taxes  
  2 hours
- Tax management, Tax planning, tax avoidance and tax evasion  
  2 hours
- Basic definitions under income tax act  
  1 hour
- Residential Status of Companies  
  4 hours
- Exempted Incomes  
  1 hours

Unit B: Tax Computation.
- Tax Planning in relation to income from business & profession, Capital gains, Income from other sources  
  4 hours
- Clubbing provisions, Set off and carry forward of losses  
  2 hours
- Introduction to TDS and payment of Advance Tax,  
  2 hours
- Rates of tax & computation of tax liability of individuals and companies  
  2 Hours
- Tax Planning on Deductions under Chapter VIA  
  6 hours

Unit C: Tax Planning for the Business
- Tax Planning with reference to setting up of a new business.  
  3 hours
- Tax Planning with reference to location of business.  
  2 hours
- Tax Planning with reference to form of organization.  
  3 hours
- Tax Planning with reference to nature of business  
  2 hours

Unit D: Tax Planning for specific Business decisions
  2 hours
- Tax Planning with reference to Managerial Decisions.  
  2 hours
- Tax Planning in respect to Employee’s Remuneration.  
  2 hours
- Tax Planning regarding Capital Gains.  
  1 hour
- Tax Planning in respect of Amalgamation or Demerger.  
  2 hours

Total  
45 Hours

Reference Books:

Course Title: Valuation for Mergers and Acquisitions  
Course Code: MGT668

Course Objective: Students will learn about various perspectives of merges and acquisitions including mechanism of valuation of mergers and Acquisitions.

Learning Outcomes: After studying this course, students will be able to draw meaningful conclusions regarding the valuation of mergers and Acquisitions which will help them for estimating the receipts of non-organic cash inflows/outflows and building long term strategies for corporate.

<table>
<thead>
<tr>
<th>Unit – A (Introduction to Mergers and Valuation)</th>
<th>Hours</th>
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<tr>
<td></td>
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<tr>
<td>Concept of Mergers and Acquisitions</td>
<td>3</td>
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<tr>
<td>Introduction to valuation- Philosophical basis</td>
<td>1</td>
</tr>
<tr>
<td>Approaches to Valuation</td>
<td>2</td>
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<tr>
<td>Role of Valuation</td>
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<tr>
<th>Unit- B (Discounted Cash Flow Valuation)</th>
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<tr>
<td>Estimating Discount Rates- Risk, Cost of Equity, Cost of Equity to Cost of Capital</td>
<td>3</td>
</tr>
<tr>
<td>Measuring Cash Flows- Categorising Cash Flows, Earning, Tax Effect, Reinvestment needs</td>
<td>4</td>
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<tr>
<td>Equity Discounted Cash Flow Models- Cost of Capital Approach, Adjusted Present Value Approach, Excess Returns Models</td>
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<th>Unit- C (Relative Valuation)</th>
<th>Hours</th>
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<tr>
<td>Relative Valuation- Meaning, Ubiquity, Reasons for Popularity and Pitfalls, Standardised values and Multiples</td>
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<tr>
<td>Equity Multiples</td>
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<td>Value Multiples</td>
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<th>Unit- D (Loose Ends in Valuation)</th>
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<tr>
<td>Cash, Cross Holding and Other Assets</td>
<td>2</td>
</tr>
<tr>
<td>Employee Equity Options and Other Compensation</td>
<td>3</td>
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<tr>
<td>The value of Intangibles</td>
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DAV UNIVERSITY, JALANDHAR

- Value of Control 2
- Value of Liquidity 2
- Value of Synergy 3

45 Hours

Text Book:


Reference books:


DAV UNIVERSITY, JALANDHAR

Course Title: Personal Financial Planning
Course Code: MGT614

Course Objectives: Broad coverage of personal financial decisions, including basic financial planning, tax issues, managing savings and other liquid accounts, buying a house, the use of credit, insurance, managing investments and saving for retirement.

Learning Outcomes: Students will be able to make sound decisions relating to a personal financial plan, understand budgeting, savings alternatives, and tax planning as they relate to individuals. They will be able to understand the use of credit, insurance, long term investment and purchasing decisions as they relate to individuals.

UNIT-A
- Personal Financial Planning: Process, Components and Precautions 4 hours
- Developing personal financial goals 2 hours
- Influence on personal financial planning 2 hours

UNIT-B
- Risk in Personal Financial Planning: Types of Risks, Risk and uncertainty, Risk measurement, Risk management techniques 4 hours
- Investment Returns: Time value of money, Methods for measurement of returns 2 hours
- Life cycle analysis in personal financial planning 2 hours
- Investment Instruments: Small saving schemes, Marketable fixed income schemes, Equity, Derivatives, and Real estate 5 hours
- Strategies for investment instruments (with real life cases) 2 hours

UNIT-C
- Personal financial planning Strategies: Active and passive strategies 4 hours
- Insurance Planning: Functions, Principles, and types of plans 3 hours
- Life Insurance Needs Analysis 1 hour
- Retirement Planning: Process, Methods and components 4 hours
- Tax Planning: Difference between Planning, evasion and avoidance, Deductions for tax planning by individual 4 hours

UNIT-D
- Tax Planning: Clubbing of incomes and set off and carry forward 1 hour
- Estate Planning 1 hour
- Role of Regulatory Environment in Personal financial planning 2 hours
- Ethical Issues in personal financial planning 1 hour

Total 45 hours

Text Book:
1. NISM, *Workbook of Certified Personal Financial Advisor (CPFA) Examination*, SEBI

Reference Books:
GROUP (C)
Human Resource Management
Course Title: Organizational Change and Development
Paper Code: MGT631

Course Objectives: The aim of this course is to familiarize students with the rapidly growing scope of OD and the approaches which are becoming more and more diversified. A wide range of interventions are discussed as there is a critical need for them in organizations facing volatile and competitive global environment.

Learning Outcome: Students will learn basics of organizational development and the latest trends which are prevailing in the organizations. They are able to understand formal and informal structures required in organizational development which in turn help them to take wise decisions and improve their actions in the required field.

Unit A 10 Hours

Unit B 15 Hours
Introduction to Action Research, Action Research as a Process and as an Approach, Determinants of Organizational Design, Components of Organization Design, Organization -The Environment Interface, Organizational Decision Making Team Interventions, Inter-group Interventions, Comprehensive Interventions, Structural Interventions, Issues in Consultant -Client Relationship; Power, Politics and Organizational Development

Unit C 12 Hours

Unit D 8 Hours
Changing values, Cultural Models and theories of planed change, organizing for the Future, Organizations as learning systems, and Implications for future managers. Success and failure of organization change and development.

Reference books:
Course Title: Manpower Planning and HRD
Course Code: MGT632

Course Objectives: Develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organization and outside so as to advise and assist the authorities concerned in their manpower planning and development activities. Enable the students to acquire the knowledge and skill necessary for preparing the manpower plan of a business enterprise or to understand such a plan drawn up by the manpower planning cell of the company.

Learning Outcome
Students will learn the fundamentals of manpower planning and will be able to understand principles of managing the employees which in turn enhance their managerial skills to achieve business excellence.

Unit A 15 Hours
Manpower Planning Objectives (Micro and Macro levels) Benefits Advantages Limitations and Problems, HR Planning Linkage of HR Planning with other HR Functions. Manpower Planning: Tools, Methods And Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspects, Qualitative Aspects Methodology, Computerized Manpower Planning Information System, Use and Applicability of Statistical And Mathematical Models In Manpower Planning, Cohort Analysis, Census Analysis, Markov Models

Unit B 10 Hours

Unit C 10 Hours

Unit D 10 Hours
Global HRM and Challenges, Retention and Career Management in Global Employees, Recent Trends in HRD, Progress in India and Abroad.

Reference Books:
Course Title: Negotiating Skills and Participative Decision Making
Paper Code: MGT633

Course Objectives: To promote understanding of the concept and theories of collective bargaining, collective bargaining relationship and the requisite institutional framework for collective bargaining. To build awareness of certain important and critical issues in collective bargaining. To provide exposure to the required skills in negotiating a contract.

Learning outcome: Students will learn fundamentals of collective bargaining and they will learn the principles of handling human relations. Also they will learn the mechanism of participative management which will enhance their managerial skills as needed by the industry today.

Unit A 10 Hours
Collective bargaining - definitions, characteristics critical issues in collective bargaining theories of collective bargaining hick’s analysis of wages setting under collective bargaining conflict-choice model of negotiation a behavioral theory of labor negotiation collective bargaining in India

Unit B 15 Hours
Negotiating a contract pre-negotiation preparing the charter of demand(s) creating the bargaining team submission of cod costing of labor contracts the negotiation process, effective negotiation preparing for negotiation communication style breaking deadlocks strategy and tactics/games negotiators play.
Closing successfully negotiating integrative agreements reviewing negotiation

Unit C 10 Hours
Meaning of participative management - participative management as a concept - Economics, Psychological, Social, Political viewpoints on this concept - Origin and growth of participative management. The need for participative management - the objectives of participative management ñ Approaches to participative management.

Unit D 10 Hours
Different types of workers participation in management - Informative participation, consultative participation, Associative participation, Administrative participation and decisive participation, - Bipartite forums in PSUs and private sectors to promote WPM - WCS, JMC, Shop councils, Joint councils, workers representatives on the Board of Directors and other forums like QCS, TQM - Employee stock –option

Reference Books:
Course Title: Training and development
Paper Code: MGT634

Course Objectives: This paper is not pure academic oriented but practice based. It has been designed, keeping in view the needs of the organizations. Successful managerial performance depends on the individual’s ability to observe, interpret the issues and modify his approach and behaviour. This paper will attempt to orient the students to tailor themselves to meet the specific needs of the organizations in training and development activities.

Learning outcome: Students will not only learn tools and techniques which are required for training of the employees but also the very basic need to understand the requirement of their development which in turn make them to perform extraordinary than their competitors as desired by the industry today.

Unit A

Unit B

Unit C

Unit D

Reference Books:
Course Title: Labour Legislations
Course Code: MGT635

**Course Objective:** This course aims to acquaint the students with labour legislations in relation to social security of workmen, trade unions, disputes etc. This course will also enable students to know and apply the privileges of various acts as per Indian constitution.

**Learning Outcomes:** Key learning outcomes focus on the understanding, recognition and application of labour laws. On completion of this course, learner will be able to apply this legal analysis in planning and decision-making of business unit or factory to avoid legal conflicts.

**Unit – A (Introduction to Labour Legislations and Compensation Act)**

- Introduction to Labour Legislations
- Labour Legislations- Meaning, Objectives and Classification
- National and International Labour Organisations- Standard Setting For Labour Welfare
- The Employees’ Compensation Act, 1923- Scope, Definition, Rules regarding Workman Compensation, Injury arise out of and in the Course of Employment, Provisions

**Unit- B (Labour Welfare and Labour Welfare Laws)**

- Philosophy of Labour Welfare- Concept, Aims, Theories of labour welfare, Types of welfare facilities, Principles of Welfare programme, Role of Welfare Department, Need for social and industrial welfare in India
- Payment of Bonus Act- Objectives, definition, liability to pay bonus, eligibility for bonus, amount of bonus, applicability of the Act to newly setup establishments, payment of bonus.
- Payment of Gratuity Act, 1972- Definitions, Coverage of Act, payment of gratuity, Determination and Recovery, penalties and offences.
- Child labour (Regulation and prohibition) act, 1986
DAV UNIVERSITY, JALANDHAR

Unit- C (Social Security Legislations for Worker)

- Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement Benefit, Dependent’s Benefit, Medical Benefit, Funeral Benefit, Penalties.
- Employee Provident Fund Act- Application of the Act, Object of Act, Employees’ Provident Fund Scheme, Employees’ Pension Scheme and Fund, Employees’ Deposit-linked Insurance Scheme and Fund, Administration of the Schemes, Determination of Moneys Due from the Employees, Their Recovery and Employees’ Provident Fund Appellate Tribunal, Penalties and Offences.

Unit- D (Other Labour Legislations)

- Industrial Employment (standing order) Act, 1946
- Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages or Delay in Payment of Wages and Penalty for Malicious or Vexatious Claims, Appeal
- Minimum Wages Act- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Minimum Rate of Wages, Procedure for Fixing and Revising Minimum Wages Safeguards available in Payment of Minimum Wages, Enforcement of the Act, Offences and Penalties.
- One Rank One Pension

45 Hours

Text Book:


Reference Books:

Course Title: Industrial Relations and Labour Policy
Paper Code: MGT669

Course Objectives: To develop an understanding of the interaction pattern among labor, management and the State. To build awareness of certain important and critical issues in Industrial Relations. To impart basic knowledge of the Indian Industrial Relations System and its distinctive features in comparison to other countries, and to understand the laws regarding Labor.

Learning Outcome: Students will learn major issues related to industrial laws and labor policies prevailing in India and they will able to understand basic requirements needed to manage labor force and employees in the present dynamic business environment.

Unit A

Unit B
Trade Unionism, Trade Unionism in India-Growth, Approaches, Reasons for joining a Union, Problems of Indian Trade Unions, National Trade Unions-AITUC, INTUC, CITU,HMS,BMS. Trade Union Act, 1926- Object of Act, Scope and Application of the Act, Definitions. Registration of Trade Union and Cancellation of Trade Union, Duties and Liabilities of Registered Trade Union, Regulations and Penalties.

Unit C

Unit D
Reference Book:

Course Title: Performance Management System  
Paper Code: MGT670

Course Objectives: The objective of the course is to apprise the students about the importance of Performance Management in organizations and impart an understanding of the process of managing performance and to achieve the organization’s current and future objectives.

Learning outcome: Students will learn the dynamics of performance management and the various principles, tools and techniques required to analyse the performance of the employees. This will in turn make them well versed with all the managerial abilities by which they can evaluate the performance of the employees as required by the industry today.

Hours

Unit A (10 Hours)  

Unit B (15 Hours)  
Planning and Implementation of Performance Management: Performance Management and Strategic Linkage, Defining Performance and its dimensions, Performance Planning and Performance standards, Developing Job Descriptions, Defining Key Result Areas and Key Performance Areas, Competency and Competency Mapping, Performance Execution and Monitoring,

Unit C (10 Hours)  

Unit D (10 Hours)  
Other Performance Management and Development Issues: Coaching, Counselling and Mentoring, Performance Related Pay, Potential Appraisal, Managing Team Performances, Balanced Scorecard, Ethical and Legal Issues.

Reference Books


Course Title: Industrial Psychology and Sociology  
Paper Code: MGT624

Course Objectives: The course is designed for understanding the psychology and sociology of the workers. It teaches the student on how to manage workers and also provides them the understanding of the social strata’s

Learning Outcome: Students will learn the importance of understanding psychology of the employees which will help them in keeping motivation and moral levels of the workers high as it is highly demanded by the industry.

Unit A  
(10 Hours)
Introduction: Nature, Scope, and Problems; Brief history of industrial and Organizational psychology Individual differences and their evaluation, Role of heredity and environment, Types of individual differences

Unit B  
(15 Hours)
Psychological testing: Utility, Reliability, and Validity.  

Unit C  
(10 Hours)

Unit D  
(10 Hours)

Reference Books:
Course Title: Managing Innovation and Creativity  
Course Code: MGT615

Course Objective: Students will learn integrative framework which will provide cause and effect predictions for management of innovation and creativity in business unit.

Learning Outcomes: After studying this course, students will be able to understand competitive advantage of innovation and creativity which will help them in making a framework of predictions for any organisation.

Unit – A (Introduction to Innovation)  
- Innovation Management, Models of Innovation  4
- The Underpinning of Profits: Assets, Competences, and Knowledge  4
- Sources and Transfer of Information  4

Unit- B (Strategizing)  
- Recognizing the potential of an Innovation  2
- Reducing Uncertainty: The Role of Technological Trends, Market Regularities, an Innovation strategies  3
- Choosing a Profit Site  3
- Strategic Choice  3
- Strategies for Sustaining Profits  2

Unit- C (Implementation)  
- Financing Entrepreneurial Activity  3
- Implementation of the Decision to Adopt  4

Unit- D (Globalisation)  
- Globalisation for Innovations  2
- Innovation for Emerging Economies  3
- Role of National Governments in Innovation  3
- Strategic Innovation Process  4
- Technological Change  1

45 Hours

Reference Books:

Course Title: Global Human Resource Management

Course Code: MGT999

Objective: The aim of the course is to develop an understanding of uniqueness in framing and implementation of identical human resource practices and policies across cultures in global setting.

Learning outcome: This course will make the students realise the impact of cultural differences across countries on organisational decisions. Students will comprehend the dynamics of developing and imbibing the human resource protocols at national and international level.

Unit A

Culture and Cross-Culture- meaning & importance of culture, Cultural dimensions, Convergence of culture, National culture, Cultural sensitivity. Impact of culture in management decisions.

Cultural and Behavioural differences in different Countries.

Cross cultural models- Hofstede study, Kluchohm & Stoodbeck

Shift in National Culture and Local Culture, factors responsible for shift.

Unit B

International Human Resource Management: Meaning, Concept of Expatriate, Differences between Domestic and International HRM, Variables that moderate differences between Domestic and International HRM.

Staffing International Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Roles of Expatriates and Non-Expatriates.

Recruiting and Selecting Staff for International Assignments: Issues in Staff Selection, Factors Moderating Performance, Selection Criteria

Unit C

Issues and problems with Dual Career Couples.

Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Designing a Repatriation Program

International Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Developing Staff through International Assignments.

International Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation.

Unit D

Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance Appraisal of International Employees
Cross-cultural Negotiation & Decision making: Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Negotiations across culture, Cross, culture Negotiation Process

**Reference Books**

GROUP (D)
Supply Chain Management
Course Title: Business Process Design and Implementation

Course Code: MGT636

Course Objective: Objective of the course is to make student acquaint with implementation of information systems in operational techniques. They will learn new systems requirements, issues related to adoption of database management systems and network architecture.

Learning Outcome: Students will learn the latest information management techniques in operations and their implications. This in turn will increase their managerial skills to cope up with the modern industry requirements for achieving business excellence.

Unit- A 11 Hours

Unit- B 12 Hours

Unit- C 11 Hours
Issues Related to the Adoption of Large-Scale Database Management Systems, Systems Analyst’s Viewpoint - the good - the bad - the ugly, Large Transactions Environment, Costs of Adoption, File Design / Normalization of Files, Bachman Representation Technique, Operational Tradeoffs in File Normalization, Process Flow Design – G/L Revenue and Expenditure Cycles

Unit- D 11 Hours
Distributed Processing and Network Configuration: WANs / LANs, Organizational Issues, Transactions Efficiency Issues in the Selection of a Network Architecture, ATMs / E-Commerce Sites and the “Global Data Dilemma”, Systems Risk -Factors that Complicate Risk, Nature of the Risks Encountered by IT Environments, An Epistemology of Systems / Organizational Controls, Selection of Controls - Efficiency / Control Trade-Offs

45 Hours

Text Book:

Reference Books:
Course Title: Integrated Supply Chain Management
Course Code: MGT637

Course Objective: The course is designed to develop a sound understanding of how the integration of supply chain management assists the pursuit of business excellence by creating value of Information technology in different processes of supply chain management systems.

Learning Outcome: Students will learn major concepts and techniques of integrating various supply chain systems and the application of Information technology in logistics systems which in turn enhance their managerial skills to higher levels.

Unit- A 11 Hours

Unit- B 12 Hours

Unit- C 11 Hours

**Unit- D**

11 Hours


45 Hours

**Text Book:**


**Reference Books:**

Course Title: Total Quality Management
Course Code: MGT638

Course Objective: The course is designed to develop a sound understanding of how the application of TQM assists the pursuit of business excellence and provide skills and strategies in human dimensions of quality and in the tools and techniques applicable to TQM and business excellence.

Learning Outcome: Students will learn the major total quality management techniques and tools which are highly required in the industry like benchmarking, QFD, JIT, BPR, Six sigma, etc. and this will in turn make them able to strive for excellence in the field of production and quality.

Unit- A 12 Hours
Introduction to TQM: History, aims, objectives, benefits, gurus and their principles, TQM reasons for use of TQM, proven examples and benefits, methods to assist the progress of TQM, introduction to tools and techniques: brainstorming, affinity diagram, benchmarking, fishbone diagram, check sheet, flow chart, line graph, run chart, histogram, Pareto diagram, FMEA, scatter diagram, control chart, QFD, Taguchi quality loss function, Total Productive Maintenance (TPM), tree diagram, force field analysis, seven w. and is/is-not questions, why-why diagram

Unit- B 11 Hours
Customer focus: External and internal customers, Measuring customer satisfaction, Continuous improvement process, Role of TQM’s control and improvement process, designing for quality, Juran trilogy, PDSA cycle, 5S, Kaizen, supplier partnership, Partnering, Sourcing, Supplier selection, Supplier rating, overview of supplier quality assurance system, Relationship development, Performance measures, Basic concepts, Strategy, Performance measure workforce teams: team work for quality, types of teams and tasks involved, characteristics of successful and unsuccessful teams, barriers to team work, Benchmarking, JIT

Unit- C 11 Hours
TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change management, Quality in after sales services. Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

Unit- D 11 Hours

45 Hours

Reference Books:
Course Title: Procurement and Sourcing Strategy  
Course Code: MGT639

Course Objective: This course aims to provide students with concepts, principles and methods for strategic sourcing and purchasing, and implementation.

Learning Outcomes: At the end of the course a student should be able to perform strategic sourcing and purchasing; reveal the practical challenges of today’s sourcing and purchasing processes; understand the latest developments such as services buying, socially responsible purchasing and category sourcing strategies.

Unit – A

**Introduction to and Evolution of Purchasing Function:** Changing views of the purchasing function. The importance of purchasing to profitability – the DuPont Model. Purchasing in the context of Supply Chain Management. Centralized vs. decentralized management of purchasing. Check and balance in procurement.  
**Buying from Overseas/Total Cost of Ownership:** Concept of landed cost. Incoterms. Int'l trade/logistic issues.


Unit – B

**Strategic Sourcing and Procurement:** Concepts of strategy, definitions and strategy development. Levels of strategy in the organisation. Supplier relationship management (SRM). Strategic Sourcing and Procurement. Make or buy decisions. Outsourcing vs. off shoring. Outsourcing vs. subcontracting.


Unit – C

**E-procurement:** IT as a means of reducing transactions costs in the supply chain. Integrated information systems internal and external networks, including electronic data interchange (EDI) and e-sourcing.

**Vendor Selection and Management:** Metrics for supplier selections. Developing suppliers’ capability and improving supplier performances.

Unit – D

Commodity Buying: The nature of commodities, how markets operate. The control of expenditure through averaging techniques. Hedging issues. 3

Special Purchasing: Services, IT, and Capital Buying: Strategic sourcing for business partners. Purchasing logistics services. The characteristics of information technology software and solution acquisition. Methods for IT project cost estimation. The principles of investment appraisal and risk analysis of capital buying. Terms and conditions in capital contracts. 6

Emerging Trend: Socially responsible purchasing. Category sourcing strategies. 3

45 Hours

Reference Books:

Course Title: Warehousing and Inventory Management
Course Code: MGT640

Course Objective: Students will learn the basic inventory models and various inventory control techniques and methods to facilitate the timely raw material and profits to business unit due to efficient material handling.

Learning Outcomes: After studying this course, students will be able to develop company develop a skill of efficient material handling to help an organisation to achieve economical costs.

<table>
<thead>
<tr>
<th>Unit – A</th>
<th>Hours</th>
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<tbody>
<tr>
<td>• Meaning, Functions and Significance of Inventory Management.</td>
<td>2</td>
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<td>• Strategic Inventory management</td>
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<td>• Forecasting Methods of Inventory</td>
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<td>• Material Requirement Planning System (MRP)</td>
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<tr>
<td>• Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.</td>
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<td>• Vendor Rating and Source Location, Negotiation</td>
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<td>• Lower of cost or market rule; Inventory ascertainment and reconciliation.</td>
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<th>Unit- B</th>
<th>Hours</th>
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<tr>
<td>• Inventory Models</td>
<td>4</td>
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<td>• Methods of Inventory Management System- LIFO, FIFO, HIFO, Base Stock</td>
<td>3</td>
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<td>• Material Management in Just-in-Time environment</td>
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<tr>
<td>• Storage and Inventory Control Techniques -Perpetual Inventory system, ABC Analysis, Inventory Turnover ratios, Just In Time, FNSD, VED</td>
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<td>• Economic Ordering Quantity and Extensions</td>
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<th>Unit- C</th>
<th>Hours</th>
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<tr>
<td>• Make or Buy Decisions</td>
<td>4</td>
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<td>• Logistics and Franchising</td>
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<th>Unit- D</th>
<th>Hours</th>
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<tr>
<td>• Simulation of Inventory Systems</td>
<td>3</td>
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<td>• Computer Integrated Systems of Inventory</td>
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<tr>
<td>• Performance of Inventory System</td>
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45 Hours

Text Book:

Reference books:
Course Title: Sustainable Supply Chain Management  
Course Code: MGT673  

Course Objective: The objective of this course is to create in-depth understanding of various energy business strategies, their formulation, implementation and process of change in strategies. Further the course will enable students to appraise various energy business strategies issues.

Unit-A

The need for sustainable supply chain management  
meaning, best practices, need, implications of sustainable supply chain management  

Developing sustainable supply chain management  
supply chain strategy, CSF for sustainability, ingredient, an iterative approach to develop sustainable supply chain strategy, sustainable supply chain scorecard(SSC)

Unit-B

Monitoring performance  
measuring sustainable supply chain, evaluating impact of supply chain on sustainability(PEST), visible supply chain, product oriented monitoring, benefits and use of measurement, problems with measuring performance

Unit-C

Managing within organisation  
Managing processes, products, knowledge, infrastructure, people and teams, managerial challenge: find and prioritize internal sustainability gap

Unit- D

Managing outside organisation  
supply chain stakeholders, action field, determining right supply chain stakeholders, generic stakeholder management strategies, action field for sustainability in customer and supplier relations

Future sustainable supply chains  
Understanding the future, the central question for sustainable supply chains, driving forces, critical uncertainties, standards and infrastructure constraints.

Reference Book:

Course Title: Enterprise Resource Planning
Course Code: MGT674

Course Objective: The course has been designed to provide an in depth knowledge of managing ERP. The course aims to create understanding and using of the managerial aspects of ERP system

Learning outcome: Students will learn wide application of ERP in various markets, which is required highly by the industry and various new technologies which can be used to achieve core competencies.

Unit-A
ERP AND TECHNOLOGY: Introduction, Related Technologies, Business Intelligence, Ecommerce and E-Business, Business Process Reengineering, Data Warehousing, Data Mining, OLAP, Product life Cycle management, SCM, CRM

Unit-B

Unit-C
ERP IN ACTION and BUSINESS MODULES: Operation and Maintenance, Performance, Maximizing the ERP System, Business Modules, Finance, Manufacturing, Human Resources, Plant maintenance, Materials Management, Quality management, Marketing, Sales, Distribution and service.

Unit-D
ERP MARKET: Marketplace, Dynamics, SAP AG, Oracle, PeopleSoft, JD Edwards, Enterprise Application Integration, ERP and E-Business, Future Directions, Trends in ERP.

Reference Books:

Course Title: Supply Chain Metrics and Strategies  
Course Code: MGT675

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**Course Objective:** The objective of the course is to make students acquaint with the logistics strategies related to customers, transportation, data mining and warehousing. Also they will learn functional architects, wireless technologies and modern strategies related to logistics.

**Learning outcome:** Student will learn fundamentals of supply chain management system and also they will be able to think and devise new strategies of competition in the dynamic environment of business which is highly required by the industry.

**Unit- A**
11 Hours
Definition of logistics, Evolution of logistics and supply chain management, Logistics-Activities, Optimization, Master planning, Logistics activating profiling and data mining-Profiling motivations and minefields, logistics activity profiles and data mining, Logistics performance, cost and value measures- Financial measures, Productivity measures, quality measures, cycle time measures, Logistics performance gap analysis

**Unit- B**
12 Hours
Customer response principles and systems- Response fundamentals and notions, customer Activity profiling, response performance measure, service policy design, satisfaction monitoring, Order capture and entry, order processing, Documentation, invoicing, collections, Customer response systems and organization design, Inventory planning and management- fundamentals, activity profiling, performance measurement, forecasting, order quantity engineering, file rate planning, control policy, deployment, management systems, organization design and development, Supply management- Activity profiling, SSP, sourcing, Supplier integration and relationship, Purchase order processing, Buying and payment, supply management systems

**Unit- C**
11 Hours
Transportation- optimization, profiling and data mining, Performance measures, logistics network design, shipment planning and management, Fleet- Container- yard management, carrier management, freight and document management, Transport management systems, Transportation organization design and development. Warehouse operations- fundamentals, activity profiling, performance measures, receiving principles, putaway, storage operations, order picking operations, shipping principles, warehouse management systems

**Unit- D**
11 Hours
Logistics and supply chain Information systems-Functionality and architectures, Data warehousing, mining and Decision support systems, web based logistics, paperless and wireless logistic systems, LIS justification- selection – implementation, logistics organisation design and development- supply chain organization management, corporate logistics organization alignment, strategic planning and project management, process and activity management, logistics professional management, Human friendly and Community friendly logistics

**Total : 45 Hours**
Text Book:

Reference Books:
1. Cohen, S. and Joseph R. Strategic Supply Chain Management: The Five Disciplines
3. Gattorna, J. Strategic Supply Chain Alignment: Best Practice in Supply Chain
Course Title: Supply Chain management technology and application  
Course Code: MGT676

Course Objective: The course aims to impart the knowledge and skills needed to manage the technological aspects in supply chain management systems. Also students will learn technological applications in CRM, SRM and in LRM

Learning Outcome: Students will learn major concepts, tools and techniques of application of Information technology in logistics systems and supply chain management systems which in turn enhance their managerial skills to higher levels.

Unit- A
12 Hours

Unit- B
11 Hours
Lean supply chain management, Components of lean supply chain management, Adaptive supply chains, Demand driven supply networks and their advantages. Customer centric supply chain, Technology application to CRM, CRM and supply chain, new concepts in customer management technologies.

Unit- C
11 Hours

Unit- D
11 Hours
Logistics Resource management, Internet technologies and LRM, Third party logistics network, LRM strategy development, Enterprise strategy modern view, SCM technology deployment and development strategy- Business value proposition, value portfolio, scope of collaboration, resource management, growth management.

Text Book:

Reference Books:
Course Title: World Class Manufacturing
Course Code: MGT616

Course Objective: The objective of the course is to make students acquaint with manufacturing decisions, operation and production scheduling and quality control parameters which are highly demanded by the industry.

Learning outcome:
Students will learn various modern techniques of manufacturing and will be able to understand application of these techniques in an organization.

Unit- A 11 Hours
Introduction to manufacturing, Strategic decisions in Manufacturing Management, Choice of Technology, Capacity Layout / Automation in Material handling systems Emerging trends Flexible Manufacturing Systems as enablers of low cost strategy – Their implications for Costing Systems

Unit- B 11 Hours
Aggregate planning and Master Production Scheduling , Materials Requirement Planning (MRP), Manufacturing Resources Planning (MRP – II), Implementation Problems / Indian experience, Quick response systems in Manufacturing Replacement Theory

Unit- C 12 Hours

Unit- D 11 Hours
Objective of TPM – Total System effectiveness, Break-down maintenance, Preventive Maintenance, Productive Maintenance, Predictive Maintenance, Condition Monitoring System, Maintenance Prevention, Reliability Improvement, Total Employee Involvement and Small Group Activities, FMEA

Reference Books:
GROUP (E)
Information Technology
Course Title: Database Management System using Oracle
Course Code: CSA653

Course Objective: The concepts related to database, database design techniques, transaction management, SQL, PL/SQL and database operations are introduced in this subject. This creates strong foundation for database creation.

UNIT – A 15 Hours
Data Base Concepts
- Data base vs. file oriented approach, Data Independence
- Data Base Models
- General Architecture of a Data Base Management Software, Components of a DBMS
- Advantages and Disadvantages of DBMS

Introduction to Data Models
- Entity Relationship model, hierarchical model
- from network to hierarchical, relational model
- object oriented database, object relational database
- Comparison of OOD and ORD, comparison of network, hierarchical and relational models.

UNIT– B 15 Hours
Data Base Design
- Entities, Attributes, ER Diagrams
- Functional dependencies; Normalization
- Multivalued dependencies, decomposition
- Relational algebra and calculus
- The relational calculus query processor and optimizer, Storage organization for relations.

Data Base Protection
- Concurrency, recovery
- Integrity, Protection, essentials of security
- authorization, types of database security

UNIT– C 15 Hours
Relational Query Language
- SQL, client/server architecture
- Technical introduction to Oracle.

Software Development using SQL
- SQL data types, Querying database tables
- Conditional retrieval of rows, working with Null values, matching a pattern from the table
- querying multiple tables: Equijoins, Cartesian joins, Outer joins, Self joins;
- Set operator: Union, Intersect, Minus, Nestedqueries

UNIT– D 15 Hours
Introduction to PL/SQL
- The PL/SQL block structure, PL/SQL data types
- Variables and constants, assignment and expressions
- Writing PL/SQL code, cursor management in PL/SQL
• Concept of stored packages
• Database triggers, types of triggers, Dropping triggers, storage of triggers
• Program Design and Development for Inventory, Personnel and Financial Management using Oracle

Reference Books:
Course Title: Database Management System using Oracle Laboratory
Course Code: CSA654

Course Content:
Implementation of SQL: DDL, DML, DCL, TCL
Practice of PL/SQL.
Course Title: Analysis and Design of Information Systems
Course Code: CSA655

Course Objective: This course provides a comprehensive understanding of the information systems, types of systems, subsystems, management information systems, decision support systems, expert systems, enterprise information systems and decision making and analysis.

UNIT-A 15 Hours
System and Information Concepts
- General Model, Types of systems, Subsystems
- Feedback Control, Systems approach to organization, Law of requisite variety, Control by exception
- Information Concepts, Types of Information, Quality of Information, Value of Information

Management Information System
- Definitions, Role of MIS, MIS in Academics
- Structure of MIS based on management activity and functions System and Information concepts to MIS

UNIT-B 15 Hours
Decision Support Systems
- Conceptual Foundations of DSS, Concepts of DSS
- DSS Software, Strategies for DSS, GDSS, and Executive Support System (ESS),
- Fundamentals of Knowledge Management systems, Knowledge Based Decision Support
- DSS Application, Case Study

UNIT-C 15 Hours
Expert System
- Expert System Application, Comparison of Conventional and Expert System
- Case Study

Executive Information and Support Systems
- Enterprise and Executive Information System, Concept and Definition
- Information needs of Executives, Characteristics and benefits of EIS
- Comparing and Integrating EIS and DSS.
UNIT-D

Decision Making Systems, Modelling and Analysis

- Decision Making Definition and Concept, Phases of Decision Making Process
- Modelling Process, Static and Dynamic Models
- Sensitivity Analysis
- Heuristic programming, Simulation

Reference Books:

Course Title: Electronic Commerce
Course Code: CSA656

Course Objective: The course provides the knowledge about Business transactions using new technologies.

UNIT—A 10 Hours
- Introduction to Electronics Commerce.
- Defining Electronics Commerce, Forces Fueling Electronics Commerce.
- Electronics Commerce Industry Frame Work, Types of Electronics Commerce.

UNIT—B 15 Hours
- Introduction to Firewalls and Network Security (Types, Policies and Management).
- Security in WWW (Netscape's Secure Socket Layer, Security and Online Web Based Banking).
- Electronic Payment Systems:-Overview of the Electronics payment technology.
- Electronics cash, Electronics checks, online credit cards based system
- Other emerging financial instruments.

UNIT—C 13 Hours
- Electronics Commerce and banking ,Home Banking
- Banking via the PC using Internet/Intranet, Banking via online services, Banking via Web.
- Electronics Commerce and Retailing, Changing Retail industry dynamics and technology improvements in Electronics retailing, Mercantile models from consumers perspective, Directories and search engines.
- Supply Chain Management Fundamentals and Management of Supply Chains, Supply Chain Application Software Ad Its Future.

UNIT—D 7 Hours
- Roadmaps to E-Business
- Challenges and strategy creation, Roadmaps to E-Business
- Translating E-Business strategy into action
- Beginning of a virtual factor
- E-business blueprint creation, E-Business project planning checklist, an execution blueprint.
- Failures of E-Business Initiatives.
Reference Books:

Course Title: Computer Networks and its Algorithms
Course Code: CSA657

Course Objective: As part of this course, students will be introduced to computer networks and data communication paradigms, about network models and standards, network protocols and their use, wireless technologies.

UNIT– A

Introduction to Data Communication

- Components of Data Communication, Data Representation
- Transmission Impairments, Switching, Modulation, Multiplexing

Review of Network Hardware

- LAN, MAN, WAN
- Wireless networks, Internetworks

Review of Network Software

- Layer, Protocols, Interfaces and Services

Review of Reference Models

- OSI, TCP/IP and their comparison

Physical Layer

- Transmission Media: Twisted pair, Coaxial cable, Fiber optics
- Wireless transmission (Radio, Microwave, Infrared)
- Introduction to ATM, ISDN
- Cellular Radio and Communication Satellites

UNIT– B

Data Link Layer

- Framing, Error control, Sliding window protocols (one bit, Go back n, selective repeat)
- Examples of DLL Protocols–HDLC, PPP

Medium Access Sub layer

- Channel Allocation, MAC protocols – ALOHA, CSMA protocols
- Collision free protocols, Limited Contention Protocols
- Wireless LAN protocols
- IEEE 802.3, 802.4, 802.5 standards and their comparison

Bridges

- Transparent, source routing, remote

UNIT– C

Network Layer

- Design Issues, Routing Algorithms (Shortest Path, Flooding, Distance Vector, Hierarchical, Broadcast, Multicast
- Internetworking, IP Protocol, ARP, RARP.

Network Trouble Shooting

- Using Ping, Traceroute, IP config, Netstat, nslookup etc.

UNIT– D

18 Hours

15 Hours

15 Hours

12 Hours
Transport Layer
- Addressing, Establishing and Releasing Connection
- Flow Control, Buffering
- Internet Transport Protocol (TCP and UDP).
- Congestion Control Algorithms (Leaky bucket, Token bucket, Load shedding)

Application Layer
- Domain name system, Email, File transfer protocol

Reference Books:
Course Title: Object Oriented Programming  
Course Code: CSA658

Course Objective: This course will expose you to the features in C++, which help you design software using the object oriented programming concepts such as inheritance, encapsulation, polymorphism, exception and file handling.

UNIT – A  
18 Hours

Introduction

- Evolution of OOP, OOP features of C++
- Characteristics of object oriented language – objects, classes, inheritance, reusability, user defined data types, polymorphism, overloading
- Comparison of C with C++.

Class Concepts

- Class and Objects, Inline functions, Static data members and member functions
- ReadOnly objects, Pointers, Dynamic memory allocation and deallocation
- Constructors and Destructors
- Dynamic objects, array of pointers to object, Pass by value vs. Pass by Reference
- Local and Global class, nested and empty class, preprocessor directives, namespace.

Console I/O

- Hierarchy of console stream classes
- Unformatted and formatted I/O operations, Manipulators

UNIT– B  
12 Hours

Operator Overloading

- Overloadable operators, overloading unary and binary arithmetic and relational operators
- Overloading subscript, array, insertion, extraction, new and delete operators.

Friend Function and Type Conversion

- Friend function, Function overloading, overloading operators through friend function
- Basic type conversion, conversion between Objects and Basic Types
- Conversion between objects of different classes

UNIT– C  
15 Hours

Inheritance

- Derivation Rules, Different forms of inheritance
- Roles of constructors and destructors in inheritance.

Virtual Functions

- Virtual functions and their needs, Pure virtual function
- Virtual destructor, virtual derivation, abstract class.

UNIT– D  
15 Hours

Generic Programming and Exception Handling

- Template functions, Template class
Exception handling features of C++

File Handling

- Hierarchy of File Stream classes, Opening and Closing files
- File modes, testing for errors
- File pointers and their manipulations, ASCII and Binary files
- Sequential and Random access files

Reference Books:

Course Title: Object Oriented Programming Laboratory
Course Code: CSA659

- Implementation of OOP concepts using C++
- Write program in ‘C++’ language
- Using input and output statements
- Using control statements.
- Using functions.
- Using array
- Using Classes and implementation of Constructor and Destructor.
- Using files.
- Using OOP’s Concepts (Inheritance, Polymorphism, Encapsulation, Friend and Static Functions, Exception Handling)
Course Title: Software Project Planning and Management  
Course Code: CSA660

Course Objective: This course provides the understanding of software project planning, various software process models, system design analysis, various testing techniques and software engineering tools.

UNIT-A  
Introduction
- Software Engineering goals, Characteristics, Components Applications
- Software Process Models: Waterfall, Spiral, Prototyping, Fourth Generation Techniques
- Concepts of Project Management, Role of Metrics And Measurement
- Software requirements, Definition, Software requirements specifications (SRS), Components of SRS.
- Software engineering features (data abstraction exception handling and concurrency mechanism).

Software Project Planning
- Objectives, Decomposition Techniques: Software Sizing, Problem Based Estimation

UNIT-B  
System Analysis
- Principles of Structured Analysis, Requirement Analysis
- DFD, Entity Relationship Diagram, Data Dictionary

Software Design
- Objectives, Principles, Concepts
- Design Mythologies: Data Design, Architecture Design
- Procedural Design, Object–Oriented Concepts

UNIT-C  
System Administration and Training
- User manual, Implementation Documentation, Operation plan and maintenance

Hardware and Software Selection
- Hardware acquisition, Benchmarking, Vendor selection, Software selection, Performance and acceptance criteria, Site preparation

UNIT-D  
Testing Fundamentals
- Objectives, Principles, Testability
- Test Cases: White Box and black box Testing
Testing Strategies: Verification and Validation
UNIT Test, Integration Testing, Validation Testing, System Testing
Software documentation procedures, Software reliability and quality assurance. Quality Metrics and software models
Software maintenance and configuration management

Software engineering tools and environment
International software engineering standards and their relevance
Case studies in software engineering

Reference Books:

Course Title: Web Designing using ASP.NET  
Course Code: CSA661

Course Objective:
• To build web applications using ASP and client side script technologies use with Microsoft’s IIS.  
• To build XML applications with DTD and style sheets that span multiple domains ranging from finance to vector graphics to genealogy for use with legacy browsers.

UNIT—A  
Introduction to Three-Tier Architecture

• Overview of .NET Framework, Common Language Runtime (CLR)  
• The .NET Framework Class Library, familiarization with visual studio .NET IDE, Design Window, Code Window, Server.  
• Explorer, Toolbox, Docking Windows, Properties Explorer, Solution Explorer, Object Browser, Dynamic Help, Task List Explorer.  
• Features of VS.NET, XML Editor, Creating a Project, Add Reference, Build the Project, Debugging a Project.

UNIT—B  
Introducing C# Programming

• Introduction, Basic Language Constructs, Types (Reference and Value, Relations Between Types)  
• Delegates, Generics, Collections  
• Strings, Exceptions, Threads, Networking

UNIT—C  
Windows Forms, Adding Controls

• Adding An Event Handler, Adding Controls at Runtime  
• Attaching An Event Handler at Runtime, Writing a Simple Text Editor, Creating a Menu Adding a New Form,  
• Creating a Multiple Document Interface, Creating a Dialog Form Using form Inheritance, Adding a Tab-Control, Anchoring Controls,  
• Changing the Startup Form, Connecting The Dialog, Using Listview and Treeview Controls,  
• Building an Image list and add Them To The Listview, Using Details inside The Listview,  
• Attaching A Context Menu, Adding a Treeview, Implementing Drag And Drop, Creating Controls at Run Time, Creating a User Control, Adding a Property, Adding Functionality,  
• Writing a Custom Control, Testing the Control.

UNIT—D  
ADO.NET Architecture

• Understanding the Connection object  
• Building the Connection String, Understanding the
Commandobject,

- Understanding Datareaders, Understanding Datasets and Dataadapters, Datatable, Datacolumn, Datarow
- Differences between Datareader Model and Dataset Model, Understanding the Dataviewobject, Working with System.Data.OleDb
- Using Datareaders, Using Datasets, Working with SQL.NET, Using Stored Procedures, Working With Odbc.NET, Using DSN Connection

**Introducing The ASP.NET Architecture**

- ASP.NET Server Controls, Working with User, Controls, Custom Controls, Understanding the Web.Config File, Using the Global.asax Page

**Reference Books:**

2. Imar S., Beginning ASP.NET 4: in C# and VB (Wrox), Paperback Edition
3. George S., Microsoft ASP.NET 4 Step by Step (Microsoft), Paperback Edition
4. Sams S. M., Teach Yourself ASP.NET 4 in 24 Hours, Complete Starter Kit
Course Title: Web Designing using ASP.NET Laboratory
Course Code: CSA662

- Implementation of ASP.NET classes and Tools
- Connectivity with database

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Course Title: Operating Systems
Course Code: CSA663

Course Objective: To understand and learn the fundamentals of Operating System including dealing with memory management, process management, CPU scheduling, deadlocks and file management.

UNIT – A

Introduction to Operating System
- OS, History of OS, Types of OS
- Functions/operations of OS, User services/jobs, system calls
- Traps, architectures for operating systems

CPU Scheduling
- Process states, virtual processors
- Interrupt mechanism, scheduling algorithms
- Preemptive scheduling and Non-Preemptive scheduling

UNIT – B

Process Management
- Process overview, process states and state transition
- Levels of schedulers and scheduling algorithms
- Process Synchronization Critical section and mutual exclusion problem
- Classical synchronization problems, deadlock prevention.
  Multithreading.

System Deadlock
- Deadlock characterization, Deadlock prevention and avoidance
- Deadlock detection and recovery, practical considerations

UNIT – C

Storage Management
- Storage allocation methods: Single contiguous allocation
- Multiple contiguous allocation

Memory Management
- Paging, Segmentation combination of Paging and Segmentation
- Virtual memory concepts, Demand Paging, Page replacement Algorithms
- Thrashing, Address Protection, segmentation, virtual memory, paging
- Page replacement algorithms
  - Cache memory, hierarchy of memory types, associative memory.

UNIT – D

File Management
- Overview of File Management System
- Disk Space Management, Directory Structures
- Protection Domains, Access Control Lists, Protection Models

Device Management
- Goals of I/O software, Design of device drivers, Device scheduling
policies

Multiprogramming System

- Queue management, File and directory systems, disk scheduling:
  FCFS, SSTF, SCAN, CSCAN, LOOK, CLOOK

Reference Books:

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Course Title: Wireless Technologies
Course Code: CSA664

Course Objective: To familiarize students with wireless technology, wireless networking, wireless architecture, wireless applications.

UNIT-A 15 Hours

Introduction
- Differences between wireless and fixed telephone networks
- Evolution of wireless networks
- Comparison of common Wireless Communication systems

UNIT-B 15 Hours

Wireless Local Area Networks
- Introduction
- WLAN topologies requirements
- Working and function of physical layer and MAC layer
- IEEE standards for wireless networks
- Wi-Fi
- Bluetooth
- WiMax.

UNIT-C 15 Hours

Wireless Internet
- Mobile IP components
- Process of agent discovery
- Registration and de-registration
- Care-of-address
- Concept of tunnelling
- Limitations of Mobile IP
- Introduction to micro-mobility protocols.

UNIT-D 15 Hours

Ad Hoc Wireless Networks
- Introduction
- Challenges in ad hoc networks: spectrum allocation, media access, routing, multicasting, energy efficiency, security and privacy
- Problems in ad hoc channel access
- Receiver-initiated MAC protocols
- Sender-initiated MAC protocols and existing ad hoc MAC protocols,
- Ad hoc routing protocols: Destination sequenced distance vector (DSDV)
- Ad hoc on demand distance vector routing (AODV), Dynamic source routing (DSR), Temporally ordered routing algorithm (TORA).

Reference Books:
Course Title: Data Mining and Warehousing  
Course Code: CSA665

Course Objective: To introduce the concepts and techniques of data mining and data warehousing, including concept, principle, architecture, design, implementation, applications of data warehousing and data mining.

UNIT-A  
Introduction
- Introduction to different kinds of Information Systems: ESS, EIS, DSS, MIS, KWS, TPS, OAS and EDP

Data Warehousing Architecture
- Design and Construction of Data-Warehouses, Three-Tier Data Warehouse Architecture
- Data content, metadata, distribution of data
- Tools for Data Warehousing, Crucial decisions in Designing a Data Warehouse

UNIT-B  
Data Mart
- Types of Data Marts, Loading a Data Mart, Metadata for a data Mart
- Data Model for a Data Mart, Maintenance of a Data Mart
- Software components for a Data Mart, Tables in Data Mart, External Data, Performance issues
- Monitoring requirements for a Data Mart, Security in Data Mart.

UNIT-C  
OLTP and OLAP Systems
- Data Modelling, Star Schema for multidimensional view, multi fact star schema
- Types of OLAP Servers: ROLAP, MOLAP, HOLAP
- Efficient Computation of Data Cubes, Indexing OLAP Data
- Efficient Processing of OLAP Queries, Categories of OLAP tools
- Metadata Repository, Data Warehouse Back-End Tools and Utilities

UNIT-D  
Data Mining
- Basic Concepts; From Data Warehouse to Data Mining
- Steps of Data Mining Process, Types of Data Mining Tasks
- Data Mining Techniques: Predictive Modeling, Database
Segmentation, Link Analysis, Deviation Detection in details

- Data Mining Algorithms Viz. Classification
- Association Rules and Clustering, Database Segmentation
- Data Mining Query Languages, Applications and Trends in Data Mining

Reference Books:

GROUP (F)
Insurance and Banking
Course Title: Regulatory Framework for Banking and Insurance  
Course Code: MGT646

Course Objective: This course involves a study of laws related to banking and insurance industries. It will equip the students to work comfortably in banking and insurance industry.

Learning Outcomes: After studying this course, students will be able to understand how the banking and insurance industries are affected by legal environment and learner will be equipped with abilities to understand these laws and reflect on current legal issues.

Unit – A  
- Relationship between banker and customer  
- Law and procedure governing banking instruments  
- Management of assets-liabilities in commercial bank  
- Lending policies, Risk and profitability planning  
- Law relating to Banking Regulation  
- bankers’ book evidence  
- Recovery of debts due to banks and financial institutions.  

Unit- B  
- Insurance Legislation In India and Insurance Act, 1938  
- IRDA Functions and Insurance Councils, Licencing  
- Regulation on Conduct of Business  
- Life insurance- law relating to Life Insurance, general principles of life insurance contract  
- proposals and policy  
- assignment and nomination  
- title and claims, concept of trusts in life policy  
- Life Insurance Corporation - role and functions.

Unit- C  
- General insurance: law relating to general insurance  
- different types of general insurance  
- general insurance and life insurance  
- nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery
Unit- D

- Accident and motor insurance: Nature, disclosure, terms and conditions 2
- claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance 3
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc 2
- public liability insurance; emergency risk insurance 2
- Accident and motor insurance: Nature, disclosure, terms and conditions 2
- Claims and recovery, third party insurance; compulsory motor vehicle insurance, accident insurance 2
- Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc; 2

45 Hours

Text Book:

Reference Books:
Course Title: Principles and Practices of Banking
Course Code: MGT647

Course Objective: To enable the students with the basic principles of Banking sector and throw a light on the changing environment of banking principles, practices and governance.

Learning Outcomes: After the completion of the course Students will be able to use the banking services and can provide their own services to banks as well.

SECTION – A Banking and types of Banks

- Introduction to Indian Banking System 2
- Historical aspects of Banking in India, Structure of Commercial Banks 2
- Private Sector Banks 2
- Public Sector Banks 1
- Foreign Banks 1
- Categories and Features of Co-operative Banks 2
- Introduction to Regional Rural Banks 2

Section B: Customer Relationship and Types of Banking Sectors

- Banker-Customer Relationship 1
- Debtor-Creditor Relationship 1
- Bank as a Trustee 2
- Anti-Money laundering, Deposit Products or Services 2
- Payment and Collection of cheques and other negotiable instruments. 3
- Types of Banking Sectors 2
- Introduction to Retail Banking, Retail Banking Products, 1
- Introduction to Wholesale Banking and International Banking, 2
- Wholesale Banking Products, Financial Intermediaries 1

Section C: Asset - Liability Management

- Definition of assets and liabilities 1
- Asset liability mismatch on the grounds of locations, maturity, return and currency Risks 2
- Liquidity risk, Interest rate risk, Pre-mature withdrawal and pre-payment risk, Price Risk, Foreign exchange and sector based risk 1
- RBI guidelines for asset and liability management. 1
• Management of loan portfolio with special reference to Non Performing Assets 3
• Definition of NPA, Income Recognition and Asset Classification Norms (IRAC Norms) 1

Section D: principles Regarding lending and Assurance 2
• Loans and Advances: Principles of lending, Different types of loans, 1
• Credit appraisal techniques, Credit management and credit monitoring. 3
• Bank Assurance: Benefits for banks and insurance companies 1

Total 45 Hours

Text Book:

Reference Books:

Course Title: Insurance and Risk Management
Course Code: MGT648

Course Objective: This course is intended to develop an understanding among students about identifying analyzing and managing various types of risk. Besides, the students will be in a position to understand principles of insurance and its usefulness in business, along with its regulatory framework.

Learning Outcomes: After the completion of the course Students will be able to understand the concepts of Insurance and risk and manage risk properly.

Section A: Basics of Insurance
- Concept of Insurance 2
- Need for Insurance 2
- Globalization of Insurance Sector 1
- Reinsurance, Co-insurance, Assignment. Endowment 4

Section B: Life and General insurance
- Principles Applicable to life Insurance 1
- Life Insurance Products: Introduction, Traditional insurance products 1
- ULIPs: Linked Life Insurance Products, Types, recent trends 1
- Principles of General Insurance 2
- General Insurance products: Introduction and Classification of Products. 2
- Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance. 3

Section C: Tools for Insurance Management
- Control of Malpractices 3
- Negligence, 2
- Loss Assessment and Loss Control 2
- Exclusion of Perils, Actuaries, Computation of Insurance Premium. 3
- Regulatory Framework of Insurance: Role, Power and Functions of IRDA 3
- Composition of IRDA, IRDA Act’1999 2
Section D: Risk Management

• Concept of Risk 1

• Types of Risk 1

• Managing Risk 2

• Sources and Measurement of Risk, 1

• Risk Evaluation and Prediction 1

• Disaster Risk Management 1

• Risk Retention and Transfer 2

45 Hours

Text Book:

Reference Books:

1. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
Course Title: Marketing of Banking and Insurance services
Course Code: MGT649

Course Objective: The course aims at to acquaint the students with the various aspects of Marketing of banking and insurance services.

Learning Outcomes: At the end of the course a students should be able to identify and analyse key trends, opportunities and problems in local and regional marketing environments; research, define and evaluate markets for given banking and insurance services; match them with corresponding markets, and outline appropriate marketing strategies.

Unit – A

Concept of marketing in financial services sector: Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation. 6
Concept of Relationship Marketing: Relationship marketing of Financial Services, Types of relationships. 7
Consumer Behaviour in Financial Services: Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations. 5

Unit – B

Designing the Communication Mix for Financial Services: Various communication challenges, Educational and Promotional objectives, Advertising and communication – advertising as a communication process, medias of advertisements-Drafting of statutory advertisements for public issue of shares etc. 6
Pricing and Revenue Management: Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service. 4

Unit – C

Service Environment: Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers. 5
Customer Feedback: Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system. 4

Unit – D

Role of Technology in Marketing of Financial Services: Role of Internet, E-Banking, Using websites for Service Delivery, Concept of CRM. 4
Ethics in Marketing: Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole, Unethical behaviour in financial services marketing: fraud, misrepresentation, mis-selling, misleading information, discrimination. 4

45 Hours
Reference Books:

Course Title: Corporate Banking  
Course Code: MGT650

Course Objective: The course aims to enable the students to acquire the Knowledge of Bank Management.

Learning Outcomes: After the completion of the course Students will be able to understand the scenario for management of Banks.

Section A: Overview of Commercial Banking in India

- Role and Functions of Commercial Banks  
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases  
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases  
- Banking Sector Reforms and their Implications on Indian Banking Sector  
- Changing Role of Indian Banks  
- Reforms and Restructuring of Bank Management  
- Management of Private Sector Banks and Public Sector Banks

Section B: Functions of Bank Management

- Planning, Organising, Directing, Coordinating, Controlling  
- Hierarchy of Management and functions at Each Level – Strategic Planning in Banks  
- Budgeting in Banks  
- RBI and its Role in Bank Management and Regulation,  

Section C: Credit Management in Banks

- Principles of Sound Bank Lending  
- Loan Policy  
- Credit Appraisal and Credit Decision Making  
- Monitoring and Review of Loan Portfolio  
- Management of Non-Performing Assets (NPAs)  
- Debt Restructuring

Section D: Bank’s Investment Policy

- SLR Requirements  
- Nature and Significance of Investment Management in Commercial
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Banks

- Fundamental Principles of Security Investment 2
- Reviewing Investment Portfolio 2
- Organisation of Investment Function in Bank. 3

45 Hours

Text Book:


Reference Books:

Course Title: Foundations of Actuarial Sciences  
Course Code: MGT682

Course Objective: The course aims at training the students in valuations of actuarial sciences for insurance services.

Learning Outcomes: After the completion of the course Students will be able to understand, calculate the premiums and claims for insurance business.

Unit-A Interest and Annuities

- Meaning and need of Interest and Annuities for Actuarial Valuations  
- Simple and Compound Interest, Compound Interest Table, Present Value, Nominal and Effective Rates of Interest, Discount and Discounted Value, Varying Rates of Interest, Equation of Value, Equated Time of Payment  
- Present Value of Immediate Annuity, Accumulated Value of Annuity, Present Value and Accumulated Value of Deferred Annuity  
- Introduction, Increasing Annuity, Varying Rate of Interest, Decreasing Annuity.

Unit B: Redemption, Investment Yield Probability and Mortality

- Introduction – Repayment of Loan by uniform instalments – Redemption of Loan by Sinking Funds
- Introduction – Nominal and Effective rate of Interest
- Weighted rate of return, time weighted rate of return, Linked internal rate of return
- General Definitions of Probability – Properties – Permutations and Combinations.
- Introduction – Different Mortality Functions

Section C: Life Assurance Premiums and Annuities

- General Considerations
- Assurance Benefits
- Pure Endowment Assurance
- Endowment Assurance
- Term Assurance
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- Whole Life Assurance 1
- Introduction Commutation Function 1
- Deferred Life Annuities Temporary Immediate Life Annuity 1
- Variable Life Annuity and Increasing Life Annuity 3

Section D: Net Premium Assurance and Annuity plans

- Natural Premiums 1
- Level Annual Premium 3
- Symbols for Level Annual Premium 3
- Consequences of Charging Level Premium 1
- Consequences of Withdrawals 2

45 Hours

Reference Book:
1. Supplements issued by insurance Institute of India “Foundations of Actuarial Sciences, Chapter 1 to 15.
Course Title: Management of Banking and Insurance Operations
Course Code: MGT683

Course Objective: This course involves a study of laws related banking and insurance industries. It will equip the students to work comfortably in banking and insurance industry.

Learning Outcomes: After studying this course, students will be able to understand how the banking and insurance industries are affected by legal environment and learner will be equipped with abilities to understand these laws and reflect on current legal issues.

Unit – A (Banking Introduction)  
- Relationship between banker and customer 1
- Law and procedure governing banking instruments 2
- Management of assets- liabilities in commercial bank 2
- Lending policies, Risk and profitability planning 2
- Law relating to Banking Regulation 3
- bankers’ book evidence 1
- Recovery of debts due to banks and financial institutions. 2
- New Banking Practices- Bancassurance, Green Banking, financial Inclusion

Unit- B (Banking Operations)  
- General Bank Operations(Front End Operations and Back Office Operations) 4
- Concept of Clearing System 3
- Deposit mobilization - Documentation 5
- International Banking 2

Unit- C (Insurance Introduction)  
- Life insurance- law relating to Life Insurance, general principles of life insurance contract, proposals and policy, assignment and nomination, title and claims, concept of trusts in life policy, Life Insurance Corporation - role and functions. 3
- General insurance: law relating to general insurance, different types of general insurance, general insurance and life insurance, nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery 2
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- Accident and motor insurance: Nature, disclosure, terms and conditions; claims and recovery, third party insurance, compulsory motor vehicle insurance, accident insurance, Deposit and credit insurance: nature, terms and conditions, claim, recovery, etc, public liability insurance; emergency risk insurance  

Unit- D (Insurance Operations)
- Documentation  
- Claim Settlement  

45 Hours

Text Book:

Reference Books:
Course Title: Underwriting and Claim Management in Insurance
Course Code: MGT684

Course Objective: Students will learn the mechanism of underwriting and claims settlement so that they can understand the conceptual framework of underwriting of insurance.

Learning Outcomes: After studying this course, students will be able to develop an understanding of conceptual framework of underwriting of insurance.

Unit – A
- Underwriting- Meaning, functions, importance. insurance – Profile of an Underwriter, Types of Underwriter
- Risk selection Classification and Rating, Retentions and Reinsurance
- Underwriting Philosophy and Guidelines
- Organisation of underwriting

Unit- B
- Underwriting Information, underwriting Decision
- Methodology and Procedures of Underwriting
- Structure of underwriting portfolio

Unit- C
- Underwriting Policy and Practice
- Rate Making
- Budgeting and Monitoring Results of Underwriting

Unit- D
- Claims- Meaning, Classification, Claims Procedure and Claimants, Claims Procedure and the Insurer
- Claims Settlements and Disputes, Claims Management Systems and Organization Structure
- Claims Cost and Cost Effective Settlement

Reference books:

Course Title: Micro Financing  
Course Code: MGT618

Course Objective: Students will learn the various operational aspects of Micro-finance like financial product, financial management, risk management and governance issues of micro finance.

Learning Outcomes: After studying this course, students will be able to develop skills in understanding the governance issues of micro finance.

Unit – A

- Meaning, Objectives , Scope, Lessons from International Finance  
- Micro-Finance as Development Tool  
- Evolution and Character of Micro-Finance in India  
- Micro-finance- Delivery Methodologies  
- Legal and Regulatory Framework  

Hours

Unit- B

- Micro- Finance in India- Present and Future  
- Some Innovative and Creative Micro- Finance Models  
- Impact of Micro- Finance  
- Emerging Issues  
- Impact Assessment and Social- Assessment of MFIs  

Unit- C

- Financial Products and Services  
- Financial Accounting and Reporting  
- Revenue- Models of Micro-Finance  

Unit- D

- Risk Management  
- Basics of Banking  
- Development Banking and Priority Sector Banking  

Total Hours: 45

Text Book:


Reference books:

GROUP (G)
International Business
Course Title: Foreign Trade Documentation and Trade Finance
Course Code: MGT652

Objective: The course aims at providing and understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. The main emphasis is laid on developing a systematic approach to handling foreign trade transactions and the paperwork thereto.

Learning Outcome: After the completion of the course, the students will be familiarized with the understanding of foreign exchange, export financing, Export – Import procedures and the various operations involved. In addition, students will be learned to handle foreign trade transactions and the paperwork thereto.

Unit – A

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative

Methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P)

Letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed.

Unit – B

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, FEMA.

Bank guarantees and special schemes, role of ECGC.

Theories and practice of foreign exchange rate determination, floating and fixed exchange rates.

Exchange control regulations and procedures in India

Unit – C

Processing of an export order: stages in implementing export transaction; procedure and documents needed for claim.

Procedures and documents related to quality control – ISO 9000, ISO 14000

Marine insurance: types of marine insurance, marine losses
Unit – D

Customs and port clearance. 3
Import procedures and documents 2
Inco terms 3

45 Hours

Reference Books:
Course Title: Global Marketing Management
Course Code: MGT653

Course Objective: This course aims to acquaint the students with global marketing environment and to build understanding of principles international marketing.

Learning Outcomes: Students will be able to apply the knowledge for the global marketing practices.

Unit – A: Understanding the global marketing environment
- Meaning of global marketing 2
- Changes in the global marketing environment 2
- Organising of global marketing 2
- The global marketing environment (political, legal, socio-cultural, technical, economic) 2

UNIT – B: Market planning and development of global marketing strategies
- Corruption in global markets 2
- Opportunity analysis and selection of markets 2
- Market entry strategies 1
- Competitive advantage 2
- Product and brand management 2
- Global services marketing 2
- Global communications 2

UNIT – C: Global marketing distribution relationship and pricing
- Approach to manage supply chains 3
- Factors affecting supply chain decisions 2
- Collaboration of supply chain 2
- Market responsive supply chain strategies 2
- Managing marketing relationships 2
- Pricing strategies and factors affecting global pricing decisions 1
UNIT – D: Coordinating global marketing operations

- Sales force management: 3 hours
- International sales management decisions: 3 hours
- Sales negotiation and culture: 2 hours
- Role of trading: 3 hours
- Global control mechanisms: 1 hour

Total: 45 Hours

Text Book:

Course Title: Global Strategic Management
Course Code: MGT654

Course Objectives: To explain the evolution of international business and strategy to enable the students to analyze the important factors in strategic international environment.

Learning Outcome: The students will be able to appreciate the role of strategic environment in MNE strategy.

UNIT-A

- Introduction to Global Strategy, Role of Globalization, Impact of Globalization on Developing Countries, 3
- Value Chain analysis in Global Business, VIRO Framework, Strategic Role of Cultures and Sub Cultures, Strategic Role of Ethics, Strategic Response Framework. 4

UNIT-B

- Concept of International Entrepreneurship, Comprehensive model of entrepreneurship, Entry barriers for firms going Global, entrepreneurial strategies 3
- comprehensive model of foreign market entries, Distinguishing features of trading mode, passive participation mode 3
- active or direct participation mode, Risk associated in Going Global, IJV, Strategic alliances, Major strategic issues in international mergers and acquisitions (MandA) 3
- Rules of successful MandAs, comprehensive model of strategic alliances and networks. 3

UNIT-C

- International competitiveness and competitive scope, Diversification and concentration strategies for international competitive advantage 3
- Types of Diversification, Considerations in Global Business Management, comprehensive model of diversification 3
Text Book:

Reference Books:
Course Title: International Business Law
Course Code: MGT655

Course Objective: This course introduces the students to commercial law in undertaking international business.

Learning Outcomes: After studying this course students will improve their understanding of the importance of national and global law to take decisions in international business.

Unit – A (Legal Environment of International Business )
- Introduction to International Business 3
- International Law and the World’s Legal Systems 3
- Resolving International Commercial Disputes 4

Unit- B (International Sales, Credits, and the Commercial Transaction)
- Sales, Contracts and Excuses for Non- Performance 4
- The Documentary Sale and Terms of Trade 3
- The Carriage of Goods and the Liability of Air and Sea Carriers 3
- Bank Collections, Trade Finance and Letters of Credit 4

Unit- C (International Law)
- GATT Law and the World Trade Organisation 4
- Laws Governing Access to Foreign Markets 3
- Regulating Import Competition and Unfair Trade 2
- Imports, Customs and Tariff Law 2
- The Regulation of Exports 2

Unit- D (Regulation of International Marketplace)
- International Marketing Law 2
- Licensing Agreements and the Protection of Intellectual Property Rights 3
- Host Country Regulations 3

45 Hours

Text Book:

Course Title: Global logistics and Supply Chain Management  
Course Code: MGT686  

Course Objective: The objective of the course is to make students acquaint with the present scenario of global supply chain management systems keeping in view modern information infrastructures and latest supply chain designs.

Learning outcome:  
Students will learn basics of supply chain management and their importance in global markets and will able to handle the various constraints which may arise during business functioning.

Unit-A  
11 Hours  
Introduction to supply chain management, Globalization and International trade, Supply chain strategies, Logistics service providers

Unit-B  
11 Hours  
Procurement and outsourcing, Inventory management, Warehousing and Materials management, Transport in supply chains

Unit-C  
11 Hours  
Information flows and technology, Logistics and financial management, Measuring and managing logistics performance.

Unit-D  
12 Hours  
Supply chain-vulnerability, risk, robustness and resilience. Integration and collaboration, Sustainable Logistics and supply chain systems, New supply chain designs.  
45 Hours

Text Books:


Reference Books:

Course Title: International Financial Management
Course Code: MGT687

Course Objective: This course introduces the students to provide an understanding of the important features of international financial management and the real problems of Multinational Corporation within an environment of free flows of foreign capital and floating exchange rates.

Learning Outcomes: After studying this course students will be able to understand how companies’ financial management is affected international trade and learner will be equipped with abilities to understand mechanics of free flows of foreign capital and floating exchange rates.

Unit – A (Introduction of Multinational Financial Management)  
- Financial Management in Global- rise of Multinational Corporations 3
- Relationship of Multinational Financial Management with domestic Financial Management 4
- Financing the Multinational Corporation, International Monetary System 4

Unit- B (Translation and Transaction Exposure)  
- Managing Translation and Transaction Exposure 3
- Measuring Translation and Transaction Exposure 4
- Foreign market entry and country risk management 3

Unit- C (Cross border Capital Budgeting)  
- Cross border Capital Budgeting- Meaning 4
- Calculation of Cash Outlay and Future Cash Inflows for Parent and Subsidiary 3

Unit- D (Foreign Exchange Risk Management)  
- Foreign Exchange Risk Management - Currency Futures and Options Market, Swaps, Interest Rate Forwards and Futures 4
- Foreign Exchange Instruments 4
- Swaps 4

45 Hours

Text Book:

Reference books:
Course Title: WTO and RTAs
Course Code: MGT688

Course Objective: To enable the students to know what is the importance of WTO and regional trade arrangements to the world economy and how can they be used in the betterment of the growing economies.

Learning Outcomes: Students will be able to handle the intricacies of international business in the context of WTO and RTAs

UNIT-A
WTO- Formation, historical prospective, functions and structure, GATS(General Agreement on trade in services), TRIPS (Trade related intellectual property rights) and TRIMS (Trade related investment measures) and their importance to business and world economy. Dispute Settlement Board and Mechanism, WTO consultation process, Subsidies

UNIT-B
Regional Trade Agreements, Proliferation of regional trade agreements which represent a significant challenge to WTO regime. The co-existence of RTAs and the WTO raises critical issues of fragmentation of international trade law and jurisdictional competition. The Economic Dimension of Regional Trade Agreements and their Relation to the Multilateral Trading System, The Political Economy of Regional Trade Agreements, Constitutional Functions of the WTO and Regional Trade Agreements.

UNIT-C
RTAs and India’s foreign trade, Regional trade blocs and its role with India in International Business. How Free Trade Areas and their Rules of Origin Comply with GATT Article XXIV. Services Liberalisation in Regional Trade Agreements - Bilateral, Regional and Multilateral Agreements Covering Foreign Investment in Services, TRIPS-Plus Provisions in Regional Trade Agreements. Competition Law and Regional Trade Agreements, The WTO, Regional Trade Agreements and Human Rights, Sustainable Development in Regional Trade Agreements, Dispute Settlement in Regional Trade Agreements and the WTO

UNIT-D
Evaluation of Regional Trade Agreements (RTAs) among developed and developing countries, Study of NAFTA SAFTA, EU, ASEAN, GCC, OPEC, COMESA,ECOWAS, SAARC, PARTA,CROP. Overlaps and Conflicts of Jurisdiction Between the WTO and RTA's Applicability of WTO Law in Regional Trade Agreements: Identifying the Links

Text Book:

Reference Books:
Course Title: Cross Cultural Management  
Course Code: MGT619

Course Objective: To understand Cross Cultural Management issues, relate them to managerial practice, provide exposure to the diverse management styles across the globe and impart understanding of different approaches to comparative analysis of each management style.

Learning Outcomes: 
The students will develop the ability to integrate and apply management concepts in different work cultures; will appreciate cross-cultural and ethical issues faced by managers in global enterprises.

UNIT-A
- The Concept of International Comparative Management  
- Definition of Culture  
- Impact of the culture on International Business.

UNIT-B
- Kluckhohn and Strodbeck`s Cultural Dimension  
- Hofstede’s Cultural Dimensions,  
- Trompenaars Cultural Dimensions,  
- Hall and Hall’s Cultural Dimensions

UNIT-C
- Japanese Style of Management, German style of Management, UK style of Management,  
- French style of Management, Spanish style of Management, Style of Management of United States companies  
- Management Characteristics of West European Companies, Styles of Management in African Countries,  
- Style of Management of Latin American Countries, Indian style of Management  
- Differences in managerial behaviour , Cultural influences on leaders and their behavioural patterns
UNIT-D

- Management of Multinational Companies - Problems and Prospects 1
- MNCs in an International environment 1
- Communication and International Negotiation- Culture and Communication 1
- Major Obstacles to Intercultural Communication, 1
- Nonverbal Communication 1
- Subtle art of negotiation, Managing Negotiation with Multinational Companies 2

45 Hours

Text Book:

Reference Books:

GROUP (H)
Healthcare Management
Course Name: Health Services System and Hospital Management Information System  
Course Code: MGT656

Course Objective: The objective of the course is to familiarize the students with the various issues related to hospital and health management information system to cater the needs of the patients in cost effective manner in health service sector. In addition, to impart the knowledge about the importance, need and functions of healthcare departments and various policies and procedures in the support services provided by these departments.

Learning Outcome: After the completion of the course, the students will be acquainted with various issues related to hospital and health management information system so as to cater the needs of the patients in cost effective manner in health service sector. The students will also be able to understand the importance, need and functions of healthcare departments and various policies and procedures in the support services provided by the departments.

Unit 1

Out Patient Management (OPD):
- Registering a new OPD patient
  - Acquiring of patient demographic details
  - Assigns an unique Central Patient Identifier (CPID) to Identify a patient across OPD and IPD on first visit
  - Assigns an unique OPD Registration Identifier (OPID)
  - Automatic fixing of appointment schedule (Location, Date, Time and Doctor)
  - Generate OPD Card
  - Request for an appointments
  - Cancellation of an appointment
- Registering a patient on revisit to OPD for re-consultation
- Registering a patient on revisit to pharmacy for repeat medicine
- Generates MIS Reports
- Enquiry

Investigations (LABS): I
- Sample collection entry for each test
- Test Result / Investigation Entry for each test
- Generates report on each test result
- Lab reports can be viewed on-screen
- Scheduling and monitoring of Lab inventory
- Generates MIS and DSS reports for each Labs
- Enquiry

Unit – B

Inpatient Management (IPD):
- Admission processing (assigns a unique IPID, Bed No., Ward No. etc.)
- Discharge processing along with discharge reports.
- Transfer between the same or different departments, and within wards
- Capturing basic data regarding health and treatment (Temperature, Blood Group etc.)
  - Diet prescriptions and diet scheduling
Drug prescriptions and drug scheduling
Lab Investigations and OT scheduling
Maintains and monitors appointment.
-Maintains and monitors bed occupancy
-Maintains and monitors patient at ICU
-Generates reports on admission, discharge, transfer, death, bed occupancy, etc.

**Central Store Management:**
- Issue and distribution of items
- Keep track of items issued to different departments.
- Maintain stock accounting of all items
- Keep track of indents raised.
- Keep track of received items
- Generates Weekly / Monthly / Yearly stock and consumption reports e.g., items Arrival / issued, D.R.R for OPD Pharmacy and keeps a record of all supply orders, challans and invoice details.
- Duty Rosters of stores
- Enquiry.

**Unit – C: Health Services System:**

**Administrative Services:**
Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department.

**Other Supportive Services:**
Admitting department, Medical Records Department (MRD), Central Sterilization and Supply Department (CSSD), Pharmacy, Materials Management, Food Services Department, Laundry and Liner Services, Housekeeping, Volunteer Department; IT and Health – Telemedicine services.

**Unit – D**

**Public Areas/Staff Facilities:**
Enterance/lobby, Waiting area, Gift shop/Book Shop/Florist, Coffee Shop cum-Snacks Bar, Meditation/Quiet room, Staff facilities; Management of Hospital Parking and Traffic Control.

**Utility Services:**
Engineering Department, Maintenance Department, Clinical (Biomedical Engineering), Electrical System, Air Conditioning System, Water supply and sanitary system, Centralized Medical gas system, Communication system, Environment Control, Solid Waste Management, Transportation and Ambulance services.

45 Hours

**References:**

**Course Title:** Epidemiology and Biostatistics  
**Course Code:** MGT657

**Course Objectives:** The objective of bio-statistics is to give broader understanding of the statistical concept and techniques for research study only and to develop an understanding of basic management science techniques and their role in managerial decision - making. The objective of epidemiology is to understand about the communicable and non communicable diseases.

**Learning Outcome:** After the completion of the course, the students will be acquainted about the statistical concept and techniques for research study and their role in managerial decision - making. The course of epidemiology will understand the students about the communicable and non communicable diseases.

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<th>Unit – A</th>
<th>Hours</th>
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<tr>
<td>Frequency distribution, measures of central tendency and dispersion: Conceptual issues - Frequency distribution - characteristics and diagrams - Arithmetic mean. Median, Mode, position of averages, percentiles - Geometric mean and Harmonic mean - selection of appropriate measures of central tendency Measures of dispersion - concept of range - main deviation - Interquartile range, variance and standard deviation - coefficient of variation and method of calculating standard deviation.</td>
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<th>Unit – B</th>
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<tr>
<td>Linear Regression and Correlations and Tests of Significance: Introduction - Scatter diagram, correlation and regression – correlation coefficient and regression equation and restriction - Multiple regression. Introduction to procedures, test of significance for large and small samples - Estimations for large and small samples - distribution of chi - square - formula, degree of freedom - application and misuses of chi-square test.</td>
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<th>Unit – C</th>
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<tr>
<td>Basic Concepts of Epidemiology: Basic concepts and methods of Epidemiology and application to the variety of disease problems– Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies. Basic measurement in Epidemiology including measures of mortality and morbidity, Methods in Epidemiology. Investigation of an epidemic out break.</td>
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<th>Unit – D</th>
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<tr>
<td>Methods in Epidemiology: Infectious disease epidemiology, Malaria, Filarial, Tuberculosis, Leprosy, IDS, and STD. Non-infectious epidemiology related to Non Communicable diseases – Cancer, Blindness, Diabetes.</td>
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</table>
Mental Health Reproductive and child health programme (RCH)-Health related national programmes – Integrated Child development scheme

45 Hours

Reference Books:
Course Title: Healthcare Law, Policy and Ethics
Course Code: MGT658

Objectives: The course has been designed to enable the students to have knowledge regarding legal aspects of Health Care Management and to understand the implications of legal provisions.

Learning Outcome: After the completion of the course students will have knowledge regarding legal aspects of Health Care Management and understanding about the implications of legal provisions.

Unit – A
Code of Medical Ethics
Code – Duties of Physician to their patents – Duties of Physician to the profession at large – duties of Physician to the profession in consultation – Duties of Physician to the profession to the public – Disciplinary action.

Unit – B
Indication or Grounds of MTP – Requirements for MTP – Complications of MTP – doctor and Criminal abortion.

Unit – C
Medical Jurisprudence

Unit – D
Legal Framework for Hospitals
Introduction to Legal framework – Patient’s rights and provider’s responsibility
Medical Malpractices

45 Hours

Reference Books:
Course Title: Healthcare Marketing
Course Code: MGT659

Course Objectives: The objective of the course is to familiarize the students with healthcare marketing and to understand the internal and external factors that influence consumer decision making related to healthcare.

Learning Outcomes: At the conclusion of this course, the student will have an understanding of marketing and the marketing planning process. The student will also learn about the effect of marketing on a healthcare organization’s long-term success.

Unit – A Healthcare Marketing: History and Concepts
Basic Marketing Concepts, Marketing and the Healthcare Organization

Unit – B Understanding Healthcare Markets
The Nature of Healthcare Markets
Healthcare Consumers and Consumer Behavior
Healthcare Products and Services
Factors in Health Services Utilization

Unit – C Healthcare Marketing Techniques
Marketing Strategies, Promotion
Advertising and Sales
Emerging Marketing Techniques

Unit – D Managing and Supporting the Marketing Effort
Managing and Evaluating the Marketing Process
Marketing Research in Healthcare
Marketing Planning, Sources of Marketing Data
The Future of Healthcare Marketing

45 Hours

Reference Books:
Course Title: Medical Emergency System  
Course Code: MGT660

Course Objectives: The objective of the course is to develop an understanding about the quality of emergency medical care.

Learning Outcome: The students will be familiarized with the understanding about the quality of emergency medical care.

Unit –A
Introduction to Medical Emergency System
Introductory aspects of emergency medical care. Emergency Medical Services system, roles and responsibilities of the First Responder, quality improvement, and medical oversight.

Well-Being of the First Responder
Emotional aspects of emergency medical care, stress management, introduction to Critical Incident Stress Debriefing (CISD), scene safety, body substance isolation (BSI), personal protection equipment (PPE), and safety precautions prior to performing the role of a First Responder.

Legal and Ethical Issues
Scope of practice, ethical responsibilities, advance directives, consent, refusals, abandonment, negligence, duty to act, confidentiality, medical identification symbols, and crime scenes.

The Human Body
Body systems, anatomy and physiology

Unit- B
Airway
Addresses airway anatomy and physiology, how to maintain an open airway, pulmonary resuscitation, variations for infants and children as well as patients with larynx gectomies, The use of airways, suction equipment and barrier devices, the management of foreign body airway obstructions.

Patient Assessment
To determine the number of patients, whether additional help is necessary, and to evaluate the mechanism of injury or nature of illness. Forming a general impression, determining responsiveness and assessing the airway, breathing, and circulation, priorities of patient care, assessment and management of the ill or injured patient.

Circulation
Chest compressions and ventilations for adults, children, and infants.

Unit-C
Medical Emergencies
Recognition and management of general medical complaints, seizures, altered mental status, environmental emergencies, behavioral emergencies, psychological crisis, and typical patient situations.

Bleeding and Soft Tissue Injuries
Reviews of the cardio vascular system, the care of the patient with internal and external bleeding, management of soft tissue injuries and burns, Techniques of dressing and bandaging wounds
Injuries to Muscles and Bones
Anatomy of injuries to the musculoskeletal system. Injuries of the skeletal system, anatomy of the nervous system, and the skeletal system. Injuries to the spine and head, including the mechanism of injury, signs and symptoms of injury and assessment

Unit-D
Children and Childbirth
Childbirth
Anatomical and physiological changes that occur during pregnancy, demonstrates deliveries and newborn care. Anatomical differences in infants and children, common medical and trauma situations.

EMS Operations
Function as a First Responder in the out-of-hospital environment, an overview of extrication and rescue operations and information on hazardous materials, mass casualty situations, and basic triage.

Reference Books:


Course Title: Total Quality Management in Healthcare
Course Code: MGT689

Course Objective: The objective of this course is to acquaint the students with the basic concepts of total Quality (TQ) from design assurance to service assurance to give emphasis on International Quality Certification System ISO 9001:2000 to understand the process approach to quality management in hospitals.

Learning Outcomes: At the end of the course, the students will be able to apply the concepts of Total Quality Management in the context of healthcare industry.

Unit – A

Evolution of Quality Management

Total Quality Management
Principles of TQM, Implementation Methodology benefits Implementing TQM Concepts in Hospital Departments – Six Sigma Quality and Quality improvement Teams – Benefits of quality control.

Unit – B

Process Approach to Quality Management in Hospitals

Unit – C

Process Capability Analysis
Quality Control methods and measurement systems specification limits and control limits – process capability analysis tools – control charts – models – quality control tools – control charts up.

Unit – D

Quality Assurance Methods Patient Satisfaction and Quality Certification Systems

Reference Books:

45 Hours
Course Title: Medical Tourism  
Course Code: MGT690

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**Course Objectives:** To study the significance of medical tourism and to know the marketing strategies to develop medical tourism

**Learning Outcome:** After the completion of the course, the students will understand the marketing strategies of the development of medical tourism.

**Unit – A**

**Introduction**
Medical tourism – significance – Medical tourism as an industry – Medical tourism destinations  
Types and flow of medical tourists – factors influencing choice of medical destinations

**Unit – B**

**Macro Perspective**
Effects of medical tourism in nation’s economy – development of supporting services for medical tourism –  
Role of government – private sector – voluntary agencies in promotion of medical tourism

**Unit – C**

**Marketing Strategy**
Strategy formulation to attract and retain national and global medical tourists  
Positioning of Indian medical services – traditional and non traditional – pricing of medical services

**Unit – D**

**Communication**
Integrated communication for medical tourists – online and offline communications  
Relationship management with medical tourists

**Emerging Trends**
Understanding medical tourists satisfaction – protecting stake holders interest in medical tourism – emerging trends

**Reference Books:**

Batch 2019
Course Title: Health Insurance
Course Code: MGT691

Course Objectives: To familiarize with students with the concept of health insurance, its scope and applicability for creating a better provision for health care. The course will also develop knowledge in the area of Health Sector Reform with a special emphasis on Indian health sector related policies.

Learning Outcome: The students will be familiarized with health sector related policies especially in India. They will also come to know about the importance and monitoring quality in health care with special emphasis on the tools for quality improvement.

Unit – A

**Health Insurance for Individual and Group:** Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance.

Coverage’s, Exclusions, limitations, terms and conditions, Role of Third Party Administrator for settlement of claim.

Unit – B

**Special problems in Health Insurance:** Adverse selection, moral hazard, co-variate risks, information gap problems;

**Mediclaim Scheme:** Premium, Penetration, Problem in Coverage.

Unit – C

**Insurances for Hospital/ Medical establishments:** Health Insurance: Uni-Heart care insurance, Trauma caregroup insurance, Coverages, Exclusions, limitations, terms and conditions.

**Liability Insurance:** Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors, Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms and conditions

Unit – D

**Contemporary issues in Health Insurance:** Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches,

Changing market structure and emerging opportunities, reforms and emerging economic environment for Health Insurance.

45 Hours
Reference Books:


Course Title: Management of Healthcare for the Elderly  
Course Code: MGT692

Course Objectives: The course aims to enlighten students about the complexities of and the significance of caring elder people within our overall health care system. Along with it, the students are to familiarize with the current and future challenges facing our healthcare system with respect to the elderly, especially the reality of its complex and financially challenging characteristics.

Learning Outcome: After the completion of the course, the students will be familiarized with the complexities and realities of healthcare system with respect to elderly as well as how to manage the same.

Unit – A

Introduction / Overview of management of healthcare for the elderly  
Maintenance of Registered, Record and other documents of old age care  
Maintenance of daily accounting  

Unit – B

Basic knowledge of Sociology. Basic Knowledge of Physiology, Anatomy of Human body and Nursing.  
Health- Nursing and First Aid  
Environment effect and seasonal effect in different regions  
Problems relating to physical and psychological effect of old aged people  

Unit – C

Gerontology (Science of ageing) as a discipline, Govt. roles- various project, policy and law.  
Maintenance cleanings and discipline in all respect.  
Specific problems, which might occur for male, female and their care.  
Old aged disease, Study of food habits of different regions daily food chart.  
Dietary changes with age.  
Medi-claim facilities and their implementation; Contact with various hospitals for emergency. Shelter and old aged Home.
Unit-D

Study of Organising social activities. Counselling (Psychology parts).
Daily routine starting from rising in the morning to going for sleeping at night. Organising prayer, reading, of various religious ‘Grantham’ of different religion as applicable. Physical exercises like ‘yoga’ and little physical exercise for their healthy living.
Organising the recreational activities such as, group and discussion, symposium Film show and Entertainment (education mental occupation)
Visit to old age Home and Excursion to some interesting place.

Creating peaceful atmosphere, People – serving the aged. Growing of some flower plants and some agricultural product like fruits and vegetables etc.

Organising games and sports appropriate to old age people.
Involvement of boarders for cooking and others management activities.(Occupational therapy)

45 Hours

Reference Books:

Course Title: Community Health and Population Management
Course Code: MGT620

Course Objectives: the objective of the course is to provide the knowledge regarding community health and management of National health programs and to recognize and identify the elements in designing the strategies for health care delivery for community.

Learning Outcome: After completion of community health and management of National health programs module, students will be able to recognize and identify the elements in designing the strategies for health care delivery for community.

Unit – A
Concepts in Health and Disease – Evolution of medicine, public health and community health; Definition of health: the determinants and relative concept; Agent – Host – Environmental factors in health and disease, indices used in measurement of health, levels of prevention; Epidemiology of common communicable diseases and chronic non-communicable diseases and condition.

Unit – B
Health care delivery system in India : Introduction, Demography and Family Planning; Maternal and child health; Urban health; Occupational health; Mental health; Community geriatrics; Essential Medicines and Counterfeit Medicines.

Unit – C
Health Education: Definition, approach in health education, methods, barrier to effective communication, principles of health education; International Health Regulations and International classification of diseases; International Health agencies and organizations: WHO, UNICEF, UNOP, World Bank, UNFPA, CARE, IHO, Notifiable diseases.

Unit – D
National Health Programs : Objectives, strategy, achievements, critical analysis; Cancer screening and national cancer control program, National AIDS Control program and NACO, National leprosy eradication program, Universal immunization program, National vector borne disease control program, RNTCP, RCH, National Program for control of blindness, National Health Policies, National Population Policy, National Rural Health Mission.

Reference Books:

Hours

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