
Online Master of Business Administration (MBA) Syllabus

2 years, 4 Semester Online Programme

Effective from January 2020

1.0 Preamble:

The DPU Centre for Online Learning (COL) has designed and developed the Online MBA Programme as per the guidelines mentioned in the UGC regulations 2018 for online programme. The DPUCOL is offering Online MBA Programme, as it is already offering regular and open and distance learning (ODL) MBA since 2010. Each course of the Programme is designed and developed as per the four-quadrant approach suggested in the UGC guidelines. The developed e-content is uploaded onto the Learning Management System (LMS) platform. Enrolled student will have access to the LMS for course delivery unit wise. The evaluation system, in the form of self-assessment, formative assessment, and summative assessment would be completely in online mode. Even the degree semester mark sheets and certificates would be available for download online.

2.0 Definitions:

- **Programme Educational Objectives (PEOs):** Programme Educational Objectives are a set of broad features that explicitly identify what students will be able to do with what they have learned. Thus, PEOs are what the programme is preparing graduates for in their career and professional life.
- **Graduate Attributes (GAs):** Graduate Attributes (GAs) are the qualities, knowledge, and capabilities that students are encouraged to take responsibility for developing throughout their studies and are the defining characteristics of the students passing out of the MBA program. These attributes include, but go beyond, the disciplinary expertise or technical knowledge.
- **Programme Outcomes (POs):** Programme Outcomes are a set of narrow statements that describes what students (learners) of the programme are expected to know and be able to perform or attain by the time of graduation.

- **Learning Outcomes:** A learning outcome is what a student CAN DO as a result of a learning experience. It describes a specific task that he/she is able to perform at a given level of competence under certain situations. The three broad types of learning outcomes are:
 - a) Disciplinary knowledge and skills;
 - b) Generic skills; and
 - c) Attitudes and values;
- **Course Outcomes (COs):** A set of specific statements that describes the complex performances a student should be capable of as a result of learning experiences within a course.
- **Credit:** ‘Credit’ means the Unit award gained as a learning outcome, by a learner by the study efforts required to acquire the prescribed level of learning in respect of that Unit;

Explanation- It is hereby clarified that a study effort for one credit means time required by a learner to understand the contents equivalent to 15 hours classroom teaching. Example: 3 credit courses means 45 hrs of learning effort by the student.

- **e-Learning material:** 'e-Learning Material' means and includes contents in the form of structured course material, as a part of one or more courses in the Online Course or Programme, in digital format delivered through the Learning Management System, which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study, but does not include text-books or guide-books;
- **Learner Support Services:** ‘Learner Support Services’ means and includes such services as are provided by a Higher Educational Institution in order to facilitate the teaching-learning experiences by the learner;
- **Learning Management System:** The ‘Learning Management System’ means a system to keep track of the delivery of the e-Learning Programs, learner’s engagement, assessments, results, and reporting in one centralized location;
- **Proctored Examination:** ‘Proctored Examination’ means the examination conducted under the physical supervision of approved neutral person who ensures the identity of the test taker and the integrity of the test taking environment.
- **Self-Learning e-Module:** ‘Self-Learning e-Module’ means a modular Unit of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner,

and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, namely:-

- (a) e-Text Materials;
- (b) Video Lectures;
- (c) Audio-Visual interactive material;
- (d) Virtual Classroom sessions;
- (e) Audio Podcasts;
- (f) Virtual Simulation; and
- (g) Self-Assessment Quizzes or Tests.

3.0 The objective of the Online MBA Programme is to educate and prepare a varied group of managers with the knowledge, analytical ability, and management perspectives and skills needed to provide leadership to organizations competing in a world increasingly characterized by diversity in the workforce, rapid technological change, and a severely competitive global marketplace. It displays competencies and knowledge in key business functional areas including accounting, finance, marketing, human resource, operations, logistics, supply chain, international business, analytics etc.

Online MBA Programme Educational Objectives (PEOs):

1. PEO1: Graduates of the program will be able to take effective decisions on the real-world business issues and situations in the challenging corporate world by improving strategic integrated thinking.
2. PEO2: Graduates of the program will possess analytical and problem-solving competencies in various facets of management.
3. PEO3: Graduates of the program will exhibit value-centered leadership skills in diversified and multidisciplinary areas.
4. PEO4: Graduates of the program will be able to communicate effectively with all stake holders of the organization and society.
5. PEO5: Graduates of the program will be able to demonstrate global and cross-cultural understanding for exploring innovative business practices to enhance profitability.
6. PEO6: Graduates of the program will exhibit intrapreneurial and entrepreneurial skills.
7. PEO7: Graduates of the program will take ethical decisions in the day to day activities.

After the completion of the Online MBA, aspirants would have enhanced their managerial competencies to take on the corporate challenges in various sectors of the Indian economic environment. The Online MBA programme is designed by academic and industry experts with the intention of improving various skill sets of the participants.

Effective decision making by improving strategic integrated thinking, managing resources such as human, finance, infrastructure etc, improving operational efficiency of various business processes, qualitative and quantitative techniques will be some of the few managerial competencies focused as the programme's outcome.

Programme Outcomes (POs):

At the end of the Online MBA programme the learner will possess:

1. Generic and Management Domain Knowledge– They will not just be able to understand the general and management terms, concepts, ideas, and principles, but will be able to apply, illustrate, analyze, and synthesize to the solutions of real-world complex business issues.
2. Problem Solving & Innovation Ability- They will come out with unique creative, innovative, or out of the box solutions for the corporate world.
3. Critical Thinking Ability– They will improve the critical and strategic integrated thinking to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data-driven decisions.
4. Effective Communication Ability– They will be able to communicate effectively with all the stakeholders of the organization and society.
5. Leadership and Teamwork Ability- They will exhibit leadership skills in diversified and multidisciplinary areas. They will be able to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. Global Orientation Ability– They will be able to approach any relevant business issues from a global perspective and exhibit an appreciation for the cross-cultural aspects of businesses.
7. Entrepreneurship Ability– They will be able to identify the entrepreneurial opportunities, and leverage managerial & leadership skills for founding, leading, and managing startups as well as professionalizing and growing family businesses.
8. Environment and Sustainability Ability– They will be able to demonstrate the knowledge of environmental awareness and the need for sustainable development to achieve business goals of the corporate world.
9. Social Responsiveness Ability- They will be able to take ethical decisions in the day to day activities by demonstrating social responsiveness.
10. Life-Long Learning Ability– They will not only acquire new knowledge and skills and assimilate them into the improved business processes but also help others in learning new knowledge and skills. They will contribute in making the organization a learning organization.

Graduate Attributes (GAs):

At the end of the Online MBA programme the learner will exhibit:

GA1: Managerial Competencies

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Global Orientation

GA5: Proficiency in ICT & Digital Literacy

GA6: Entrepreneurship & Intrapreneurship Orientation

GA7: Result Oriented Efforts

GA8: Professionalism, Ethical, Values Oriented & Socially Responsible Behaviour

GA9: Life-Long Learning Orientation

Online Programme/Course is designed and developed by the in-house faculties in collaboration with course experts from various academics and industries. The Online learning material is designed and developed by thoroughly following the four-quadrant approach as suggested in the UGC regulations 2018 for online programmes/courses. The four quadrant approach is as follows:

- (a) Quadrant-I i.e. e-Tutorial will contain- video and audio contents, animation, simulations, virtual labs.
- (b) Quadrant-II i.e. e-Content will contain- portable document format or e-books or illustrations, video demonstrations, documents, and interactive simulations, wherever required.
- (c) Quadrant-III i.e. Web Resources will contain- related links, open content on the Internet, case studies, historical development of the subject, and articles.
- (d) Quadrant-IV i.e. Self-Assessment will contain– MCQ, problems, quizzes, assignments and solutions, discussion forum topics and setting up the FAQs, and clarifications on general misconceptions.

Developed course material is duly approved by the Board of Management, the Academic Council and the Internal Quality Assurance Cell (IQAC.)

After developing the courses Unit wise, the e-content is uploaded onto the unique world-class Learning Management System (LMS) platform. Each Unit has, pre-recorded video lectures, e-text material, article/notes, case studies, open resources, virtual class to clear doubts, FAQs, quizzes, and self-assessments.



Dr. D. Y. Patil Vidyapeeth, Pune

(Deemed to be University)

(Re-accredited by NAAC with a CGPA of 3.62 on a four point scale at A Grade)

(An ISO 9001: 2015 Certified University)

Centre for Online Learning

Learners will be engaged continuously through the LMS features such as discussion forums, chatting, class walls, messages, e-mails, RSS feed, etc. Learners will have a combination of synchronous and asynchronous learning experience.

Online MBA programs will be delivered through the LMS, where the mentors will administer the course material for enrolled students. The framework of the LMS integrates tools and cloud-based services, such as lecture capture, text chat windows, streaming video, audio discussion forums, web conferencing, and interactive video. Students will often have access to textbooks in the electronic form through the LMS, with the option to listen to voice recordings of the textbook material. Mentors and Course-Coordinators will handle the assignments through the LMS, and students will have to submit their completed work within the platform, to minimize the reliance on emails. This will also involve submitting recorded presentations or delivering them live through a webcam. Course-coordinators will be able to enable class conversations and allow comments within a specific assignment, so that relevant discussions can be easily located for reference. While students may view the pre-recorded (asynchronous) lectures anytime, interactive classroom sessions — also known as collaborate sessions — will require real-time attendance and interaction among students and mentors. Synchronous meeting participants will receive a URL and would be connect through a blackboard to join the meeting. Student would be able to raise a virtual hand to ask a question anytime.

Credit System:

Online MBA will follow the Credit System as suggested in the UGC regulation for online programmes.

‘Credit’ means the Unit award, gained as a learning outcome, by a learner by study efforts required to acquire the prescribed level of learning in respect of that Unit. Study effort for one credit means time required by a learner to understand the contents equivalent to 15 hours classroom teachings.

Online MBA program has 24 courses and project work. Semester I & II has 27 credits each, semester III has 28 credits and semester IV has 20 credits. The program in all has 102 credits spread over four semesters, which has to be completed in 2 academic years.

Duration of the Online MBA: 2 years (Four Semester)

For detailed information on the curriculum, semester wise course objective, outcome and outline; refer to: DPU Centre for Online Learning, Online MBA Curriculum 2020-21.

Faculty and Support Staff Requirement: As mentioned in UGC regulation 2018 for Online Programmes/Courses.

Validity

The validity of the program is double the duration, i.e. a student can complete the 2 years Online MBA program in 4 years.

Evaluation and Assessment Pattern for Online MBA Programme

All examinations of Dr. D. Y. Patil Vidyapeeth's COL shall be conducted twice in a year (June and December), at the specified Examination Centers through online mode. Conduct of Examinations, Passing Criteria and Students Disciplinary Control in the Examinations will be as per Regulations as amended from time to time by Dr. D Y Patil Vidyapeeth.

The overall assessment for a course will consist of the following two components:

1. Formative Assessment of continuous nature and 40% weightage
2. Summative Assessment OR Term End Examination of 60% weightage

1. Formative Assessment of Domain Core, Specialization Courses and Generic Elective Courses

Formative Assessment shall have Continuous Assessment approach. The students are required to submit all assessments by due date to complete the process of continuous assessments which contributes 40% weightage. Assignment submission facility is available online on their learning portal, which can be accessed anytime; from any smart device.

The courses are designed meticulously towards self-disciplined study pattern, wherein the students can complete their course-work and assessments at their own pace till the last date of submission. Formative Assessment has following components:

Total Marks: 40 Marks

• Self-Assessment Questions:

This continuous formative assessment facilitates a comprehensive study of the entire syllabus. The syllabus of each course is uniformly divided into units with an assessment for each unit. Further, these assessments will collectively contribute towards the final Formative Assessment marks. It is to be noted that the marks of objective type questions will be automatically captured in the learning portal. It is therefore advised to go through all the contents sincerely and thereafter attempt the questions. The unit's assessments are Multiple Choice Questions (MCQs) and are time-bound (10 minutes per unit). Once initiated, it is required to submit the assessment within 5 days in single sitting. Each unit has ten Self-Assessment Questions.

This component carries 10 marks and marks are calculated by considering average of all units.

• Assignment I:

The full syllabus assessment will foster the use of concepts learned during the entire course-work. It is to be noted that this assessment can only be accessed after successful completion of entire course.

This assessment is Multiple Choice Questions (MCQs) and are time-bound (20 minutes). Once initiated, it is required to submit the assessment within 15 days in single sitting. Assignment I have twenty questions of one mark each and student has to attempt all questions. The marks will be automatically captured in the learning portal.

This component carries 20 marks.

• **Assignment II:**

It is to be noted that this assessment can only be accessed after successful completion of Assignment I. This assessment is subjective question-based and is time-bound (30 minutes). Once initiated, it is required to submit the assessment within 15 days in single sitting. Assignment II have three questions of five marks each and student has to attempt any two questions. The faculty shall evaluate answers through learning portal.

This component carries 10 marks.

Formative Assessment of Generic Core courses

Total Marks: 50 Marks

• **Self-Assessment Questions:**

This continuous formative assessment facilitates a comprehensive study of the entire syllabus. The syllabus of each course is uniformly divided into units with an assessment for each unit. Further, these assessments will collectively contribute towards the final Formative Assessment marks. It is to be noted that the marks of objective type questions will be automatically captured in the learning portal. It is therefore advised to go through all the contents sincerely and thereafter attempt the questions. The unit's assessments are Multiple Choice Questions (MCQs) and are time-bound (10 minutes per unit). Once initiated, it is required to submit the assessment within 5 days in single sitting. Each unit has ten Self-Assessment Questions.

This component carries 10 marks and marks are calculated by considering average of all units.

• **Assignment I:**

The full syllabus assessment will foster the use of concepts learned during the entire course-work. It is to be noted that this assessment can only be accessed after successful completion of entire course.

This assessment is Multiple Choice Questions (MCQs) and are time-bound (20 minutes). Once initiated, it is required to submit the assessment within 15 days in single sitting. Assignment I have twenty questions of one mark each and student has to attempt all questions. The marks will be automatically captured in the learning portal.

This component carries 20 marks.

• Assignment II:

It is to be noted that this assessment can only be accessed after successful completion of Assignment I. This assessment is subjective question-based and is time-bound (30 minutes). Once initiated, it is required to submit the assessment within 15 days in single sitting. Assignment II have five questions of five marks each and student has to attempt any four questions. The faculty shall evaluate answers through learning portal.

This component carries 20 marks.

2. Summative Assessment / Term End Examination (Proctored Examination)

Term End Examinations would be conducted through Dr. D. Y. Patil Vidyapeeth's COL test engine twice in a year as stated above. The question papers would consist of multiple choice and subjective questions in the following pattern: –

Total Marks: 60 Marks**• Section I:**

Forty Multiple Choice Questions of one mark each (all questions are compulsory). The marks will be automatically captured by the system. This section carries 40 marks.

• Section II:

Three subjective questions of ten marks each out of which student has to attempt any two questions. The faculty shall evaluate answers through evaluation portal. This section carries 20 marks.

Key points of learning path:

- All units will be opened sequentially
- Only upon successful completion of the available content, the next content will be available.
- In case of non-completion of the available content, student will be required to re-attempt the content for successful submission and mark it “as done”.
- Upon completion of all contents in a unit, the corresponding block assessment will be available inside the same units.
- The course summary assessment will be available along with the full syllabus assessment; only upon successful completion of all units.
- Student may also discuss the implications of learning outcomes with the faculty by using the “Ask a question” feature of the learning portal. Answers for this question are

expected with 500 words.

PASSING CRITERIA

To qualify in examination a learner must obtain the following marks in each course: -

- Minimum 40% marks in Formative Assessment
- Minimum 40% marks Summative Assessment / Term End Examination
- Student should secure 40% marks in each of formative and summative assessment separately

Grading and Award of Class for Online MBA Programme

On the basis of the total obtained marks in each subject, a letter grade is converted in a scale of 8 as mentioned in below table:

Percentage	Grade	Grade Point
> 80	O	8
75 to 79	A+	7.5
70 to 74	A	7
65 to 69	B+	6.5
60 to 64	B	6
55 to 59	C+	5.5
51 to 54	C	5
45 to 50	D+	4.5
40 to 44	D	4
< 40 (Fail)	F	F

Grace Marks

Grace Marks up to a maximum 1% of the total marks could be used in different courses, subject to a maximum of 5 marks in one course. There will be no re-evaluation for any course assessment. Students will have to appear for the course exam within the valid period, if she/he fails to secure minimum passing criteria.

The Components of the Program

- i. Compulsory domain core courses and compulsory generic core course for 1st year (Semesters I & II);
- ii. Specialization courses and generic elective courses for 2nd year (Semesters III & IV Semesters);
- iii. Assignments, formative, and summative assessment test;
- iv. Project work, report submission, evaluation, and viva in semester IV.

Note: A student has to continue with the same specialization that she/he opts in Semester III till the final Semester IV.

Summary

Semester	Total Credits	Total Courses	Total Marks
I	27	7	650
II	27	7	650
III	28	7	700
IV	20	3	500
Total	102	24 courses + Project work	2500

Online MBA Programme Course Types & Evaluation Pattern:

Sr. No.	Course Type	Credits	Nature	Formative Continuous Assessment	Summative Proctored Assessment	Total Marks
BASIC COURSE TYPES						
1	Domain Core	4	Compulsory	40	60	100
2	Generic Core	3	Compulsory	50	0	50
3	Specialization Courses	4	Specialization specific	40	60	100
4	Generic Elective	4	Elective	40	60	100

Domain Core Courses: 12 courses of 4 credits each**Semester I**

Course code	Course Title
OMBC 101	Principles And Practices of Management
OMBC 102	Organizational Behaviour
OMBC 103	Management Accounting
OMBC 104	Managerial Economics
OMBC 105	Business Communication
OMBC 106	Research Methodology

Semester II

Course code	Course Title
OMBC 201	Human Resource Management
OMBC 202	Marketing Management
OMBC 203	Financial Management
OMBC 204	Operations Management
OMBC 205	Management Information System
OMBC 206	Strategic Management & Business Policy

Generic Core Courses: 2 courses of 3 Credits**Semester I**

Course code	Course Title
OMBC 107	Environmental Awareness and Disaster Management

Semester II

Course code	Course Title
OMBC 207	Entrepreneurship Development

Generic Elective Courses: 4 courses of 4 Credits each**Semester III**

Course code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Generic Elective Courses: 2 courses 1 Credit each.**Semester IV**

Course code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Specialization Courses: -64 courses 4 Credits each.**Semester III& IV: Marketing Management (MM) Specialization Courses**

Course code	Course Title
OMBM 301	Consumer Behavior
OMBM 302	Marketing Research
OMBM 303	Sales & Distribution Management
OMBM 304	Product and Brand Management
OMBM 305	Retail Management
OMBM 306	Marketing of services
OMBM 401	International Marketing
OMBM 402	Integrated Marketing Communication

Semester III & IV: Human Resource Management (HRM) Specialization Courses

Course code	Course Title
OMBH 301	Manpower Planning
OMBH 302	Compensation Management
OMBH 303	Performance & potential Management
OMBH 304	Labour Laws
OMBH 305	Training & Development
OMBH 306	Organisational Design, Development & Change
OMBH 401	Strategic HR
OMBH 402	HR Audit

Semester III & IV: Finance Management (FM) Specialization Courses

Course code	Course Title
OMBF 301	Capital & Financial Markets
OMBF 302	Financial Institutions & Banking
OMBF 303	Taxation
OMBF 304	International Financial Management
OMBF 305	Advanced Financial Management
OMBF 306	Security Analysis & Portfolio Management
OMBF 401	Project Finance & Budgetary Control
OMBF 402	Insurance & Risk Management

Semester III & IV: IT Management (ITM) Specialization Courses

Course code	Course Title
OMBI 301	Fundamentals of Information Technology
OMBI 302	C Programming
OMBI 303	DBMS & Oracle
OMBI 304	Web Designing and Content Management
OMBI 305	Software Engineering
OMBI 306	Enterprise Resource Planning
OMBI 401	Software Project Management
OMBI 402	Emerging Trends in Information Technology

Semester III & IV: Project Management (PM) Specialization Courses

Course code	Course Title
OMBP 301	Fundamentals of Project management
OMBP 302	Project Planning and Scheduling
OMBP 303	Business laws and Regulations
OMBP 304	Project Finance & Budgetary Control
OMBP 305	Project Performance Measurement & Control
OMBP 306	IT in Projects
OMBP 401	Quantitative Methods in Project Management
OMBP 402	Project Quality Management

Semester III & IV: Operations Management (OM) Specialization Courses

Course code	Course Title
OMBO 301	Production Planning & Control
OMBO 302	Fundamentals of Project Management
OMBO 303	Logistics & Supply Chain Management
OMBO 304	World class manufacturing
OMBO 305	Operations in Service Industry
OMBO 306	Statistics & Quantitative Techniques
OMBO 401	Work System Design
OMBO 402	Technology Management

Semester III & IV: Hospital Administration and Health Care Management**(HAHM) Specialization Courses**

Course code	Course Title
OMBHA 301	Indoor and Outdoor Hospital Services
OMBHA 302	Ancillary Hospital Services
OMBHA 303	Legal Aspects of Hospital and Health Management
OMBHA 304	Marketing of Health Care Services
OMBHA 305	Community Health & Hospital Safety & Risk Management
OMBHA 306	Quality Management in HealthCare Services
OMBHA 401	Hospital Administration and Bio medical waste Management
OMBHA 402	Operations Management in Hospitals

Semester III & IV: International Business Management (IBM) Specialization Courses

Course code	Course Title
OMBIB 301	International trade, WTO & Trade Policy issues
OMBIB 302	Business Laws and Regulations
OMBIB 303	Financial institutions and Banking
OMBIB 304	International Marketing
OMBIB 305	International Finance Management
OMBIB 306	Security Analysis and Portfolio Management
OMBIB 401	Foreign Exchange Management
OMBIB 402	Insurance and Risk Management

Programme Structure**Programme Title: Online Master of Business Administration (Online MBA)****Semester I**

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBC 101	Principles And Practices of Management	4	40	60	100	60
OMBC 102	Organizational Behaviour	4	40	60	100	60
OMBC 103	Management Accounting	4	40	60	100	60
OMBC 104	Managerial Economics	4	40	60	100	60
OMBC 105	Business Communication	4	40	60	100	60
OMBC 106	Research Methodology	4	40	60	100	60
OMBC 107	Environmental Awareness and Disaster Management	3	50	-	50	45
	Total	27			650	

Semester II

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBC 201	Human Resource Management	4	40	60	100	60
OMBC 202	Marketing Management	4	40	60	100	60
OMBC 203	Financial Management	4	40	60	100	60
OMBC 204	Operations Management	4	40	60	100	60
OMBC 205	Management Information System	4	40	60	100	60
OMBC 206	Strategic Management & Business Policy	4	40	60	100	60
OMBC 207	Entrepreneurship Development	3	50	-	50	45
	Total	27			650	

The List of Specialization for Semester III and IV

Sr. No.	Specializations
I	Marketing Management (MM)
II	Human Resource Management (HRM)
III	Finance Management (FM)
IV	IT Management (ITM)
V	Project Management (PM)
VI	Operations Management (OM)
VII	Hospital Administration and Health Care Management (HAHM)
VIII	International Business Management (IBM)

Semester III: MM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBM 301	Consumer Behavior	4	40	60	100	60
OMBM 302	Marketing Research	4	40	60	100	60
OMBM 303	Sales & Distribution Management	4	40	60	100	60
OMBM 304	Product and Brand Management	4	40	60	100	60
OMBM 305	Retail Management	4	40	60	100	60
OMBM 306	Marketing of services	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: MM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBM 401	International Marketing	4	40	60	100	60
OMBM 402	Integrated Marketing Communication	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: HRM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBH 301	Manpower Planning	4	40	60	100	60
OMBH 302	Compensation Management	4	40	60	100	60
OMBH 303	Performance & potential Management	4	40	60	100	60
OMBH 304	Labour Laws	4	40	60	100	60
OMBH 305	Training & Development	4	40	60	100	60
OMBH 306	Organisational Design, Development & Change	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: HRM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBH 401	Strategic HR	4	40	60	100	60
OMBH 402	HR Audit	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: FM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBF 301	Capital & Financial Markets	4	40	60	100	60
OMBF 302	Financial Institutions & Banking	4	40	60	100	60
OMBF 303	Taxation	4	40	60	100	60
OMBF 304	International Financial Management	4	40	60	100	60
OMBF 305	Advanced Financial Management	4	40	60	100	60
OMBF 306	Security Analysis & Portfolio Management	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: FM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBF 401	Project Finance & Budgetary Control	4	40	60	100	60
OMBF 402	Insurance & Risk Mgmt	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: ITM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBI 301	Fundamentals of Information Technology	4	40	60	100	60
OMBI 302	C Programming	4	40	60	100	60
OMBI 303	DBMS & Oracle	4	40	60	100	60
OMBI 304	Web Designing and Content Management	4	40	60	100	60
OMBI 305	Software Engineering	4	40	60	100	60
OMBI 306	Enterprise Resource Planning	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: ITM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBI 401	Software Project Mgmt	4	40	60	100	60
OMBI 402	Emerging Trends in IT	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: PM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBP 301	Fundamentals of Project management	4	40	60	100	60
OMBP 302	Project Planning and Scheduling	4	40	60	100	60
OMBP 303	Business laws and Regulations	4	40	60	100	60
OMBP 304	Project Finance & Budgetary Control	4	40	60	100	60
OMBP 305	Project Performance Measurement & Control	4	40	60	100	60
OMBP 306	IT in Projects	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: PM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBP 401	Quantitative Methods in Project Management	4	40	60	100	60
OMBP 402	Project Quality Management	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: OM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBO 301	Production Planning & Control	4	40	60	100	60
OMBO 302	Fundamentals of Project Management	4	40	60	100	60
OMBO 303	Logistics & Supply Chain Management	4	40	60	100	60
OMBO 304	World class manufacturing	4	40	60	100	60
OMBO 305	Operations in Service Industry	4	40	60	100	60
OMBO 306	Statistics & Quantitative Techniques	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: OM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBO 401	Work System Design	4	40	60	100	60
OMBO 402	Technology Management	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: HAHM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBHA 301	Indoor and Outdoor Hospital Services	4	40	60	100	60
OMBHA 302	Ancillary Hospital Services	4	40	60	100	60
OMBHA 303	Legal Aspects of Hospital and Health Management	4	40	60	100	60
OMBHA 304	Marketing of Health Care Services	4	40	60	100	60
OMBHA 305	Community Health & Hospital Safety & Risk Management	4	40	60	100	60
OMBHA 306	Quality Management in HealthCare Services	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: HAHM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBHA 401	Hospital Administration & Bio medical waste Management	4	40	60	100	60
OMBHA 402	Operations Management in Hospitals	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester III: IBM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBIB 301	International trade, WTO & Trade Policy issues	4	40	60	100	60
OMBIB 302	Business Laws and Regulations	4	40	60	100	60
OMBIB 303	Financial institutions and Banking	4	40	60	100	60
OMBIB 304	International Marketing	4	40	60	100	60
OMBIB 305	International Finance Management	4	40	60	100	60
OMBIB 306	Security Analysis and Portfolio Management	4	40	60	100	60
OMBE 307/308	Generic Elective-I	4	40	60	100	60
	Total	28			700	

Note: For Generic Elective-I course (Course code- (OMBE 307/308)); students can select any one of the following courses.

Course Code	Course Title
OMBE 307	Digital Marketing
OMBE 308	Business English

Semester IV: IBM Specialization

Course Code	Course Title	Credits	Marks		Total Marks	Online course delivery: Learner's engagement in hours
			Formative Continuous Assessment	Summative Proctored Assessment		
OMBIB 401	Foreign Exchange Management	4	40	60	100	60
OMBIB 402	Insurance and Risk Management	4	40	60	100	60
OMBE 403/404	Generic Elective-II	4	40	60	100	60
OMBP 405	Project Work Report	8	-	-	200	-
	Total	20			500	

Note: For Generic Elective-II course (Course code- (OMBE 403/404)); students can select any one of the following courses.

Course Code	Course Title
OMBE 403	Soft Skill
OMBE 404	Business Ethics and Corporate Governance

Semester-wise Curriculum**Programme Title: Online Master of Business Administration (Online MBA)****Semester I – Curriculum**

Semester	1	Course	4	Specialization	NA
Course Code	OMBC-101	Credits		Type	Domain Core
Course Title	Principles and Practices of Management (PPM)				

Course Description:

This course presents a thorough and systematic coverage of management theory and practice. It focuses on the basic roles, skills, and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals. The objective is to help students understand the fundamental concepts and principles of management; and the basic roles, skills, and functions of management. It is also intended to give an overview of the historical development, theoretical aspects, and practice application of managerial process.

Course Objectives:

- 1) To expose the students to basic concepts of management;
- 2) To enable them to gain appreciation for emerging ideas, techniques, procedures, and practices in the field of management; and
- 3) To highlight professional challenges that a manager will face in various organizations;

Course Outline:

Unit 1: Basics of Management: Definitions of Management, Business Organization and Management, Nature of Business, Functions of Business Organization, Business Industries, Factors Affecting the Establishment of Business Organization, Objectives of Management, Principles of Management, Nature of Management, and Levels of Management.

Unit 2: Managing Organization: Management as a Process, Management as an Activity, Management as a Discipline, Managerial Skills, Managerial Roles, Categories of Managerial Roles, Social Responsibility, Managing Change, Factors Affecting Change, Process to Overcome the Loopholes for the Change, and Tools Used to Cope up with the Change.

Unit 3: Organizational Structure and Design: Organizational Chart, Elements of Organizational Structure, Line Structure of Organization, Line and Staff Structure, Functional Structure, Matrix Structure, Departmentalization, Departmentalization for Individual

Development, and Centralized system.

Unit 4: Resource Management: Management of Resources, Information as a Resource, Characteristics of Information, Information in a Business Industry, Human Being as a Resource, Finance as a Resource, Managing Financial Resources in the Organization, Time as a Resource, Managing Time for Productive Business, Material as a Resource, and Inventory Management.

Unit 5: Organizational Behavior: Definition of Organizational Behavior, Historical Review, The Hawthorne Studies, Personality, Attitude, Power and Political Behaviour within the Organization, Organizational Culture, Team Works and Groups, Job Design, and Interdisciplinary Application to Organizational Behavior.

Unit 6: Planning: Definitions, Objectives of Planning, Planning a Management Activity, Importance of Planning, Levels of Planning, Types of Planning, Elements of Planning, Planning Process, and Tools Used in Planning.

Unit 7: Staffing: Definition, Importance of Staffing, Main Components of Human Resources, Staffing Process, Manpower Planning, Selection, Placement and Orientation, Training and Development, Performance Appraisal, Promotion, and Corrective Actions.

Unit 8: Leading: Definition, Principles of Leadership, Process of Leadership, Functions of Leadership, Management With Leadership, Leadership Style– Autocratic, Democratic, Leadership style, Delegation Leadership Style, Leadership Theory– Trait Theory, Behavioral Theory, Contingency Theory.

Unit 9: Direction: Definitions, Importance of Direction, Characteristics of Direction, Supervision, Motivation, Features of Motivation, Motivational Factors, Motivational Theories, Communication, Elements of Communication, Leadership.

Unit 10: Controlling: Definition, Purpose of Controlling Function, Importance of Controlling, Planning and Controlling, Features of Controlling, Control process, Advantages of Controlling Process, Types of Control, Marketing Control, Financial Control, Human Resource Control, Budgetary Control, Inventory Control, and Information Control.

Unit 11: Co-Ordination in Management: Definition, Characteristics of Co-Ordination, Importance of Coordination, Symptoms of Poor Coordination, Tools for Coordinating the Activities, Co-operation for Coordination, Delegation of Work, Principles of Delegation, Division of Labor, and Advantages and Disadvantages of Division of Labor.

Unit 12: Decision Making: Definitions, Characteristics of Decision Making, Simple and

Complex Decision, Factors Affecting Decision Making Process, Decision Making Process, Types of Business Decisions, Decision Making Models, and Tools and Techniques Used for Decision-Making.

Unit 13: Evolutions of Management Thoughts: Management Thoughts of Henry Fayol, Management Thoughts of Fredrick W. Taylor, Comparing Contributions of Fayol and Taylor, Management Thoughts of Joseph M. Juran, Management Thoughts of Abraham H. Maslow, Management Thoughts of William E. Deming, Management Thoughts of Chester I. Bernald, Management Thoughts of Peter F. Drucker.

Unit 14: Recent Trends in Management: Importance of Balance Score Card, Balance Scorecard Perspective, Seven Elements of Scorecard Program, Advantages of Balance Scorecard, Six Sigma, Steps to Implement Six Sigma, Six Sigma Strategy, Six Sigma Tools, TQM, Principle of TQM, Elements of TQM, Implementing TQM.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO101.1	Remember	Compute various managerial abilities and methods to management.
CO101.2	Understand	Describe the role and the need of planning, organizing, decision-making, and controlling.
CO101.3	Apply	Differentiate professional challenges and management decisions.
CO101.4	Analyse	Analyse contemporary management practices.
CO101.5	Evaluate	Exhibit emerging ideas and practices in the field of management.

Suggested Reading:

1. Weihrich Heinz and Koontz Harold- Management: A Global and Entrepreneurial Perspective (Mc Graw Hill, 12th Edition 2008)
2. Stoner, Freeman and Gilbert Jr- Management (Prentice Hall of India, Latest Edition)
3. Bateman, Management (SIE), Tata McGraw-Hill Publishing Company, New Delhi.
4. Fraidon Mazda- “Engineering Management”, Addison Wesley-2000.
5. Hillier Frederick S. and Hillier Mark S.- Introduction to Management Science: A Modeling and Case Studies Approach with Spreadsheets (Tata Mc Graw Hill, 2nd Edition 2008)
6. Massie, Joseph L., Essentials of Management, Pearson Education.
7. Tripathy PC and Reddy PN, “Principles of Management”, Tata McGraw-Hill, 1999.

Semester	1	Course	4	Specialization	NA
Course Code	OMBC-102	Credits		Type	Domain Core
Course Title	Organizational Behaviour (OB)				

Course Description:

Several activities have to be performed in a cohesive way. In the absence of systematic and cohesive performance of the activities to achieve the objectives, it is no wonder that the resources of organizations would be underutilized. As such, it is the function of the management to facilitate the performance of activities such that the accomplishment of the objectives becomes possible.

Course Objectives:

- 1) Helps students to understand how the 'people' side of the organizations affects effectiveness through concepts;
- 2) Helps students to develop the basic skills to deal with the ongoing behavioral dynamics and contribute to the organizational effectiveness;
- 3) To gain a solid understanding of the human behavior in the workplace from an individual, group, and organizational perspective;
- 4) To obtain frameworks and tools to effectively analyze and approach various organizational situations; and
- 5) To reflect upon the students' own beliefs, assumptions, and behaviors with respect to how individuals, groups, and organizations act in order to expand their options of approaches and increase their own effectiveness.

Course Outline:

Unit 1: Introduction to Organizational Behavior: Evolution of Organizational Behavior, Scientific Management, Principles of Scientific Management, Some Results of the Scientific Management Movement, The Human Relations Movement, The Western Electric (Hawthorne Works) Studies (1923-1933) Cicero, ILL., Hawthorne Studies and the related research, Hawthorne Experiments: From 1924 to 1933, Illumination Experiments: 1924 to 1927, Relay Room Experiments: 1927 to 1932, Second Relay Room and Mica Splitting test room experiments, Mass Interviewing Program: 1928-1930, Bank wiring room study: November 1931 to May 1932, Implications of Hawthorne Studies, Douglas McGregor's Theory X And Theory Y, XY Theory Management Application- Business Implications for, Workforce Motivation,

Landmarks In Management Thought.

Unit 2: Understanding Organizational Behavior: Basic Assumptions in OB, Concept of OB, Key Forces Affecting OB, Fundamental Concepts of OB, Fundamental Concepts of OB, The Nature of Organization, Organization Models.

Unit 3: Perception: Definition of Perception, Sub Processes in Perception, Principles of Perceptual Selection, Perceptual Organization, A Quick Guide to Perception Management.

Unit 4: Personality: Definition Of Personality, Determinants of Personality, Personality Structure, Personality Theories, Personality and Organization, Personality and Behavior, Organizational Implications.

Unit 5: Attitude: How is attitude formed, Attitude Formation, Attitude and values, Attitude and opinion, Attitude and behavior, Attitude, Belief and ideology, Characteristics of attitude, Measurement of attitudes, Changing the attitudes, Sources of job satisfaction, Organizational commitment.

Unit 6: Introduction to Motivation: Motives, The power motive, The achievement motive, The affiliation motive.

Unit 7: Theories of Motivation: Approaches to Motivation, Theory X and Theory Y, Abraham Maslow Theory of Needs Hierarchy, Herzberg's Two Factor Theory of Motivation, Alderfer's Erg Theory, Understanding Motives -- So, What Does All This Mean?, Vroom's Expectancy Theory of Motivation, The Porter-Lawler Model, Equity Theory of Work Motivation, Attribution.

Unit 8: Conflict Management: Causes of Conflicts in Organizations, Forms of Conflict in Organizations, Types of Conflict, Conflict Handling Styles, Attitude Towards the Conflicts, Negotiations in Conflict Management.

Unit 9: Group Dynamics: Types of Groups, Formal groups, Teams, Team Empowerment, Types of Teams, Stages of Team Formation, Influences on Team Effectiveness, Team Diversity, Group Think, Group Maturity.

Unit 10: Interpersonal Communication: Importance of communication, Functions of communication, The process of communication, The Process of Communication, Communication Media and Its Impact, Types of Communication, Lateral Communication, Diagonal Communication, Interpersonal Challenges in Communication, Cultural Context in Communication.

Unit 11: Stress Management: Stress Definitions, Causes of Stress, Personal Stressors, Stress and Performance, Management of Stress, Organizational Strategies.

Unit 12: Leadership: Definition and Characteristics of Leadership, Classic Studies on

Leadership, Theories of Leadership, The Leadership Skills, Leadership Styles, Rensis Likert's Four System Management, Hersey and Blanchard's Situational Approach, Leadership Behavior Continuum.

Unit 13: Organizational Change: Forces for Change, Resistance to Change, Individual Resistance to Change, Organizational Resistance to Change, Introducing Change, Plan the Change, Implementing the Change, Selection of Strategy for Dealing With Resistance, Change Management Model, Follow-up on the Change, Leading Change.

Unit 14: Organizational Culture: Defining Organizational Culture, Levels of Organizational Culture, Types of Corporate Cultures, Developing Organizational Culture, Maintaining Organizational Culture, Changing Organizational Culture, Performance and Organizational Culture, Managing Cultural Diversity.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO102.1	Remember	Learning of the basic aspects of organization behaviour
CO102.2	Understand	Develop the organizational understanding
CO102.3	Apply	Convert human behaviour from an individual to organizational perspective
CO102.4	Analyse	Analyse causes of conflict and outline conflict management strategies that managers can use to resolve organizational conflict effectively.
CO102.5	Evaluate	Explain group and teams dynamics leading to organizational effectiveness.

Suggested Reading:

1. Harold Koontz and Heinz Weihrich, Essentials of Management, Tata McGraw-Hill, 6th Edition
2. Stephen P. Robbins, Organizational Behavior, Prentice Hall of India, 9th Edition,

Semester	1	Course	4	Specialization	NA
Course Code	OMBC-103	Credits		Type	Domain Core
Course Title	Management Accounting (MA)				

Course Description:

The objective of this course is to acquaint the students with the language of Accounting and to develop in them the ability to evaluate and use accounting data as an aid for decision making. The main purpose is to assist the students to develop skills in problem solving and decision making in the financial area. Emphasis is laid on analysis and utilization of financial and accounting data for planning and control.

Course Objectives:

- 1) To understand the basic concepts of Financial Accounting, Cost Accounting and Management Accounting;
- 2) To know various tools from accounting and cost accounting, which would facilitate the decision making; and
- 3) To develop analytical abilities to face the business situations.

Course Outline:

Unit 1: Introduction to Management Accounting: Scope of Management Accounting, Significance of Management Accounting, Financial Accounting vs. Management Accounting, Cost Accounting vs. Management Accounting, Financial Management vs. Management Accounting.

Unit 2: Basics of Financial Accounting: Basic Accounting Terms, Forms of Business Organization, Meaning and Significance of Accounting, Users of Accounting Information, Accounting Principles, Accounting Standards (A.S.), Accounting Policies, Generally Accepted Accounting Principles [G. A. A. P.], Methods of Accounting.

Unit 3: Mechanics of Accounting: Accounting Equation, Journal and Subsidiary Books, Ledger Accounts and Trial Balance, Final Accounts.

Unit 4: Statutory Framework: General Requirements of the Companies Act, Changes in the Schedule VI of Companies Act.

Unit 5: Basic Concepts & Terms of Cost Accounting: Important Aspects of Cost, Decision Centers, Cost Components, Cost Classification, Cost Sheet, Financial Accounting vs. Cost

Accounting.

Unit 6: Accounting of Material Cost: Material Purchase, Material Receipt, Material Issue, Methods of Pricing of Issues, Material Stock Control, Different Inventory Levels, Economic Order Quantity, ABC Analysis.

Unit 7: Overheads: Introduction, Meaning of Overheads, Classification of Overheads, Allocation and Apportionment of Overheads, Distribution of Overheads, Absorption of Overheads.

Unit 8: Managerial Costing: Meaning and Significance of Marginal Costing, Break Even Analysis, Margin of Safety [M.O.S. or M/S], P/V Ratio (Profit- Volume Ratio), C.V.P. Analysis (Cost- Volume– Profit.)

Unit 9: Standard Costing: Meaning and Significance, Variance Analysis.

Unit 10: Budget & Budgetary control: Meaning and Significance of Budget, Meaning and Significance of Budgetary Control, Process of Budgeting and Budgetary Control, Types of Budget.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO103.1	Remember	Learning of the basic aspects of Accounting
CO103.2	Understand	Explain in detail all the theoretical concepts taught through the syllabus.
CO103.3	Apply	By using accounting tools one can easily facilitate decision making.
CO103.4	Analyse	Develop analytical abilities
CO103.5	Evaluate	Evaluate the financial impact of the decision.

Suggested Reading:

1. Paresh Shah: Basic Financial Accounting for Management, Oxford University Press.
2. Ramachandran, N. & Kakani, R.K. Financial Accounting for Mgt., Tata McGraw-Hill.
3. Bhattacharya, S.K, Accounting: Text and Cases, Vikas Publishing House,

Semester	1	Course	4	Specialization	NA
Course Code	OMBC-104	Credits		Type	Domain Core
Course Title	Managerial Economics (ME)				

Course Description:

This course is designed to impart knowledge of the concepts and principles of Economics, which govern the functioning of a firm/organization under different market conditions. It further aims at enhancing the understanding capabilities of students about macro-economic principles and decision making by business and government.

Course Objectives:

- 1) To equip the students of management with time tested tools and techniques of managerial economics to enable them to appreciate its relevance in decision making.
- 2) To gain knowledge of all economic terms and concepts;
- 3) To explore the economics of information and network industries and to equip students with an understanding of how economics affect the business strategy of companies in these industries; and
- 4) To develop economic way of thinking in dealing with practical business problems and challenges.

Course Outline:

Unit 1: Introduction to Managerial Economics: Definition of Economics & Managerial Economics, Managerial Economics, Its nature and scope, Application of managerial economics in business decision making, Application of Managerial Economics in business.

Unit 2: Demand Analysis: Concept of utility, Types of demand, Determinants of demand.

Unit 3: Elasticity of Demand and Forecasting of Demand: Concept of elasticity of Demand, Classification of Elasticity of Demand, Measurement of Elasticity of Demand, Application of Elasticity of demand, Factors Determining Elasticity of Demand, Meaning of Forecasting of Demand.

Unit 4: Production Analysis: Factors determining production in short-term and long-term, Law of Return, Return to Scale.

Unit 5: Cost Analysis: Cost concepts, Short-run and long-run output relation, Economies of Scale, Concept of Break Even Analysis.

Unit 6: Supply Analysis: Stock and Supply, Determinant of Supply, Law of Supply & exception to the law of supply, Shift in the Supply Curve, Elasticity of Supply.

Unit 7: Pricing Practices: Factors involved in pricing policy, Concept of marginal cost prices, Cost plus pricing, Price leadership, Price skimming, Administrative prices.

Unit 8: Firm Industry Analysis: What do you mean by plant, firm and industry?, Price determination in the free market, Types of Market.

Unit 9: Profit Management: Meaning of Profit, Measurement of Profit, Profit Policy, Reasonable Profit target, Standard of reasonable profit

Unit 10: Government Policies: Government policies, Monetary Policy Main Purpose, Fiscal Policy

Unit 11: Business Cycles (Meaning and Phases): Business cycles, Inflation, Recession and Depression.

Unit 12: Cost Benefit Analysis: Steps involved in Cost Benefit Analysis, Cost Benefit Analysis Private and Social, Advantages of Cost Benefit Analysis, Limitation of cost benefit Analysis.

Unit 13: Capital Budgeting: Idea of capital budgeting, Classification of physical assets, Capital budgeting process, Methods of appraising an overview, Measurement Method, Requirement of a good method, Principles of cash flows estimation, Time value of money calculation.

Unit 14: National Income and Its Measurement GDP; Gnp; Pi; Di: Definition of National Income, Measurement of National Income– Method, Difficulties in the measurement of National Income, Different concepts of National Income, Importance of National Income estimates.

Unit 15: Need of Government Intervention: Failure of market mechanism, Need for Government Intervention, Meaning of price control, Methods of price control

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO104.1	Remember	Define the key terms in economics.
CO104.2	Understand	Describe the reasons for the presence of firms and their decision-making goals.
CO104.3	Apply	Decision making by the way of learning economics
CO104.4	Analyse	Examine the effect of non-price factors on products and services of monopolistic and oligopoly firms.
CO104.5	Evaluate	Develop practical business problems and challenges.

Suggested Reading:

1. Mote, Paul and Gupta, Managerial Economics, Tata McGraw-Hill, First Edition.
2. Warren E. Buffett, Fundamentals of Managerial Economics,
3. Dr. D.M.Mithani Managerial Economics
4. Dr. H.L.Ahuja Managerial Economics
5. Prof. Joel Dean Managerial Economics
6. Dr. MukundMahajan Managerial Economics
7. E.H.Chamberlain Monopolistic competition
8. Dr. PL Mehta Managerial Economics

Semester	1	Course	4	Specialization	NA
Course Code	OMBC-105	Credits		Type	Domain Core
Course Title	Business Communication (BC)				

Course Description:

This practical course offers you critical knowledge about the complexities of modern communication in organizations. Students will have the opportunity to develop and practice their verbal, non-verbal, written, and digital communication techniques in a range of simulated workplace situations as well as through liaison with organizations. These skills will be particularly relevant for you as they transition to the world of work and advance in their careers.

Course Objectives:

- 1) To acquaint the students with the fundamentals of communication and help them to transform their communication abilities;
- 2) To help the students to acquire some of the necessary skills to handle the day-to-day managerial responsibilities;
- 3) To build the students' confidence and to enhance competitiveness by projecting a positive image of themselves and of their future; and
- 4) To facilitate discussion of all relevant communicational theories so that students can apply this knowledge to a myriad of different communicational tasks and genres.

Course Outline:

Unit 1: Business–Network of Communication: The concept of Business network, Variety of Media in Communication, Variety of communication tools, Objectives of Communication, 'Knowledge' in Communication, Skills needed in Communication, Values in supporting communication, Features of Business Communication.

Unit 2: Preparing for Communication: Developing language, Developing Human Relations, Technical Know-How, Presentation Skills, 'Values' in Communication.

Unit 3: Towards Effective Communication Cycle: The components of Communication Cycle, The Sender, The Message, Choosing Media, Encoding Message, Transmission, Disturbances and Barriers, Decoding at Receiver's end, Receiver, Evaluation and Feedback Message, Again with the Sender, Communication Cycles.

Unit 4: Typical Business Communication Areas: Marketing Oriented Communication,

Supplier Oriented Communication, Reception, Office Communication, Meetings, Public Relations, Industrial Relations, Communication Arising Out of Events, Communication with Service Providers, Communications Need of Shareholders, Communication with Public Agencies, Need for Understanding Business Communication.

Unit 5: The Media Jungle: The Words, The Voice Communication- Eye to Eye, Voice Communication– with Distance, Written communication- One to One, Written communication– One to Many, Communicating Through Pictures– One to One and One to Many, Silent Communication, Multi Media Communication.

Unit 6: Understanding Media Tools: Voice Media Tools, Reading and Writing Media Tools, Communication Through Pictures, Multi Media Tools, Silent Communication– Communication by Impression.

Unit 7: Learning Language for Communication: Why a Foreign Language?, Developing Reading Habit, Developing Speaking Abilities, Art of Listening, Increasing Writing Skills, Bettering Your Language Communication Skills.

Unit 8: Making communication successful in Meetings: Perspectives in Organizing Meeting, Pre-considerations in Organizing Meetings, Procedural Lacunae, Preparation by Participants, Precautions in Discussions, Alternatives to Meeting Technique, The Success Factors in Meeting Technique.

Unit 9: Interactive Communicating in Interviews: Types of Interviews, Pre-process at Employer's End, Process at Would Be Employees' End, Acceptance or Non-Acceptance of Job, Joining a Job, Leaving a Job.

Unit10: Communicating Through Events: Variety of Events, Objectives in Planning Events, Knowledge Forming the Basis of Events, Some Popular Communicating Media in Events Organization, Building Communicative Product.

Unit 11: Communication through Print Media: Correspondence, Towards Modern Communication Concepts, Multimedia or Mass Media Communication, and Specialized Use of Print Media.

Unit 12: Using Voice Communication: One to One conversations, Distance Voice Communication- One to One.

Unit 13: Using Picture Communication: Era of Multimedia Mix, Sales Literature, Branding, Sales Advertising, Photography, Power Point Presentation, WWW- World Wide Web, Video

display, Communicating Through Gestures.

Unit 14: Report Writing: The Investigative Report, The Special Survey Report, Secretarial Report/Background Report, Writing Reports, Formatting Reports, Fixed Periodical Reports, Review Mechanism, Project Report, Reporting to Government, Reporting to Public.

Unit 15: Organizational Internal Communication: Communicating through Positions and Contingent Situations, Vertical Communication– Communication with higher levels, Vertical Communication- Downward, Horizontal Communication- Communication with Colleagues, Diagonal Relations, Contribute to Team Spirit, Towards Standardizing Organizational Communication, Home Bulletin or House Journal, Organizing Events.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO105.1	Remember	Recognize the various elements of communication, channels of communication and barriers to effective communication.
CO105.2	Apply	Demonstrate appropriate use of body language.
CO105.3	Analyse	Take part in professional meetings, group discussions, telephonic calls, elementary interviews, and public speaking activities.
CO105.4	Evaluate	Appraise the pros and cons of sample recorded verbal communications in a business context.
CO105.5	Create	Create and Deliver effective business presentations, using appropriate technological tools for common business situations.

Suggested Reading:

1. Rao P. Subba, Kumar B. Anita and Bindu C. Hima, Business Communication, Cengage Learning, 2012.
2. Rajendra Paul and Korlahalli, Essential of Business Communication, Sultan Chand, 10th Edition, 2004
3. Lesikar, R.V. and Flatley, M.E. (2005), Basic Business Communication Skills for Empowering the Internet Generation, Tata McGraw-Hill Company Ltd., NewDelhi

Semester	1	Course	4	Specialization	NA
Course Code	OMBC-106	Credits		Type	Domain Core
Course Title	Research Methodology (RM)				

Course Description:

To familiarize students with the type of business problems often faced by corporate entities and to help them develop insights about the basic concepts of research designs and methodology aimed at solving business problems.

Course Objectives:

- 1) To understand the concept and process of business research in business environment;
- 2) To know the use of tools and techniques for exploratory, conclusive, and causal research;
- 3) To understand the concept of measurement in empirical system; and
- 4) To use statistical techniques to analyze the research data.

Course Outline:

Unit 1: Introduction to Research: What is Research?, Types of Research, Process of Research, Research Applications in Social and Business Sciences, Features of a Good Research Study.

Unit 2: Research Problem and Formulation of the Research Hypotheses: Defining the Research Problem, Management Problem vs. Research Problem, Problem Identification Process, Components of the Research Problem, Formulating the Research Hypotheses, Writing a Research Proposal.

Unit 3: Research Designs: Nature and Classification of Research Designs, Exploratory Research Designs, Descriptive Research Designs, Experimental Designs, Errors Affecting Research Design.

Unit 4: Primary and Secondary Data: Classification of Data, Secondary Data, Primary Data Collection: Observation Method, Primary Data Collection: Focus Group Discussions, Primary Data Collection: Personal Interview Method.

Unit 5: Attitude Measurement and Scaling: Types of Measurement Scales, Classification of Scales, Measurement Error.

Unit 6: Questionnaire Design: Types of Questionnaire, Process of Questionnaire Designing,

Advantages and Disadvantages of the Questionnaire Method.

Unit 7: Sampling: Sampling Concepts, Sampling Design, Determination of Sample Size

Unit 8: Data Processing: Data Editing, Coding, Classification and Tabulation of Data.

Unit 9: Univariate and Bivariate: Descriptive vs. Inferential Analysis, Descriptive Analysis of Univariate Data, and Descriptive Analysis of Bivariate Data.

Unit 10: Testing of Hypotheses: Concepts in Testing of Hypothesis, Tests Concerning Means— Case of Single Population, Tests for Difference between Two Population Means, Tests Concerning Population Proportion— Case of Single Population, Tests for Difference between Two Population Proportions.

Unit 11: Chi-square analysis: A Chi-Square Test for the Independence of Variables, A Chi-Square Test for the Equality of More than Two Population Proportions.

Unit 12: Analysis of Variance: Completely Randomized Design in a One-Way ANOVA, Randomized Block Design in Two-Way ANOVA, Factorial Design.

Unit 13: Correlation and Regression Analysis: Quantitative Estimate of a Linear Correlation, Regression Analysis, Uses of Regression Analysis in Prediction.

Unit 14: Multivariate Analysis of Data: Factor Analysis, Discriminant Analysis, and Cluster Analysis

Unit 15: Research Report Writing: Types of Research Reports, Report Writing: Structure of the Research Report, Report Writing: Formulation Rules for Writing the Report;

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO106.1	Remember	Develop the concept of research in the business environment.
CO106.2	Understand	Explain the process characteristics and their linkages with process-product matrix in a real world context.
CO106.3	Apply	Use the tools and techniques for the research activities.
CO106.4	Analyze	Exhibit the concept of measurement in empirical study.
CO106.5	Evaluate	Convert ability of research into its usage for the analysis.

Suggested Reading:

1. Chawla, D. and N. Sondhi. Research Methodology: Concepts and Cases. New Delhi: Vikas Publications, 2011.
2. Easterby-Smith, M, R Thorpe and A Lowe. Management Research: An Introduction, 2nd Edition. London: Sage, 2002.
3. Grinnell, Richard Jr (ed.). Social Work, Research and Evaluation. 4th Edition. Itasca, Illinois: F.E. PeacockPublishers, 1993.
4. Kerlinger, Fred N. Foundations of Behavioural Research, 3rd Edition. New York: Holt, Rinehart and Winston, 1986.

Semester	1	Course	3	Specialization	NA
Course Code	OMBC-107	Credits		Type	Generic Core
Course Title	Environmental Awareness & Disaster Management (EADM)				

Course Description:

This course is designed to enhance environmental awareness and to ensure that students begin to understand the relationship between vulnerability, disasters, disaster prevention, and risk reduction.

Course Objectives:

- 1) To provide students with an exposure to natural resources and their significance;
- 2) To gain a preliminary understanding of approaches of Disaster Risk Reduction (DRR);
and
- 3) To develop rudimentary ability to respond to their surroundings with
potential disaster response in areas where they live, with due sensitivity.

Course Outline:

Unit 1: Natural Resources and Associated Problems: Land, water, food, forest, mineral and energy resources, their use, over-exploitation, and conservation.

Unit 2: Definition, Causes, Effects and Control Measures of Air, Water, Soil, Noise, thermal and Marine Pollution. Nuclear hazards and Solid waste management. Role of an Individual in Prevention of Pollution and Pollution Case Studies

Unit 3: Urban Problems Related to Energy: Water conservation, Rain water harvesting, watershed management, Resettlement and rehabilitation of people. Climate change, global warming, acid rain, ozone layer depletion, nuclear accidents and holocaust, Wasteland reclamation.

Unit 4: Environmental Legislation, Environment Protection Acts: Air (Prevention and control of Pollution) Act, Water (Prevention and Control of Pollution) Act. Wildlife Protection Act, Forest Conservation Act, Environmental Ethics.

Unit 5: Introduction to Disasters, Concepts and Definitions: (Disaster, Hazard, Vulnerability, Resilience and Risks), Natural and Manmade Disasters, Disasters: Clarification Causes, Impacts (Including social, economic, political, environmental, health, psychosocial, etc.)

Unit 6: Hazard and Vulnerability Profile of India Components of Disaster Relief: Water, Food, Sanitation, Shelter, Health, and Waste Management, Institutional Arrangements (Mitigation, Response and Preparedness, DM Act and Policy, Other related policies, plans, programmes, and legislation)

Unit 7: Project Work Field Work, Case Studies

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO107.1	Remember	Recognize the various elements of natural resources
CO107.2	Apply	Demonstrate appropriate use of natural resources to overcome the problems
CO107.3	Analyse	Analyse environmental legislation to protect the environment.
CO107.4	Create	Create awareness about protecting our environment by using public service advertisement campaign.

Suggested Reading:

1. Agarwal, K. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
2. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd. Ahmedabad-380013, India, Email: mapin@icenet.net (R)
3. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc.480p
4. Alexander David, Introduction in Confronting Catastrophe, Oxford University Press, 2000.
5. Andharia J. Vulnerability in Disaster Discourse, JTCDM, Tata Institute of Social Science working Paper no. 8, 2008
6. Blaikie, P, Cannon T, Davis I, Wisner B 1997, At Risk Natural Hazards, Peoples, Vulnerability and Disasters, Rutledge.
7. Coppola P Damon, 2007, Introduction to International Disaster Management,
8. Carter, Nick 1991, Disaster Management: A Disaster Manager's Handbook, Asian Development Bank, Manila Philippines.

Semester II – Curriculum

Semester	2	Course	4	Specialization	NA
Course Code	OMBC-201	Credits		Type	Domain Core
Course Title	Human Resource Management (HRM)				

Course Description:

This is the first introductory course of the functions of HRM. The course is useful to acquaint students with different subsystems of Human Resource Management and their importance. The students would also be able to appreciate the importance and applications of industrial relations and different legislations related to the same.

Course Objectives:

- 1) To understand the role of HRM in an organization;
- 2) To learn to gain competitive advantage through people; and
- 3) To learn to study and design the HRM system.

Course Outline:

Unit 1: Human Resource Management– An Introduction: Nature of HRM, Definition, Need for HRM, Scope of HRM, Distinction Between Personnel Management and HRM, Distinction between Human Resource Management and Human Resource Development.

Unit 2: Human Resource Development: Human Resource Development-An Introduction, Meaning & Definition of HRD, Functions of HRD Department, Model of HRD Functions, Role of HRD Professional in Organization, Role of Learning Specialist, Role as an Administrator, Role as a Consultant, Emerging issues facing the HRD Professional, Changing Environment.

Unit 3: Manpower Planning/ Human Resource Planning: Importance of Manpower Planning, Definition, Need for Manpower Planning, Process of Manpower Planning, Responsibility for Manpower Planning, Job Analysis, Job Description, Job Specification, Manpower Audit.

Unit 4: Recruitment: Factors Affecting Recruitment, Steps in Recruitment Process, Recruitment Policy, Recruitment Organization, Sources of Recruitment, Methods of Recruitment.

Unit 5: Selection: Introduction, Essentials of selection procedure, Steps in Selection procedure, Interview, Types of Interview, and Induction Procedure.

Unit 6: Training: Importance, Need for Training, Steps in Training Programs, Training Methods, Methods of Evaluation of Training.

Unit 7: Performance Appraisal: Importance and Purpose, Methods, Techniques and Tools, MBO, Objectives, Process & Benefits, Feedback Seeking.

Unit 8: Compensation Management: Concept of Compensation, Definitions, Objectives of Compensation Management, Principles of Compensation Management, Importance of Compensation Management, Process of Compensation Management, Classifications of Compensation Management, Case study.

Unit 9: Rewards Patterns: Features of Reward Management, Aims of Reward Management, Determinants of Rewards, Non-Monetary Rewards, Reward Management Process, Issues & Trends in Reward Management.

Unit 10: Career Planning: Career Planning and Growth Opportunities, Meaning of Career Planning, Need of Career Planning, Process of Career planning and Development, Steps in Career Planning, Career Planning-Individuals Perspective, Career Planning– Organization Perspective, Career Management, Case Study.

Unit 11: Succession Planning: Objectives of Succession Planning, Features of Succession planning, Difference between Career Planning and succession planning, Classification of Succession planning, Advantages of succession planning, Measures for effectiveness of succession planning., Factors in Succession planning, Steps followed in Succession Planning.

Unit 12: Industrial Relations-Conceptual Analysis: Definition, Objectives of Industrial Relations, Scope and Aspects of Industrial Relations, Importance of Industrial Relations, Functions of Industrial Relations, Approaches to Industrial Relations, Industrial Relations in India, Industrial Disputes, Causes of Industrial Disputes, Consequences of Industrial Disputes, Case Study.

Unit 13: Grievance Procedures-Disciplinary Procedure: Characteristics of Grievances, Need for Grievances, Nature of Grievances, Causes of Grievances, Grievances Procedures, Essentials of Sound Grievances Procedures, Grievance Management in Indian Industry, Disciplinary Procedures-Need for Disciplinary Measures, Meaning and Definition, Objectives of Discipline, Types of Discipline, Causes of Discipline, Principles and Procedures of Disciplinary Action.

Unit 14: Retirement/Separation: Methods of Separation, Dismissal or Discharge, Suspension, Lay-off, Retirement, VRS.

Unit 15: HR in BPO & Emerging Trends: HR and BPO, current scenario of recruitment in BPO, New HR roles and competencies, HR and Six Sigma Practice, Steps for Six Sigma, Relating Six Sigma to HR strategy, HR & Innovation and Creativity.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO201.1	Remember	Describe the role of Human Resource Function in an Organization.
CO201.2	Understand	Illustrate the different methods of HR Acquisition and Retention.
CO201.3	Apply	Demonstrate the use of different appraisal and training methods in an Organization.
CO201.4	Analyse	Outline the compensation strategies of an organization
CO201.5	Evaluate	Interpret the sample job descriptions and job specifications for contemporary entry level roles in real-world organizations.

Suggested Reading:

1. Aswathappa, K. Human Resource to Personnel Management, Tata McGraw-Hill
2. Mamoria C.B and Mamoria S., Personnel Management, Himalaya Publishing Company Seema Sanghi, HRM, Vikas Publishing
3. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
4. Armstrong's Essential Human Resource Management Practice - A Guide to People Management, Michael Armstrong, Koganpage.
5. Applied Psychology in Human Resource Management, Cascio & Aguinis, PHI.
6. Ashok Kumar, Human Resource Development: An Interdisciplinary Approach Annual Publications, New Delhi, Vol I, 1991.
7. Dave Ulrich (1987), A new Mandate for Human Resources, HBR, Vol76, Jan-Feb
8. Herbst, PG. The Product of Work is people, National Labor Institute Bulletin, Vol-I
9. Miller, V A, The History of Training in RL Cruig, Training & Development Handbook, McGraw-Hill, New York.

Semester	2	Course	4	Specialization	NA
Course Code	OMBC-202	Credits		Type	Domain Core
Course Title	Marketing Management (MM)				

Course Description:

The objective of this course is to familiarize the students with the marketing concepts and practices and also develop their analytical skills, conceptual abilities and substantive knowledge. It seeks to achieve the objective by helping the participants to undergo meaningful exercises in decision making in a variety of real-life situations. This course is intended to be the foundation course for those who plan to do further work in marketing in the second year. It is also designed to serve as a terminal course for those not intending to specialize in marketing.

Course Objectives:

- 1) To introduce marketing as a business function and a philosophy;
- 2) To emphasize the importance of understanding external environment in marketing decision making; and
- 3) To expose students to a systematic framework of marketing and implementations and to highlight the need for different marketing approaches for services, goods, and for household consumers, organizational buyers.

Course Outline:

Unit 1: Introduction to Marketing & Marketing Concepts: Nature & Scope of Marketing, Core Marketing Concepts, Comparison of Selling Concept with Traditional Marketing Concept with Modern Marketing Concept, Marketing Myopia, Functions of Marketing, Importance of Marketing, Role of a Marketing Manager.

Unit 2: Marketing Organizations: Marketing Organization, Designing its Structures, Various Marketing Organization, Recent Trends in Marketing Organizations, Suggest Marketing Organization for a Consumer Product Company Operating in National and International Market, Harvest Gold the ETF Way, The Choice of Mutual Funds.

Unit 3: Customer Values, Customer Satisfaction & Consumer Delight: Customer Value and Satisfaction, Measuring Customer Satisfaction, Business Components, Customer Value and Value Chain, Attracting and Retaining Customers, Relationship between India's Best Managed Companies and Value.

Unit 4: Marketing Environment: Trends, Macro Environment, Legal Environment, Oil Refining is Viable By Pre-Empt Tariff Jumping. ICICI Bank and HDFC and Floating Loans, Govt. Banks Still Top Consumer Preference, Four Megatrends for Asia in '07.

Unit 5: Consumer Behavior: Factors Influencing Buyer Behavior, Buying Decision Process, Consumer Psychology, Figure, Organizational Buying, Consumer Behavior driving the boom of 21st century, Business Marketing In India

Unit 6: Marketing Planning, Marketing Process, Contents of Marketing Plan: Marketing Planning, The Marketing Process Contents of Marketing Plan, Illustration of Marketing Plan– WIPRO, Desi Delights.

Unit 7: Marketing Research, Marketing Information System, Sales Forecasting: Nature of Marketing Research, Objectives of Marketing Research, Importance of Marketing Research, Scope of Marketing Research, Obstacles in Acceptance of Marketing Research, Setting up & Implementation of Market Research Projects, Marketing Information System, Sales Forecasting.

Unit 8: Dealing With Competition, Identification & Analysis of Competition: Identifying Competitors, Industry Concept of Competition, Analyzing Competition, Porter's Five Forces Model, Porter's Generic Competitive Strategies, Marketing Strategy, BPL Sanyo– Assessing consumer insights about brand perceptions and competition.

Unit 9: Market Segmentation: Concept of Market Segmentation, Bases used to Segment Consumer Markets, Illustration, Major Segmentation Variables for Industrial Markets, Effective Market Segmentation & Benefits of Market Segmentation, Market Targeting, Market Positioning, HDFC Bank- Segmenting organizational markets on the basis of company size.

Unit 10: Marketing Evaluation & Controls: Evaluation and Control, Annual Plan Control, Control of Profitability, Control of Efficiency, Strategic Control, A Marketing Audit, Marketing Ethics.

Unit 11: Introduction to Marketing & Marketing Concepts: Concept of Marketing Mix, Marketing Mix for Services, Concept of Product Life Cycle and Brand Life Cycle: Big B– Amitabh Bacchan, Brand Life Cycle Sachin Tendulkar, PLC for TV Game shows: KBC/SDCK/JCPK.

Unit 12: Marketing Mix, Services Marketing Mix & Product Life Cycle Social Marketing: Challenges in New Product Development or why many new products fail?, Managing the Product Development Process, Product Adoption by Consumers & Innovation, Product Dimensions/Product-Mix, Product Management, Branding Decision, Brand– The Concept.

Unit 13: Advance Concepts in Marketing – Online Marketing: Society and Marketing, Social Regulations in Marketing, Business Regulations in Marketing, Principles of Public Policy towards Marketing, Levi's Social Responsibility.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO202.1	Remember	Compute various managerial marketing abilities
CO202.2	Understand	Learn basic philosophies of marketing as management function
CO202.3	Apply	Enhance skill of communication by implementing it into practice
CO202.4	Analyse	Link external environment with the internal organizational activities.
CO202.5	Evaluate	Implement the practice of marketing approaches for services.

Suggested Reading:

1. Marketing Management A South Asian Perspective, Kotler, Keller, Koshy and Jha, Prentice Hall/Pearson
2. Marketing Management, Rajan Saxena, TMH
3. Marketing Management, Arun Kumar, N Meenakshi, Vikas Publishing
4. Fundamentals of Marketing, Bruce Walker and Stanton, McGraw-Hill
5. W.D. Perraut and E.J. Mc Carthy, Basic Marketing, TMH
6. Russel S. Winner, Marketing Management, Pearson
7. Marketing Management, Ramaswami and Nama kumari,
8. Integrated Marketing Communications - Kenneth Clow and Donald

Semester	2	Course	4	Specialization	NA
Course Code	OMBC-203	Credits		Type	Domain Core
Course Title	Financial Management (FM)				

Course Description:

The objective of this course is to equip the students with conceptual understanding of finance and its practical application. It is expected that students should possess a sound base in accounting principles and practices including financial analysis. Therefore, it would begin with the framework of financial management linking various functional subjects. Important decisions that come under corporate finance, namely, setting up of projects covering investment in fixed and current assets, raising funds, and allocation of profits are taken within a framework of risk and return. Students are expected to learn these decision-making skills with the help of a few cases.

Course Objectives:

- 1) To understand various concepts related to financial management;
- 2) To study in detail the various tools and techniques in the area of finance; and
- 3) To develop the analytical skills this would facilitate in the decision making in business situations.

Course Outline:

Unit 1: Overview of Finance Function: Nature and Scope of Finance Function, Goal of Finance Function, Significance of Finance Function, Agency Cost Theory, Role of Modern Finance Manager.

Unit 2: Financial System: Meaning and Significance of Financial System, Meaning and Significance of Financial Assets, Meaning and Significance of Financial Market, S.E.B.I. (Securities Exchange Board of India), Stock Exchange.

Unit 3: Financial Analysis: Common Size Statements Analysis, Trend Analysis, Ratio Analysis, and Cash Flow Analysis.

Unit 4: Valuation: Time Value of Money, Future Value Concept, Present Value Concept, Annuity Concept, Business Applications of Time Value of Money (T.M.V.), Valuation of Financial Assets.

Unit 5: Long-Term Sources of Finance: Equity Share Capital, Preference Share Capital,

Debentures, Term Loans, Lease Finance, Hire Purchase, Venture Capital.

Unit 6: Cost of Capital: Meaning of Cost of Capital, Significance of Cost of Capital, Cost of Equity Shares, Cost of Preference Shares, Cost of Debenture, Cost of Long-Term Loans (K), Weighted Average Cost of Capital (W.A.C.C.).

Unit 7: Capital Structure: Meaning of Capital Structure, Significance of Capital Structure, Optimum Capital Structure, Various Aspects of Capital Structure.

Unit 8: Leverage Analysis: Meaning of Leverage, Types of Leverage, Effect of Leverage.

Unit 9: Working Capital Management: Meaning of Working Capital, Significance of Working Capital, Determinants of Working Capital, Working Capital Cycle [Operating Cycle], Estimation of Working Capital, Controlling Working Capital, Sources of Working Capital (Short-term Sources of Finance).

Unit 10: Capital Budgeting: Meaning of Capital Budgeting, Significance of Capital Budgeting, Steps in Capital Budgeting Process, Cash Flows in Capital Budgeting, Evaluation of Capital Expenditure Proposals.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO203.1	Remember	Learn the concept of financial management.
CO203.2	Understand	Explain in detail all the theoretical concepts throughout the syllabus.
CO203.3	Apply	Perform all the required calculations through relevant numerical problems.
CO203.4	Analyse	Implement the tools and techniques by learning financial practices.
CO203.5	Evaluate	Evaluate the impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm.

Suggested Reading:

1. I. M. Pandey, Financial Management, Vikas Publishing, Ninth Edition
2. Sixth Edition MY Khan and PK Jain, Financial Management, Tata McGraw-Hill,
3. A.P Rao, Financial Management, Everest Publishing, Pune
4. Sheeba Kapil, Financial Management, Pearson

Semester	2	Course	4	Specialization	NA
Course Code	OMBC-204	Credits		Type	Domain Core
Course Title	Operation Management (OM)				

Course Description:

Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. The course focuses on the basic concepts, issues, and techniques for efficient and effective operations.

Course Objectives:

- 1) To develop an understanding of the strategic importance of Operations & SCM and how it can provide a competitive advantage in the marketplace;
- 2) To understand the relationship between Operations & SCM and other business functions, such as Marketing, Finance, Accounting, and Human Resources; and
- 3) To develop the knowledge of the issues related to designing and managing Operations & SCM and the techniques to do so.

Course Outline:

Unit 1: Production Operations Basics: Production Relationship, Economic growth and productivity, Main processes of a company, Operations Management, Efficiency & Effectiveness.

Unit 2: Facility Location: Facilities Location, Location Analysis, Facility Location Factors, Location Analysis Techniques, Facility Location Methods, Urban and Rural Location.

Unit 3: Facilities Layout: Facilities Layout Concept, Principles of Good Plant Layout, Types of Plant Layout, Factors Influencing Layout, Layout Procedure.

Unit 4: Work Study: Understanding the Work Study, Method Study Concept, Sredim, Tools for Method Study.

Unit 5: Work Measurement: Time Study, Work Sampling, Synthetic Data, Predetermined Motion Time System, Maynard Operations Sequence Technique, Analytical Estimating.

Unit 6: Incentive Schemes: Incentive Schemes Concept, Incentive Schemes For Individuals, Fixed Bonus Scheme, Straight Piece Rate Methods, Differential Piece Rate Methods, Time Based Incentive Scheme, Group Incentive Scheme.

Unit 7: Production Planning & Control: Incentive Schemes Concept, Concept of Planning, Demand Forecasting, Capacity Planning, Aggregate Planning, Master Production Schedule, Production Planning and Control, Manufacturing Planning and Control System, Operations

Scheduling, Sequencing, Production Activity Control, Dispatching, Progressing.

Unit 8: Material Management: Materials Management Concept, Importance of Materials Management, Classification of materials, Materials planning, Purchasing, Stores Management, Inventory management, Economic Lot Size.

Unit 9: Quality Management: Concept of Quality, Stages in Quality, Inspection and Quality Control, Quality assurance, TQM, Six Sigma.

Unit 10: Maintenance Management: Maintenance Management Concept, Plant Breakdown, Planned Maintenance, Unplanned Maintenance.

Unit 11: Project Overview: Project Introduction, Types of projects, Characteristics of projects, Project Management, Phases and Steps in Project Management, Project Management Life Cycle, Project Management Methodology.

Unit 12: Modern Operations Concept: Lean Manufacturing, Agile Manufacturing, Flexible Manufacturing System, Poka Yoke, Total Productive Maintenance, Just In Time, Five S.

Unit 13: Operation Management In Service Sector: Operations Management in Service Industry, Service Concept of Operations, Operations Management in Banking, Operations Management in Retail, Operations Management in BPO, Operations Management in IT, Operations Management in Hospitals.

Course Outcome:

On successful completion of the course the learner will be able to

CO#	Cognitive Abilities	Outcomes
CO204.1	Remember	Define the basic terms and concepts related to production and operations.
CO204.2	Understand	Enhance the skill of competitive advantage.
CO204.3	Apply	Apply relationship between Operation and Supply Chain Management.
CO204.4	Analyse	Illustrate the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO204.5	Evaluate	Develop the techniques of operational activities as current practice.

Suggested Reading:

1. Operations Management - Krajewski
2. Operations Management – Mahadevan
3. Production & Operations Management–Chase
4. Production & Operations Management–Chary
5. Manufacturing & Operations Management-L.C.Jhamb

Semester	2	Course	4	Specialization	NA
Course Code	OMBC-205	Credits		Type	Domain Core
Course Title	Management Information System (MIS)				

Course Description:

The management information system consists of people, process, and equipment together to sort, analyze, and evaluate the needed information accurately and timely. The need of MIS resulted into the objectives attained; the main objective of learning this course is to get the knowledge of information system related with the business.

Course Objectives:

- 1) Understand the role of the information system (IS) function in an organization;
- 2) Develop an insight as to how information system influences business strategy; and
- 3) Develop the ability to contribute meaningfully towards information system selection.

Course Outline:

Unit 1: Introduction to Information Technology: Difference between Data and Information, Knowledge, Characteristics of valuable information, Components of Information Systems, Value of Information in Decision-making, Value of Information in Sensitivity Analysis, Value of Information other than in Decision Making, Types Of Information, Classification of Information in terms of its applications, Breakup of Information Needs according to Decisions and User, Relation between information needs and Types of Decisions, Management Information System.

Unit 2: Introduction to Computers: Definition of Computer, Input–Output Devices, Memory, Data Files, Hardware and Computer Peripherals, Software and Its Types, Operating Systems, Secondary Storage Devices, Types of Computers.

Unit 3: Computer Networks: Networking Fundamentals, Networking and Its types, Networking Media, Networking Devices, Protocols.

Unit 4: Introduction to Internet: Internet Technology Background, Differences between Internet, Intranet and Extranets, Groupware and Inter-Groupware.

Unit 5: Fundamentals of Operating Systems: Operating Systems Concepts, Computer Systems Components, Types of Systems, History of Operating Systems, Windows NT Operating System Overview, Unix Operating System Overview, Linux Operating System Overview,

Introduction to Open Source Software.

Unit 6: Database Management Systems: Uses of Data in Computing Database, Database Management System, Need of Database Management System, Advantages of Database Management System, Database Applications, Data Models, Relationships.

Unit 7: Introduction to E-Commerce: E-Business, E-Commerce vs. E-Business, Drivers of E-Commerce, Changes in Organizational Makeup due to E-Commerce, Advantages through E-Commerce, Issues and Constraints of E-commerce, Benefits and Limitations of Internet, Role of E-Strategy, E-Commerce Applications, E-Commerce Business Models, Benefits of E-Commerce, Technology Infrastructure for E-Commerce, E-Commerce Security Environment, Electronic Data Interchange.

Unit 8: Introduction to Microsoft Office: Microsoft Word, Microsoft Excel, Microsoft PowerPoint.

Unit 9: Enterprise Management System: Enterprise Resource Planning, Customer Relationship Management, Supply Chain Management.

Unit 10: Information Technology Enabled Services: Introduction to IT Enabled Services, Business Process Outsourcing, Knowledge Process Outsourcing.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO205.1	Remember	Learn the role of information system function
CO205.2	Understand	Understand the basic functions of computer to use in business practice
CO205.3	Apply	Develop the ideas of implementing business strategy through Information System
CO205.4	Analyse	Select proper system for implementation in business
CO205.5	Create	Create own blog through computer applications

Suggested Reading:

1. Management Information Systems – by W.S. Jawadekar
2. Management Information Systems – by Milind Oke
3. Management Information Systems – by Jayant Oke
4. Computer Networks – Nirali Publication
5. Network Theory – by Bakshi
6. Computer Networks – Protocols, Standards and Interfaces- by Uyles Black
7. Operating System Concepts – by Silberschatz, Galvin
8. Computer Fundamentals –by Rajaraman
9. Database System Concepts – by Korth
10. An Introduction to Database Systems – by C.J. Date
11. Fundamentals of Database Systems – by Navathe

Semester	2	Course	4	Specialization	NA
Course Code	OMBC-206	Credits		Type	Domain Core
Course Title	Strategic Management and Business Policy (SMBP)				

Course Description:

The content of this course is designed to provide an integrated view of the functional areas and to acquaint them with the strategic management process. The subject would thus offer students the opportunity to exercise qualities of judgment and help them to develop a holistic perspective of the management of organizations.

Course Objectives:

- 1) To familiarize the learners with the concept of strategic management and understand the significance of managing the business strategically in the current business environment;
- 2) To familiarize the learners with the strategies at corporate, business, and functional levels;
- 3) To understand and analyze the firm's external environment, the resources, and thus carrying out SWOT analysis for strategy formulation;
- 4) To understand the process of strategy implementation and the challenges of managing a change;
- 5) To understand strategic control system to monitor the strategy implementation process; and
- 6) To get acquainted with various strategies adopted by firms to successfully compete with their rivals.

Course Outline:

Unit 1: Concept and Process of Strategy: Components of Strategic Statement, Features of Strategy, Strategy vs. Policies and Tactics, Levels of Strategy, Importance of Strategy, Process of Strategy, Strategic Intent, Environmental and Organizational Analysis, Identification of Strategic Alternatives, Choice of Strategy, Implementation of Strategy, Evaluation and Control.

Unit 2: Strategic Framework and Formulation: Strategic Vision, Core Values and Core Purpose, Mission, Business Definition, Objectives and Goals, Strategy Formulation.

Unit 3: Environmental Analysis: Broad Dimensions of External Environment, SWOT and

PESTEL Framework, McKinsey's 7s Framework, General Environment and Organizations Strategy, Environmental Scanning.

Unit 4: Internal Analysis, Competencies and Competitive Advantage: The Roots of Competitive Advantage, Strategy in Action, The Building Blocks of Competitive Advantage, Business Models, The Value Chain, and Generic Distinctive Competencies, Analysing Competitive Advantage and Profitability, The Durability of Competitive Advantage, Avoiding Failure and Sustaining.

Unit 5: Competitive Forces: Competitive Environment, Porter's Five Forces Framework, Process for Analyzing External Environment, Scenario Planning

Unit 6: Cost: Cost Levels in India, Changing Role of Cost in Different Market Conditions, The Experience Curve, Additional Considerations for Using Experience Curve Effect, Experience Curve and Competitive Strategy, Experience Curve and Its Applicability, Limitations of Experience Curve, Role of Cost in Business Growth, Cost Leadership.

Unit 7: Growth Strategies: Levels in India, Nature of Stability Strategy, Expansion Strategies, International Expansion.

Unit 8: Strategic Alliances: Strategic Alliance Trends, Factors Promoting the Rise of Strategic Alliances, Types of Strategic Alliances, Benefits of Strategic Alliances, Costs and Risks of Strategic Alliances, Factors Contributing to Successful Alliances

Unit 9: Turnaround Strategies: Retrenchment Strategies, Turnaround Strategy, Survival Strategy, and Liquidation Strategy.

Unit 10: Structural Dimensions: Strategic Change, Matching Organization Structure to Strategy, Determinants of Organization Structure, Strategy and Structure Proposition, The Stages Model of Structure, Forms of Organization: Strategy Related Benefits and Limitations, Structuring Multinational (Transnational) Organizations, Structure for Development Programs, Perspectives on Strategy and Structure.

Unit 11: Behavioral Dimensions: Role of Leadership, Concept of Leadership, Functions of Leadership, Leadership Styles, Corporate Culture, Ethics and Values, and Functional Strategies.

Unit 12: Implementing Strategies: Implementing Strategy through Organizational Design, Building Blocks of Organizational Structure, Strategic Control Systems, Implementing Strategy in a Single Industry.

Unit 13: Strategic Functions & Control: Strategic Control Process, Methods of Control,

Performance Standards, Analysis and Follow-up Action for Control, Problems of Control Systems, and Various Functions of Strategic Management.

Unit 14: Evaluation of Strategy: Process of Evaluation, Business Portfolio Analyses, Qualitative Factors, Balanced Score Card (BSC), Structure of Evaluation, Evaluation System in a Multi-business Company, Characteristics of an Effective Evaluation Strategy

Unit 15: Strategy and Business Policy: Business Policy as a Discipline, Corporate Strategy, Strategic management, Strategic Decision Making, Strategic Management Model, Vision, Mission and Objectives, Objectives and Goals

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Learn the current business environment trends.
CO305.2	Understand	Understand the environmental analysis and use it for making new strategies.
CO305.3	Apply	Apply strategic tools for decision making.
CO305.4	Analyse	Compare the internal and external environment through SWOT.
CO305.5	Evaluate	Process strategy formulation and implementation.

Suggested Reading:

1. Ghosh, P.K. (1996). "Business Policy Strategic Planning and Management", Sultan Chand & Sons, New Delhi.
2. Glueck, W.F. and Iavch L.R. (1984). "Business Policy and Strategic Management" McGraw-Hill, New York.
3. Kazmi, Azhar (2002). "Business Policy and Strategic Management", Tata McGraw-Hill Publishing Co, Ltd., New Delhi.
4. Miller A. and Den G. G. (1996). "Strategic Management" McGraw-Hill, New York.
5. Prasad, L.M. (2002). "Business Policy: Strategic Management", Sultan Chand& Sons,
6. Shrivastava, R.M. (1995). "Corporate Strategic Management", Pragati Prakashan, Meerut.
6. Tompson, J.L. (1997). "Strategic Management: Awareness and Change",

Semester	2	Course	3	Specialization	NA
Course Code	OMBC-207	Credits		Type	Generic Core
Course Title	Entrepreneurship Development (ED)				

Course Description:

Entrepreneurship education plays a very vital role in creating awareness of enterprise and self-employment as a career option for students. Using this framework, students will have experiences that will enable them to develop the insight needed to discover and create entrepreneurial opportunities; and the expertise to successfully start and manage their own businesses to take advantage of these opportunities.

Course Objectives:

- 1) To create awareness of enterprise and self-employment as a career option for students;
- 2) To develop positive attitudes towards innovation, enterprise, and self-employment; and
- 3) To instill a spirit of entrepreneurship among the student participants.

Course Outline:

Unit 1: Entrepreneur: The Entrepreneur: Definitions and Concept Entrepreneurial Traits, Characteristics and Skills, Entrepreneur vs. Professional Managers, Successful Entrepreneurs, Women Entrepreneurs.

Unit 2: Entrepreneurship: Meaning, Definition, Examples of successful entrepreneurs.

Unit 3: Entrepreneurship Development: Entrepreneurship Environment, Entrepreneurship Development Program and Training, Problems of Entrepreneurship, Growth of Entrepreneurs, Entrepreneurial Failures.

Unit 4: Role of Government: DIC-District Industries Centre, SISI-Small Industries Service Institute, EDII-Entrepreneurship Development Institute of India.

Unit 5: Role of Financial Institutions: NIESBUD-National Institute for Entrepreneurship and Small Business Development, NEBD- National entrepreneurship Board of Development.

Unit 6: Doing Business in India: Introduction, Major Issues and Challenges, Ethical Approach, Types of Organization, Legal Compliances.

Unit 7: Project Management: Project: Concept and Classification. Search for a Business Idea. Making a Business Plan, Marketing Plan, and Successful Projects of Social Entrepreneurs.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO207.1	Remember	Learn the basic fundamentals of entrepreneurship.
CO207.2	Understand	Differentiate between entrepreneurship and its use in project development.
CO207.3	Apply	Apply new ideas for development of any project.
CO207.4	Analyse	Analyse the role of the government and financial institution to implement basic terminology.
CO207.5	Create	Create business ideas and business plan.

Suggested Reading:

1. P. Saravanavel, Entrepreneurship Development, Himalaya Publishing.
2. Vasant Desai, Problems and Prospects of Small-Scale Industries in India, Himalaya Publishing.
3. Peter F. Drucker, Innovation and Entrepreneurship, East-Westpress
4. Hisrich, Entrepreneurship, Tata McGraw-Hill, 6th Edition
5. P.C.Jain (ed.), Handbook for New Entrepreneurs, EDII, Oxford University Press, New Delhi

Semester-III : Generic Elective

Semester	3	Course	4	Specialization	NA
Course Code	OMBE-307	Credits		Type	Generic Elective
Course Title	Digital Marketing (DM)				

Course Description:

Digital Marketing Course Content for Beginners: Digital Marketing is a broad concept and includes various channels like Search Engine Optimization, Search Engine Marketing, Email Marketing, Social Media Marketing, Inbound Marketing, Content Marketing and Web Analytics.

Course Objectives:

- 1) Explain the role and importance of digital marketing in a rapidly changing business landscape;
- 2) Discuss the key elements of a digital marketing strategy;
- 3) Illustrate how the effectiveness of a digital marketing campaign can be measured; and
- 4) Demonstrate advanced practical skills in common digital marketing tools such as SEO, SEM, Social media and Blogs.

Course Outline:

Unit 1: Basics of Digital marketing: Understanding the Concepts of Digital Marketing, internet, WWW, Traditional Marketing vs. Digital Marketing, Introduction to E-Commerce.

Unit 2: e-commerce: Concept of E-Commerce, Characteristics of E-Commerce, E-Tailing, Digital Media, B2BE-Commerce.

Unit 3: Web Planning: Concept of Web design and Planning, Characteristics & Content of Web Planning, Buyer Behavior, Segmentation, Targeting, Types of Websites, Planning of Website.

Unit 4: Email Marketing: Introduction to Email Marketing, Challenges Faced in Bulk Emails, Types of Email Marketing.

Unit 5: Social Media Marketing: Concept of Social Media Marketing, Tools & Techniques of

Social Media Marketing, and Various Platforms of Social Media Marketing.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO307.1	Remember	The concept of e-commerce to retail activities.
CO307.2	Understand	Understand types of website and planning of website activities.
CO307.3	Apply	Apply various types of email marketing activities to measure good result.
CO307.4	Analyse	Analyse Various platforms of social media marketing as a promotional activity.

Suggested Reading:

1. Blanchard O. (2014) Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization Pulizzi, J. (2013) Epic Content Marketing
2. Marketing on Facebook– Best Practice Guide (2015) Facebook Marketing Press
3. Chaffey, D., & Ellis-Chadwick, F. (2012) Digital Marketing: Strategy, Implementation and Practice, 5/E, Pearson
4. Tapp, A., & Whitten, I., & Housden, M. (2014) Principles of Direct, Database and Digital Marketing, 5/E, Pearson

Semester	3	Course	4	Specialization	NA
Course Code	OMBE-308	Credits		Type	Generic Elective
Course Title	Business English (BE)				

Course Description:

This course is designed to make students aware of the construction of sentences and grammar which will help them to communicate well in English.

Course Objectives:

- 1) To make the students aware of the English language skills;
- 2) To enhance the communication skills of the students; and
- 3) To make the students aware of the mannerism and etiquettes.

Course Outline:

Unit 1: Recap of English Grammar: Articles, Parts of Speech, Tenses, Auxiliary verbs, Active and Passive Voice, Degrees of Comparisons, Punctuation.

Unit 2: Reading Techniques: Vocabulary Building, Comprehension, Interpretation, Summarizing, Skimming and Scanning Techniques of Reading.

Unit 3: Writing Techniques: Letter Writing- Formal and Informal Letters, Report Writing, and Drafting Emails.

Unit 4: Spoken English: Interactive Communication like Introducing Self, Greetings, Conversations, etc.; Pronunciation: Voice Modulations, Intonation, Clarity, Extempore

Unit 5: Business Etiquettes: Business Meeting Etiquettes, Telephone Etiquettes, Business Attire Mannerism, Business Dining Etiquettes.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO308.1	Apply	Demonstrate appropriate use of language through various skills.
CO308.2	Analyse	Analyse business trend with current performance criteria.
CO308.3	Evaluate	Perform better through using various etiquettes.
CO308.4	Create	Create and deliver effective business presentations, using language skills.

Suggested Reading:

1. Leo Jones, Richard Alexander: New International Business English (Communication Skills in English for Business Purposes), Cambridge University Press.
2. NCERT, Knowing About English – A Book of Grammar & Phonology
3. NCERT, Working with English – A Workbook
4. A.E. Augustine & K.V. Joseph: Macmillan Grammar – A Handbook, Macmillan
5. Krishna Mohan & N.P. Singh: Speaking English Effectively, Macmillan

Semester-III Marketing Management Specialization

Semester	3	Course	4	Specialization	Marketing Management
Course Code	OMBM-301	Credits		Type	Specialization Course
Course Title	Consumer Behaviour (CB)				

Course Description: The primary objective of this course is to develop an attitude to learn about the perception, behavior, and various consumption patterns of the consumer. The learning will not be limited to consumer only it will also include the analysis of the changing pattern of organizations' strategy towards consumer.

Course Objectives:

- 1) To equip the students with behavioral aspect of marketing management;
- 2) It explains how the markets and consumers behave under circumstances and how the cultural, social, personal, and psychological factors influence their behavior;
- 3) The course enables students to develop marketing strategies that are consumer based and create and enhance customer value;
- 4) Critically evaluate the effectiveness of various advertisement and promotions and their attempts to influence the behaviour of individuals; and
- 5) Analyze the trends in consumer behaviour and apply them to the marketing of an actual product or service.

Course Outline:

Unit 1: Introduction to Consumer Behaviour: Structure of the Study, Customers and Consumers, Consumer Behaviour as an Academic Field of Study, Types of Consumers, Why Study Consumer Behaviour, Applications of Consumer Behaviour Knowledge, Perspective of Consumer Behaviour, Marketing Strategy and Consumer Behaviour.

Unit 2: Market Segmentation, Positioning and Targeting: Structure of the Study, Market Segmentation Defined, Market Criteria for Effective Segmentation, Process/Stages of Market Segmentation, Bases for Segmentation, Information Search and Decision-making, Positioning Concept, Concept of Target Market, Market Targeting Process, Practical Examples.

Unit 3: Motivation and Involvement: Structure of the Study, Concept of Motivation and

Motives, Theory of Motivation, Motivation Process, Concept of Consumer Needs, Classifications of Motives, Role of Motives, Motives Arousal, Definition of Involvement, Consumer Involvement in same product & different products, Managerial Implications on Consumer Involvement, Dimensions of Involvement, Consumer Involvement Theory.

Unit 4: Personality and Self Concept: Structure of the Study, Personality Defined, Significance of Personality, Nature of Personality, Stages in the Development of Personality, Concept of Consumer Goals, Theories of Personality, Personality & Understanding Consumer Diversity, Measurement of Personality, Self-Concept Defined, Brand Personality and Marketing Application.

Unit 5: Perception: Structure of the Study, Definition of Perception, Features of Perception, Components of Perception, Elements of Perception, Perception Process, Brand Perception, Consumer Perception Theory, Principles of Perception and Interpersonal Relationships, Effect of color on Perception, Factors Influencing Perception, Perceptual Organization, Concept of Perceptual Interpretation and Perceptual Distortion, Perception and Consumer Information Processing, Judgment of Perception and Marketing Strategy, and Influence of Perception on Consumer Buying Behavior.

Unit 6: Learning and Memory: Structure of the Study, Learning Defined, Elements of Learning, Types of Learning Behavior, Theories of Learning, General Characteristics of Learning, Memory Defined, Advertising/Marketing Application, Application of Information Processing Theory and Memory.

Unit 7: Attitude Formation and Change: Definition of Attitude, Components of Consumer Attitude, Attitude Function, Characteristics of Attitude, Understanding Consumer Attitude-Marketography, Sources of Attitude Development, Structural Models of Attitudes, Functional Theory of Attitude, Formation of Attitude, Theories of Attitude Development, Multi-attribute Attitude Models, Concept of Attitude-Behavior Consistency, Attitude Change Strategies, Concept of Elaboration Likelihood Model (ELM) and Celebrity Endorsements, Strategies for changing attitude and Intentions, and Consumer Attitude Research.

Unit 8: Family and Household: Structure of the Study, Family and Household Defined, Variables Affecting Family Purchase, Role of Family in Consumer Behavior, External Influence of Family on Consumer Behavior, Concept of Group in Family and Household, Traditional Family Life Cycle, Modern Family Life Cycle, Nature of Family Decision-Making and Purchase Roles, Marketing Strategy and Family Decision-Making.

Unit 9: Group Influence and Program Dynamics: Structure of the Study, Concept of Group, Classification of Group, Group Properties, Concept and Types of Reference Groups, Reasons for Accepting References- Group Influence, Nature of Reference Group Influence, Reference Group Marketing Strategies, Reference Group Influence on the Consumption Process, Group Influence on Consumer Behavior.

Unit 10: Consumer Social Class and Its Influence: Structure of the Study, Social Class Defined, Nature of Social Class, Role of Social Class in Segmenting Market, Variables of Social Class Research, Determinants of Social Class, Consumer Behavior and Social Class Categorization, Properties of Social Class, Social Class Measurement, Problems of Social Class Measurement, Categorization of Different Classes of Marketing Strategy, Shopping Behavior of Group of Urban Woman, Working Class World, Socio-Economic and Social Psychological Reasons.

Unit 11: Cultural Influence: Structure of the Study, Concept and Nature of Culture, Basic Characteristics of Culture, Concept and Types of Cultural Values, Dimensions of Cultural Values, Cultural Change and Implications for Strategic, Consumer Rituals and Dimensions, Buying behavior of Rural Consumers, Culture Influences Consumer Behavior, Culture Influences on Buying Decisions, Cultural Differences in Decision-Making, Cultural Relevance to Marketing Decisions (practical application), Concept of Cultural Guide, Cross Cultural Understanding of Consumer Behavior.

Unit 12: Adoption and Diffusion of Innovation: Structure of the Study, Concept of Innovation, The Innovation- Decision Process, Consumer Adoption Process, Definition of Diffusion of Innovation, Categories of Adopters, Process of Diffusion, The New Learning About Innovation, Factors Affecting the Spread of Innovation, Concept of Diffusion of Innovation through Product Life Cycle (PLC.)

Unit 13: Consumer Information Processing: Structure of the Study, Information Processing Defined, Stages of Information Processing, Methods of Gathering Consumer Information, Types of Consumer Search Activities, Stimulus determinants of Attention, Stimulus Categorization, Types of Information Sought, Sources of Information, Determinants of Benefits and Cost of Information Search, Measuring Consumer Characteristics Through Information Search, Information Evaluation Process, Information Search and Changing Environmental Circumstances, Marketing Strategies Based on Information Search Pattern Summary.

Unit 14: Consumer Decision-Making: Structure of the Study, Decision Defined, Level of

Consumer Decision-Making, Models of Consumers' Decision-Making, Buyer Behavior- The Decision-Making Process, Concept of Decision-Making Over-Simplified, Seven Decision-Making Strategies, Two Marketing Theories, Stages of Consumer Decision-Making, Consumer Decision-Making and Relationship Marketing, Consumer Decision-Making: Thinking or Feeling?- Practical Application.

Unit 15: Organizational Buyer Behavior: Structure of the Study, Organizational Buying Defined, Characteristics of Organizational Buyer, Patterns of Organizational Buying, Influences on Organizational Buyer Behavior, Organizational Buyer vs. Household Buyers, Influence of Social Sciences on Buyer Behavior, Organizations Factors Contributing to Political Behavior, Organizational Buyer's Motivation, Forms of Decision Solutions, Organizational Buyer's Decision Process, Organizational Buying vs. Consumer Buying, Industrial/Organizational Markets, Differences in Organizational Markets, Differences in Organizational transactions, Types of in/out Purchases, and Concept of Buying Center.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Learn various factors influencing consumer behaviour.
CO301.2	Apply	Develop marketing strategies to enhance consumer value.
CO301.3	Analyse	Clear understanding of advertisement and promotional tools.
CO301.4	Create	Exhibit strategies for product and services.

Suggested Reading:

1. David L. and Albert J.D. (2002), Consumer Behavior, New Delhi: Tata McGraw-Hill.
2. Del I.H. Roger J.B. and Kenneth A.C. (2001), Consumer Behavior.
3. Building Marketing Strategy, New York: McGraw-Hill Irwin.
4. Edward, J. and William J. (1963): Fundamentals of Marketing, New York,
5. John A.H. and Jagdish N. S. (1969), Theory of Buyer Behavior, New York: Wiley.
6. Kotler, P. (2000); Marketing Management; New Delhi: Prentice-Hall Inc.

Semester	3	Course	4	Specialization	Marketing Management
Course Code	OMBM-302	Credits		Type	Specialization Course
Course Title	Marketing Research (MR)				

Course Description: Marketing Research is concerned primarily with the systematic gathering and analysis of primary and secondary information to significantly reduce uncertainty in major marketing problem areas. Exposure to problem definition, sampling, collecting, and interpreting data is experienced through discussion and case studies.

Course Objectives:

- 1) To acquaint students with management decision problem and marketing research problems and discuss the differences between them;
- 2) To articulate the value in conducting exploratory research to define the research problem;
- 3) To show how to collect secondary data to refine a marketing research problem;
- 4) To plan, conduct, and interpret a focus group; and
- 5) To well equip students to write a marketing research report in different styles.

Course Outline:

Unit 1: Fundamentals of Market Research: The Marketing Environment, Market Research, The Need for Market Research, Applications of Market Research, Threats to Market Research, Market Information System (MIS), Market Decision Support System (MDSS.)

Unit 2: Applications and Limitations of Market Research: Research Management, Research Activities in Large Companies, The Client/Researcher Interface, Researcher Obligations to a Client, and Limitations of Market Research.

Unit 3: Sampling: What is Sampling?, Reasons for Sampling, Estimating and Testing of Hypothesis, Definition and Managerial Objective of Sampling, Problems Associated with Sampling, Non-response Issues in Sampling, Factors Determining the Sample Size, Advantages of Sampling, The Sampling Process, Case Study.

Unit 4: Questionnaires and Design: Functions and Classification of a Questionnaire, Flow Chart for Questionnaire Design, Types of Questions, Choice of Survey Methods, Close Ended and Open-Ended Questions, Sample Questionnaire.

Unit 5: Scaling Methodology: Types of Scales, The Concept of Attitude, Criteria for a Good Test, Forms of a Rating Scale, Selecting the Appropriate Scale to Use.

Unit 6: Primary and Secondary Data Collection: Quality of Data and Data Types, Data Sources, Sources of Data, Communication Media, Formulating a Data Acquisition Plan, Basic Methods of Gathering Primary Data, Advantages and Disadvantages of Primary Data, Types of Secondary Data Collection and its Advantages and Disadvantages, Respondents and their Descriptors.

Unit 7: Data Preparation and Processing: Traditional Approach of Data Processing, Principles of Coding, Editing, Tabulation

Unit 8: Data Analysis and Interpretation: Nature of Interpretation, Overview of Data Analysis Process, Statistics Associated with Frequency Distribution, Measures of Shape, Measures of Dispersion

Unit 9: Multivariate Analysis: Conjoint Analysis, Applications and Problems of Conjoint Analysis, Factor Analysis, Model, Application and Limitations of Factor Analysis, Cluster Analysis, Multi-Dimensional Scaling (MDS.)

Unit 10: Research Process and Design: Research Design, Formulating the Research Problem, Features of a Good Research Design, Classification of Research Design, Case Study.

Unit 11: New Techniques in Market Research: Types of Specialized Techniques, Research in Advertising Decisions, Motivation Research, Techniques of Motivational Research, Limitations of Motivational Research, Research for Pharmaceutical Products, The Source of Information for Pharma Products, Research for Industrial Products, Sources of Information for Industrial Products.

Unit 12: Market and Sales Analysis: Types of Scale Analysis, Areas of Sales Analysis, Methods for Measuring Market Potential, Sales Forecasting, Methods of Sales Forecasting.

Unit 13: New Product Developments and Test Marketing: New Product Development, New Product Development Process, Test Marketing, Uses of Test Marketing, Guidelines for Test Marketing, Advertising Research, Importance of Advertising, Need for Advertising Research, Media Research, Copy Testing, Examples of Advertising Research Studies in India, Evaluation of Advertising Research.

Unit 14: Presentation of Research Findings: Types of Reports, Report Content, Principles of Report Writing, Various Graphic Representations and Ethical Issues, Managing Market

Research.

Unit 15: Research in Service Segments: Research through Internet Era, Methods of Online Research/Surveys, Disadvantages of Online Surveys, Ethical Issues in Marketing Research, and Responsibility towards a Client.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Understand	Learn marketing problems through marketing research.
CO302.2	Apply	Plan marketing activities through research on focus group.
CO302.3	Analyse	Develop marketing problem and rectify it.
CO302.4	Create	Exhibit research report in different styles.

Suggested Reading:

1. Market Research made easy by Don Doman
2. Marketing Research by Arelene Fink
3. Marketing Research Tool Box by Edward F McQuarrie
4. Marketing Research by Naresh K Malhotra
5. Marketing Research Tool Box by Edward F M Quarrie
6. Survey Sampling by Leslie Kish
7. Qualitative Marketing Research by David J Carson
8. Market Research by Paul N Hague

Semester	3	Course	4	Specialization	Marketing Management
Course Code	OMBM-303	Credits		Type	Specialization Course
Course Title	Sales and Distribution Management (SDM)				

Course Description:

The course encompasses familiarization of various concepts, models, scopes and details of sales and distribution channel management with organizational perspective and development of sales force in appreciation with the various channels of distribution.

Course Objectives:

- 1) To understand the different aspects of sales and distribution channels;
- 2) To enrich and equip students with requisite knowledge of various concepts and models of sales and sales force;
- 3) To keep understanding of using technology to use and improve sales force and technology;
- 4) To focus on the different aspect of the distribution channels and its importance.

Course Outline:

Unit 1: Introduction to Sales Management: Evolution of Sales Management, Challenges to Sales Management, Definition and Objectives of Sales Management, Sales Management Process, Sales– A Challenging

Unit 2: Sales Planning and Budgeting: Definitions and Meaning of Sales Planning, Characteristics of Sales Planning, Merits of Sales Planning, Sales Planning Process, Management by Objectives (MBO), Sales Budget.

Unit 3: Sales Forecasting: Sales Forecast, Factors in Sales Forecasting, Basic Concepts in Sales Forecasting, Approaches to Sales Forecasting, Techniques of Sales Forecasting, Evaluating Quantitative and Qualitative Techniques.

Unit 4: Sales Organization: Definitions of Sales Organization, Characteristics of Sales Organization, Need for Sales Organization, Structure of Sales Organization, Principles of Organizational Design, Evolution of Sales Department, Types of Sales Organizations.

Unit 5: Personal Selling Process and Approaches: Meaning of Personal Selling, Nature of

Personal Selling, Objectives of Personal Selling, Qualities of a Successful Salesperson, Personal selling and Relationship Management, Personal Selling Process, Sales Aids– Use of Technology in Sale, Trends in Personal Selling.

Unit 6: Recruiting & Selection of Sales Force: Definitions of Recruitment, Importance of Recruitment, The Recruitment Process, Selection Process, Salesmanship, Characteristics of a Good Salesman.

Unit 7: Training & Motivating Of The Sales Force: The Need of Sales Training, Merits of Sales Training, Effects of Absence of Training, Company Specific Knowledge, Product Knowledge, Industry and Market Trend Knowledge, Customers and Technology, Relationship Selling Process and Customer Education, Value Added Selling, Motivation Programs– Sales Meetings, Sales Contests, Sales Compensation.

Unit 8: Evaluation and Control of Sales Force: Role of Job Description in Objective Settings: Role of Sales Manager in Monitoring and Performance Evaluation, Building Better Team Working Skills, The 80:20 Principle, The Iceberg Principle.

Unit 9: Distribution Management: Understanding Distribution Channels, Scope of Distribution Channels, Functions of Distribution Channels, Physical Distribution Management.

Unit 10: Marketing Channels: Definition of Marketing Channels: Importance of Marketing Channels, Various Forms of Marketing Channels, Channel Behaviour, and Functions of Marketing Channels.

Unit 11: Wholesaling: What is Wholesaling?, Benefits of Wholesaling, Functions of Wholesalers, Types of Wholesalers, Marketing Decisions– Trends in Wholesaling

Unit 12: Retailing: What is retailing?, A Retailer's Position in the Society, Retail Industry– Structure and Trends, Adoption of New Technology, Functions of Retailers, Types of Retailers, Indian vs. Global Scenario in Retailing.

Unit 13: Channel Management: Channel Selection Process and Criteria, Performance Appraisal of Channel Members, Channel Conflicts, Techniques to Resolve Channel Conflicts.

Unit 14: Supply Chain Management: Concept and Significance of Supply Chain Management, Components of Supply Chain Management, Order Processing, Material Handling, Transportation, Warehousing, Inventory Management, and Reverse Logistics.

Unit 15: Technology in Distribution: Bar coding, RFID, RFID Components, Future of RFID, Electronic Payment Systems.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn basic aspects of sales and distribution channel.
CO303.2	Understand	Understand models of sales and sales force.
CO303.3	Apply	Implement technology to use and improve sales force technology.
CO303.4	Analyse	Exhibit importance of distribution channel.

Suggested Reading:

1. Jung H., Chen F.F., Jeong B., “Trends in Supply Chain Design and Management: Technologies and Methodologies”, Springer, 2007.
2. Kumar Sameer, “Connective Technologies in the Supply Chain”, CRC Press, 2007.
3. C. L. Tyagi, Arun Kumar (2004), “Sales Management”, Atlantic Publishers &Dist., New Delhi, India.
4. Mukesh Trehan, Ranju Trehan (2006), “Advertising and sales management”, V.K. Enterprises, New Delhi, India.
5. Matthew Schwartz (2006), “Fundamental of Sales Management for the Newly Appointed Sales Manager”, Amacom, New York, USA.
6. Spiro, Stanton, Rich (2003), “*Management of a Sales Force*”, Tata McGraw-Hill, New Delhi, India.
7. John T. Mentzer, Mark A. Moon (2005), “*Sales Forecasting Management: A demand Management Approach*”, Sage Publications, California, USA.
8. Ralph W. Jackson, Robert D. Hisrich (1996), “*Sales and Sales Management*”, Prentice Hall, New Jersey, USA.

Semester	3	Course	4	Specialization	Marketing Management
Course Code	OMBM-304	Credits		Type	Specialization Course
Course Title	Production and Brand Management (PBM)				

Course Description: The objective of this course is to learn fundamentals of Product and Brand Management. The aim of Product Management Part is to make participants understand competition at product level as well as brand level.

Course Objectives:

- 1) To explain various concepts of product and brand management;
- 2) To understand principles of branding, brand equity, and its components;
- 3) To understand implications of planning, implementing and evaluating branding strategies.
- 4) To highlights various problems and challenges faced by organization regarding planning and implementation of product and brands.

Course Outline:

Unit 1: Product Management - Basic Concepts: What is Product? Product Development, Marketing Organization, Factors Affecting Product Design, Product Mix & Line Decisions.

Unit 2: Developing Product Strategy: Linkage between Product Strategies with Strategic Management, Environmental Appraisal, Corporate Level Product Strategies, Business Level Product Strategies, Portfolio Analysis: BCG Matrix and GE-9Cell, Product Line Decisions and Extensions.

Unit 3: Product Life Cycle & Marketing Strategies: Introduction Phase, Growth Phase, Maturity Phase, Decline Phase, Types of Customers at Different Stages of PLC, Strategies at Different Stages of PLC, Product Life Cycle (PLC) Extension Strategies.

Unit 4: New Product Development: Market Potential & Sales Forecasting, New Product Development Process, Idea Generation & Screening, Concept Development, Test Marketing.

Unit 5: Test Marketing: Testing New Products, Concept Testing, Market Tests, Quasi Market Tests.

Unit 6: Product and Marketing Mix: Product and Pricing, Product and Channel Management,

Product and Promotion.

Unit 7: Product Launch: Preparation for Launch, The Final Decisions, The Launch Process, New Technologies for Product Launches.

Unit 8: Brands – Concepts: What is Brand? Commodities vs. Brands, The Role of Brands: Brand Image, Brand Equity, Aaker Model, Brands as Competitive Advantage.

Unit 9: Brand Positioning: Brand Knowledge, Identifying & Establishing Brand Position, Positioning Strategies, Process of Brand Positioning, Types of Branding, Brand Audit.

Unit 10: Brand Marketing: Criteria for choosing Brand Elements, Options & Tactics for Brand elements, Integrated Marketing Communication, Brand Associations.

Unit 11: Branding Strategies: Criteria for Choosing Brand Elements, Product Strategy, Pricing Strategy, Channel Strategy, Global Brand Strategy, Umbrella Brand Strategy, Line Brand Strategy, Private Labels.

Unit 12: Brand Equity: Measuring Brand Equity, Measuring Sources of Brand Equity, Growing & Sustaining Brand Equity.

Unit 13: Co-branding, Brand Extension and Multi-brand: What is Co-Branding?, The Logic of Co-branding, Brand Extension, Multi brand Policy, Managing Brands Over Time, Managing Brands Over Geographic Boundaries and Segments.

Unit 14: Winning Brands and Customer Satisfaction: Top Management Commitment to Establish Brands, Customer Satisfaction and Customer Delight, Internal Brand Building, Brand Awareness and Brand Recall, Customer Loyalty.

Unit 15: Brands and Product Innovation: Changing customer preferences, Lasting Impact of Brands, Product Innovation is Must to Sustain the Competition.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Learn the basic concept of Product and Brand Management.
CO304.2	Understand	Understand the components of Branding and Brand Equity.
CO304.3	Apply	Implications of evaluating branding strategies.
CO304.4	Analyse	Develop the result by understanding problems and challenges.

Suggested Reading:

1. Kahn, Kenneth B. (2001). New Product Planning. New Delhi, India: Response Books Page 1-6, 17-20
2. Mukherjee, Kaushik (2009) Product Management, New Delhi, India: PHI Learning Pvt. Ltd
3. Lehmann, Donald R and Winer, Russell S, (1997) Product Management, Singapore, Irwin/ McGraw-Hill
4. Majumdar, R, (1998), Product Management in India, New Delhi, India, Prentice Hall of India, Page 29-39, 66-71
5. Kotler, Philip, (1999), Marketing Management, New Delhi, India, Prentice Hall of India, page 399-404.

Semester	3	Course	4	Specialization	Marketing Management
Course Code	OMBM-305	Credits		Type	Specialization Course
Course Title	Retail Management (RM)				

Course Description:

To familiarize students with the decisions involved in running a retail firm and the concepts and principles for making those decisions. While the course focuses on the retail industry including retailers of consumer services, the content of this course is useful for students interested in working for companies that interface with retailers such as manufacturers of consumer products or for students with a general management or entrepreneurial interest.

Course Objectives:

- 1) Understand the impact of retailing on the economy,
- 2) Comprehend retailing's role in the society and conversely the society's impact on retailing;
- 3) See how retailing fits within the broader disciplines of business and marketing;
- 4) Recognize and understand the operations-oriented policies, methods, and procedures used by successful retailers in today's global economy; and
- 5) Know the responsibilities of retail personnel in the numerous career positions available in the retail field.

Course Outline:

Unit 1: Introduction to the World of Retailing: Significance and Importance of Retailing, Scope of Retailing Management, Functions of the Retailer, Wheel of Retailing, Retailing in Indian Context.

Unit 2: Retail Formats and Theories: Theories of Retail Developments, The Retail Life Cycle, Classification of Retail Outlets, Franchising.

Unit 3: Understanding Retail Consumer and Retailing Research: Factors Influencing Retail Consumer, Retail Consumer Decision Making Process, Scope of Research in Retail Marketing Management.

Unit 4: Retailing Store Locations: Types of Locations, Factors Affecting Store Location, Steps

Involved in Choosing a Retail Location, Prospective Retail Locations in India.

Unit 5: Introduction to the Retailing Mix: Products Selection and Mix, Pricing, Promotion and Communication Mix, Services Marketing Mix– Physical Evidence, People and Processes.

Unit 6: Retail Merchandising: Evolution of Merchandising, Factors Affecting Merchandising, Merchandise Planning, Merchandise Buying, Category Management, Merchandise Pricing, and Assessing Merchandise Performance.

Unit 7: Retail Management Strategies: Retail Marketing Strategy, Retail Branding Strategy, Retail Financial Strategy, National and International Expansion Strategies.

Unit 8: Retail Operations Management: Basics of Retail Store Operations, Store Administration & Premises Management, Managing Inventory and Display, Loss Prevention and Store Efficiency Management, Customer Relationship Management.

Unit 9: Retail Marketing Communication: Customer Relationship Management, Segmentation, Targeting and Positioning, Retail Image Creation, Retail Communication Mix, Using Integrated Marketing Communication for Retailing

Unit 10 Supply Chain Management: Importance of Supply Chain Management in retail, SCM as a process, Inventory and Warehousing management, Material handling and transportation, Innovations in SCM, Retail logistics

Unit 11: Retailing in Services Marketing: Nature And Characteristics Of Services Marketing, Retailing Of Major Services, Problems In Retailing Of Services

Unit 12: Retail management Information Systems: Universal Product Code Usage In Retailing, Role Of Information Technology In Retail, Limitations In Usage Of It In Retail, Applications of It, E-Commerce In Retailing, Payment Gateways And Systems

Unit 13: Issues in Retail Management: Legal Aspects In Retailing Management, Ethics In Retailing Management, Foreign Direct Investment In Retailing In India, Global Retailing Scenario

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Learn the impact of retailing in economy.
CO305.2	Understand	Understand the impact of retailing through its impact on society.
CO305.3	Apply	Manage retailing discipline of business and marketing.
CO305.4	Analyse	Develop career position available in retail field.

Suggested Reading:

1. Mukherjee A., Patel N. (2005), “Foreign Direct Investment in Retail Sector, India”, Academic Foundation, India.
2. Krafft M., Mantrala M.K. (2010), “Retailing in the 21st Century: Current and Future Trends”, Springer.
3. Bhatia S.C. (2008), “Retail Management”, Atlantic Publishers & Dist.
4. Swapna Pradhan, Retailing Management– Text and Cases, Tata McGraw-Hill
5. Kishore Biyani, It Happens Only in India- Story of Big Bazar
6. Journal of Management and Marketing Research

Semester	3	Course	4	Specialization	Marketing Management
Course Code	OMBM-306	Credits		Type	Specialization Course
Course Title	Marketing of Services (MoS)				

Course Description:

Services' marketing introduces students to state-of-the-art research and practice in services marketing. This course emphasizes discussion of the field's most current services marketing concepts, principles, and theories. Application of services marketing concepts to actual business situations is through case analysis and outside projects.

Course Objectives:

- 1) To provide an in-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges;
- 2) To develop an understanding of the "state of the art" service management thinking;
- 3) To promote a customer service-oriented mindset;
- 4) To highlight the problems and their solutions persisted in service industry;
- 5) To analyze existence and gaps within various service industries;

Course Outline:

Unit 1: Growth of Service Sector: Categories of Services, Classification of Services, Growth of Service Sector in Economy, Service Sector: The Moving Force of Indian Economy, Role of the Service Economy in Development, Service Sector Growth and Development Sustainability.

Unit 2: Issues in Marketing of Services: Marketing Mix, Extended Marketing Mix, People, Physical Evidence, Process.

Unit 3: Services Market Segmentation: Steps in Market Segmentation & Targeting for Services, Differentiation, Service Differentiation, Positioning, Positioning and Differentiation Strategy, Segmentation, Targeting, Differentiation and Positioning.

Unit 4: Demand Management and Productivity: Managing Capacity, Patterns and Determinants of Demand, Using Market Mix to Shape Demand Patterns, Demand & Capacity Imbalance, Strategies for Shifting Demand to Match Capacity, What is the Constraint on

Capacity? Waiting Lines, Productivity, Yield Management.

Unit 5: Customer Satisfaction & Service Quality: Service Quality, Determinants of Customer-Perceived Service Quality, Five Critical Aspects of Service Quality, The Distinction between Customer Satisfaction and Service Quality, Approaches to the Improvement of Service Quality, SERVQUAL, Service Quality Model (or) GAP model, Service Encounter, Three-Stage Model of Service Consumption, Touch Points, Moments of Truth, Role of HR & Internal Marketing, Service Failure– Recovery.

Unit 6: Tourism & Travel Services: Tourism Marketing, Types of Tourists, Different Forms of Tourism, Hotel Marketing, Reasons Behind Growth of Hotel Industry, Air Line Services Marketing, Travel Services Marketing, Railway Services Marketing, Growth in Tourism, Emerging Trends, Indian Travel and Tourism Industry.

Unit 7: Transportation and Logistics Services Marketing: Improving Effectiveness of Logistics Management, Transportation, Sound Inventory Management, Warehousing, Materials Handling & Packaging, Logistics Automation, Logistics Outsourcing, Multimode Freight Transportation Services Marketing, Courier Services Marketing, Marketing Logistic Services.

Unit 8: Marketing of Financial Services: Marketing of Insurance Services, Banking Services Marketing, Portfolio Management Services, Factoring Services, Mutual Funds Marketing.

Unit 9: IT and Communication Services: Information Technology Services Marketing, Telecom Services Marketing, Computer Networking Services.

Unit 10: Media Services: Entertainment Services, Newspaper Marketing, Broadcasting Services Marketing.

Unit 11: Health Care Services: Hospital Service Marketing, Hospital Marketing Mix, Medical Transcription Services.

Unit 12: Professional Services: Consultancy Service Marketing, Advertising Services Marketing, Marketing Research Services Marketing, Retail Services Marketing.

Unit 13: Education and Extension Services: Education Services Marketing, Training Services Marketing, Agriculture Services Marketing.

Unit 14: Public Services: Social Marketing, Religious Services Marketing.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn opportunities to address challenges.
CO306.2	Understand	Understand the role of service industry in market growth.
CO306.3	Apply	Manage service management thinking by learning service aspects.
CO306.4	Analyse	Exhibit gaps within various service industries.
CO306.5	Evaluate	Implement service-oriented mind set.

Suggested Reading:

1. Services Marketing - Zeithaml, Bitner, Gremler and Pandit, TMGH, 4th Edition.
2. Service Marketing: Concepts, Applications and Cases– Rampal and Gupta, Galgotia, 2000
3. Saxena Rajan MM, (1997), Services Marketing, Tata McGraw-Hill, New Delhi
4. Edward Hasted; Software That Sells: A Practical Guide to Developing and Marketing Your Software Project; John Wiley and Sons (2005); ISBN 10: 0764597833 ISBN 13:9780764597831
5. Influence of Social Media on Social Services: A Study of Youngistan, Piyush Kant Pyasi, Nitin Kr. Saxena, Pranay Karnik -

Semester-III Human Resource Management Specialization

Semester	3	Course	4	Specialization	Human Resource Management
Course Code	OMBH-301	Credits		Type	Specialization Course
Course Title	Manpower Planning (MP)				

Course Description:

This course contains the systematic and through knowledge of manpower planning in organizations. The objective of this course is to help students understand the fundamental concepts of manpower planning. This course will enable students to make the systematic availability of manpower in the organization.

Course Objectives:

- 1) To understand the manpower requirement of an organization;
- 2) To forecast the manpower requirement of the organization;
- 3) To understand the impact of technology on manpower planning; and
- 4) To understand the benefits of planned manpower planning.

Course Outline:

Unit 1: Introduction of Manpower Planning & Resourcing: Definitions of Manpower Planning & Resourcing, Features of Human resources planning, Limitations of Human Resources Planning, Short-term and Long-term Manpower Planning.

Unit 2: Forecasting of Manpower Planning: Steps for the HR Forecasting Process, Challenges with Human Resource Planning, Sales Forecasting Techniques, Importance of Environmental, Political & Social and Technological.

Unit 3: HR/ Manpower Planning Scope: Scope of the Manpower Planning, Plans for all Functions of HR.

Unit 4: Key Influences of Manpower Planning: Key Influences of Manpower Planning, Levels of HRP, Implementing Human Resource Programme to Address Anticipated Problems, Impact of Technology on HRP.

Unit 5: Planning & Resourcing: Strategic Human Resource Management, Development of

Action Plan, Needs for Systematic Manpower Planning, Recruitment, Process of Recruitment, Selection, Process of Selection, Evaluation of Training.

Unit 6: Developing a Talent Pool: Objectives of Career Planning, Career Stages, Career Development, Career Development Cycle, Model for Planned Self-Development, Succession Planning, Elements of Succession Planning, An Excellent Succession Plan.

Unit 7: Strategic Human Resource Planning: Making the HR Strategy Integral to an Organization, A Strategic Human Resource Planning Model, Setting the Strategic Direction, Designing the Human Resource Management System, Planning the Total Workforce, Generating the Required Human Resources, Investing in Human Resource Development and Performance, Assessing and Sustaining Organizational Competence and Performance.

Unit 8: Work Environment: Leadership, Difference between a Leader and a Manager, Characteristics of Leadership, Functions of Leader, Communication, Types of Communication, Industrial Health, Importance of Industrial Health, Statutory Provisions for Health, Employment Safety, Significance of Industrial Safety.

Unit 9: Organizational Structure and Effectiveness: Concept of Organization Structure, Components of Organization Structure, Types of Organization Structure, Dimensions of Organization Structure, Organizational Design, and Organizational Effectiveness.

Unit 10: Additional Resources: Managing Talent, Influencing Factor, Developing Talent Pool, Attracting External Talent, Entry Interviews, Exit Interviews, Attraction Strategies, Need for New Strategies, Recruitment Strategies, Retention Strategies, Component of Retention Strategies.

Unit 11: Demand and Supply Forecasting: Methods and Techniques: Manpower Forecasts, Issues and Objectives, Conceptual Issues, Objectives of Manpower Forecasts, Types of Manpower Forecasts; Micro and Macro Forecasting, Macro Forecasting, Micro Forecasting, Manpower Forecasting Techniques, Manpower Supply Forecasting, Supply Forecasting Technique, Database for Manpower Forecasting.

Unit 12: Emerging Trends and Issues in HR: New HR Roles and Competencies, HR's Role as a Strategic Partner, The HR Scorecard Approach, HR and Six Sigma Practices, Steps for Six Sigma, HR and Innovation and Creativity, HR and BPO and HRO.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Understand manpower requirement.
CO301.2	Understand	Understand requirement of manpower planning.
CO301.3	Analyse	Implement manpower requirement.
CO301.4	Create	Train on skills development through planning and execution.

Suggested Reading:

1. Udai Pareek, and TV Rao, Designing and Managing Human Resource System, Oxford and IBH Publishing Co. New Delhi.
2. Verma P., Personal Management in Indian Organization, Oxford and IBH Publishing Co., New Delhi.
3. Singh, P.N., Developing and Managing Human Resources, Suchandra Publications, Bombay 1992.
4. Sikula, A.F., and Mckenna, J.F., The Management of Human Resources, John Wiley, New York, 1984.
5. Argyris C. Personality and Organization, Harper & Row, New York, 1957
6. Basu M.K, Managerial Performance Appraisal in India, Vision Books, New Delhi, 1998.
7. Bhattacharyya.K., Human Resource Development, IIMS 1997
8. Fombrum, C., Noel, MT, and Marry, A.D., Strategic Human Resource Management, John Wiley, New York, 1984.

Semester	3	Course	4	Specialization	Human Resource Management
Course Code	OMBH-302	Credits		Type	Specialization Course
Course Title	Compensation Management (CM)				

Course Description:

This course is designed to promote the understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services, and other forms of organizations and to impart skills in designing analyzing and restructuring reward management systems, policies, and strategies.

Course Objectives:

- 1) To understand the fundamental concept of compensation;
- 2) To understand the different types of incentive system in an organization; and
- 3) To impart the skills in designing the payroll for employees of an organization.

Course Outline:

Unit 1: Compensation – Concepts and Context: Evolution of Compensation, Components of Compensation System, Types of Compensation Plans, Need of Compensation Management, Essentials of an Equitable and Ideal Compensation System, Terminology, Importance of Compensation Management.

Unit 2: Compensation Designing and Evaluation: Compensation Tools, Designing a Compensation System, Evaluation of Compensation, The Legal Environment and Pay System Governance.

Unit 3: Job Analysis: Uses of Job Analysis, History of Job Analysis, Approaches to Analyzing Jobs, Job Analysis Methods, Job Descriptions.

Unit 4: Job Evaluation: Objectives of Job Evaluation, Background of Job Evaluation, Prevalence of Job Evaluation, Job Evaluation Process, Types of Job Evaluation Plan, Job Evaluation Methods, Administration of Job Evaluation.

Unit 5: Payroll Management: Forms for Maintaining Database of Employees, Components of Payroll, Payroll Management Processes, Payroll Outsourcing, Significance/Benefits of Payroll

Outsourcing, Why Payroll Outsourcing?

Unit 6: Performance Management: Objectives of Performance Management, Evolution of Performance Management, Effective Performance Management System, Need of Performance Management System, Performance Appraisal & Performance Management, Benefits of Performance Management System, Pre-requisites of Performance Management System, Factors Affecting Performance Management System, Performance Management & Rewards Practices.

Unit 7: Performance Appraisal: Techniques of Performance Appraisal, Purpose of Performance Appraisal, Challenges of Performance Appraisal, Pre-requisites of Effective & Successful Performance, Process of Performance Appraisal, Approaches to Performance Appraisal, Performance Review, Evaluation of Performance Appraisal: Scorecard, Self-Appraisal, How to Write a Performance Appraisal, Linking Compensation to Performance.

Unit 8: Reward Systems: Features of Reward, Criteria for Rewarding the Performance, Designing a Reward System and Recognition Solution, Types of Rewards, Reward Management Process, Reward Strategy, Reward Structure.

Unit 9: Incentives & Performance Linked Pay System: Classification of Incentives, Pre-requisites of Effective Incentive Scheme, Types of Incentive Schemes, Employee Incentive Program, Group Incentive Plans, Incentive Plans for In-direct Workers, Incentive Plans for Blue-Collar Workers, Incentive Plans for White-Collar Workers, Incentives for Management, Performance Linked Pay (PLP), Types of PLP, How to Start Employee Incentive Program, Steps in Designing Incentive Schemes.

Unit 10: Wages, Allowances & Benefits: Types of Wages, Allowances, Types of Allowances, Fringe Benefits, Objectives of Fringe Benefits, Types of Fringe Benefits, Flexible Benefits, 401k Compensation System.

Unit 11: Bonus, Profit-Sharing & Esop: The Payment of Bonus Act, 1965, Profit-Sharing, Gain-sharing, Difference Between Profit-Sharing & Gain-Sharing, Employee Stock Option Plan.

Unit 12: Employee Retention & Attrition: Why do Employees Leave?, Need & Importance of Employee Retention, Employee Retention Strategies, Role of Motivation in Employee Retention, Role of HR in Employee Retention, Role of Team Leaders and Supervisors in Employee Retention, Employee Engagement and Employee Retention, Challenges in Employee Retention, How to Retain the Best Employee, Qualities in an Organization for a Better

Employee Retention, After Effects of a Poor Employee Retention, Attrition, Employee Attrition in India, Signs of Employee Attrition.

Unit 13: Compensation & IT Sector: Innovative Compensation Packages, ESOP's, Compensation Packages in BPO & KPO, Compensation Packages in Software & Hardware Services, Entry Level Compensation Packages, Management Level Compensation Packages, Low compensation and Attrition, Compensation as a Hygiene Factor.

Unit 14: Recent Trends in Compensation: Principles of New Trends in Compensation, New Trends in Compensation, Future of Compensation Management.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Learn the incentive system in an organization.
CO302.2	Understand	Understand and learn basic fundamentals of compensation.
CO302.3	Apply	Apply recent trends of compensation.
CO302.4	Create	Impart skills to design the payroll of employees.

Suggested Reading:

1. Compensation & Reward Management-B.D.Singh, 1st Edition
2. Strategic Compensation Management-Markocchio-Pearson Education-3rd Edition
3. Compensation Management in Knowledge Based World-Richard Hendersen, Pearson Education,10th edition
4. Compensation Management-TapomayDev- 1st Edition-Excel Publications
5. Personnel Management : C.B. Mamoria
6. Cost Accounting Methods and Problems : B.K.Bhar
7. K. Ashwathappa , Human Resource Management, Tata McGraw-Hill, 4th Edition

Semester	3	Course	4	Specialization	Human Resource Management
Course Code	OMBH-303	Credits		Type	Specialization Course
Course Title	Performance & Potential Management (PPM)				

Course Description:

This course contains the detail understanding of the concept of performance appraisal. This course will create understanding among students about how to evaluate the performance of the employees in an organization.

Course Objectives:

- 1) To provide students with an understanding about the concept of performance appraisal; and
- 2) To facilitate the learning related to performance appraisal, planning, and goal setting.

Course Outline:

Unit 1: Performance Management System: Performance Management and Performance Appraisals, Differentiating Performance and Potential, Performance Planning, Performance Coaching, Career Planning, Traditional Performance Management, Modern Performance Management Systems, Five Components of Performance Management, Pre-requisites for PM System Implementation, Key benefits of Performance Management, Performance Management Process Overview, Succession and Separation Planning, Compensation Management, Separation Planning.

Unit 2: Performance Planning and Goal Setting: Essentials/Pre-Requisites of Performance Planning, Performance Planning Cycle, Performance Management Cycle, How to Set Goals/Goal Setting Procedure, Important Steps to Goal Setting, Management by Objectives (MBO), Cultural Issues, Leadership and Organizational Culture, Performance and Communication, Performance Management Plan, Individual and Team Goals Setting, Linkage of Individual and Team Goals to Organizational Goals, Advantages of Goal Setting, Pitfalls to Avoid in Goal Setting.

Unit 3: Performance Appraisals: Understanding the Importance of Appraisals, Objectives of Appraisals, Performance Appraisal System, Performance Appraisal Process and Model, Performance Appraisal Methods, Successful Performance Assessments, Purpose of

Performance Appraisal, Role and Benefits of Performance Appraisal, Frequency of Appraisals, Performance Appraisal Model, Approaches and Ethics of Performance Appraisal, Design of Appraisal System, Performance Appraisal and Total Quality Management (TQM), Documentation of Appraisal System, Good practices of Appraisal System.

Unit 4: Performance and Training: Performance Appraisal and Creation of Training Needs, Evaluating Training Results Through Continuous Feedback, Improving Performance through Feedback, 360 Degree Evaluation Method, Improving Training Impact Through Effective Presentations.

Unit 5: Performance Feedback, Coaching and Counselling: Understanding the Importance of Appraisals, Performance Appraisal- A Training need Assessment Tool, Developmental Objectives of Performance Appraisals, Dealing with Poor Performance, Three-Step process of Addressing and Resolving Poor Performance, Counselling for Better Performance, Formula for Maximizing Performance, The Role of the Supervisor, Supervisory Tools: Feedback, Coaching and Counselling, The Counselling Process, Feedback Mechanism in an Organization.

Unit 6: Performance Parameters and Key Principles in Human Performance Improvement: Performance Parameters, Key Principles in Human Performance Improvement, Meta-Talk, Attitudes/Habits, Skills/Ideas, Passion/Speed, Management of Performance Through Appraisal, Process of Performance Appraisal, Performance Appraisal and Creation of Training Needs, Importance of Training, Future Oriented Appraisals, Performance Interview.

Unit 7: Current Trends in Performance Management System: Compensation for Performance, Promotions, Assessment– Self and Organization, Reducing Staff Turnover Through Exit– Interviews, Need for Improving Organizational Charts, Performance Analysis in Changing Business Scenario, 360 Degree Assessment Concept, FAQ about 360 Degree Feedback and Its Answers, Myers– Briggs Type Indicator, Assessment Center, System of Pay for Performance, Team Compensation, Pay Based Training and Problem Solving.

Unit 8: Performance Competencies: Overview of Performance Management Framework, Performance Planning and Goal Setting, Performance Review Cycle, Feedback, Coaching and Development Planning, Competencies, Assessment and Final Rating, Making the Performance Review Effective, Performance Culture, Applicability of PMS, Formats.

Unit 9: Self-Motivation for Managing Super Self Performance: Self Awareness, Managing to

Motivate, Managing the Self-Performance, Global Markets, My Strength, Self or Organization, Five Types of Competency Characteristics, Causal Relationships, Criterion Reference, Competency Models, Competency Mapping, Tips for Conducting Competency Assessment.

Unit 10: Performance Appraisal Format and 360 Degree Sample Report: KRAs.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn performance appraisal, planning, and goal setting.
CO303.2	Understand	Understand basic concepts of performance appraisal.
CO303.3	Analyse	Enhance job opportunities through understanding performance management.

Suggested Reading:

1. K. Ashwathappa, Human Resource Management, Tata MacGraw-Hill, 4th Edition
2. T. V. Rao, Performance Management, Response Books, 1st Edition
3. Personnel Management by Edwin Flipp
4. Personnel Management by C.B. Mamoria

Semester	3	Course	4	Specialization	Human Resource Management
Course Code	OMBH-304	Credits		Type	Specialization Course
Course Title	Labour Laws (LL)				

Course Description:

This course contains the detail knowledge about different labor laws included in the labor legislation. This course is designed to give through learning and deep understanding of labour laws and implementation of this act in the industry.

Course Objectives:

- 1) To make the students understand the rationale behind labour laws;
- 2) To equip students with the important provisions of various labour laws; and
- 3) To give students an insight into the implementation of labour laws.

Course Outline:

Unit 1: The Industrial Disputes Act, 1947 (Part 1): Authorities under the Act, Notice of Change, Grievance Settlement Authority, Reference of Disputes to Board, Court or Tribunals, Procedures, Powers and Duties of the Board, Court, Tribunals, Strikes and Lock-Outs Schedules.

Unit 2: The Industrial Disputes Act, 1947 (Part 2): Lay-off and Retrenchment, Special Provisions Relating to Lay-Off, Retrenchment and Closure in Certain Establishment, Unfair Labour Practices and The Fifth Schedule, Penalties, and Miscellaneous.

Unit 3: The Industrial Employment (Standing Orders) Act, 1946: Certification of standing orders, Subsistence allowance, Miscellaneous, Schedule, Model Standing Orders

Unit 4: The Contract Labor (Regulation & Abolition) Act, 1970: The Advisory Board, Registration of establishments employing contract labour, Licensing of contractors, Welfare and Health of contract labour, Penalties and Procedure, Miscellaneous

Unit 5: The Factories Act, 1948: Definitions, Licensing, Occupier, Inspecting staff, Health, Safety, Welfare, Working Hours for Adults and Employment of Young Persons, Annual Leave with Wages, Special Provisions, Penalties and Procedure, and Supplemental.

Unit 6: The Mines Act, 1952: Inspecting Staff, Committees and Management of Mines, Health and Safety, Working Hours, Leave with Wages, Special Provisions, Penalties and Procedure,

and Miscellaneous.

Unit 7: Plantations Labor Act, 1951: Registration of Plantations, Inspecting Staff, Provisions as to Health and Welfare, Hours and Limitation of Employment, Leave with Wages, Accidents, Penalties and Procedure, and Miscellaneous.

Unit 8: The Motor Transport Workers Act, 1961: Definitions and Registration, Inspecting Staff, Welfare and Health, Hours and Limitations of Employment, Employment of Young Persons, Wages and leave, Penalties and Procedure, and Miscellaneous.

Unit 9: The Child Labor (Prohibition and Regulation) Act, 1986 and The Children (Pledging Of Labor) Act, 1933: Prohibition of Employment and Regulation of Conditions of Work, Miscellaneous, and Pledging of Child Labor.

Unit 10: The Payment of Wages Act, 1936: About Payment of Wages, Wage Period, How Wages are Paid, Authorized Deductions, Records, Inspector, Settlement of Claims, Appeal, Penalty, and Other Provisions.

Unit 11: The Minimum Wages Act 1948: Fixing and Revising Minimum Wages, The Advisory Boards, Calculation of Wages, Registers and Records, Inspectors, Claims, Penalties, and Other Provisions.

Unit 12: The Payment of Bonus Act, 1965: Computations, Eligibility and Disqualification for Bonus, Payment of Minimum and Maximum Bonus, Set-On and Set-Off, Deductions and Time Limit for Payment of Bonus, Other Provisions, and Penalties.

Unit 13: The Payment of Gratuity Act, 1972: Continuous Service and Controlling Authority, Calculation of Gratuity, Inspectors and Penalties.

Unit 14: The Employees' Provident Funds and Miscellaneous Provisions Act, 1952: EPF Scheme, EFP Scheme, EDLI Scheme, EPF Appellate Tribunal, Inspectors and Penalties, Special Provisions, and Schedules.

Unit 15: The Employees' State Insurance Act, 1948: Corporation, Standing Committee and Medical Benefit Council, Finance and Audit, Contributions, Benefits, General, Transitory Provisions, Adjudication of Disputes and Claims, Penalties, and Miscellaneous.

Unit 16: The Employees' Compensation Act, 1923: Compensation, Accidents, Other

Provisions, Penalties and Procedure.

Unit 17: The Maternity Benefit Act, 1961: Prohibitions, Benefits and Leave, Inspectors, Other Provisions, and Penalties.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Learn various provisions of labour laws.
CO304.2	Understand	Understand the rationale behind labour laws.
CO304.3	Analyse	Analyse the benefits of laws in an organization.
CO304.4	Apply	Develop and implement activities of labour laws by learning modules.

Suggested Reading:

1. The Maternity Benefit Act, 1961, Bare Act
2. Current Labor Reports
3. The Employee's Compensation Act, 1923, Bare Act
4. The Payment of Wages Act, 1936 Bare Act

Semester	3	Course	4	Specialization	Human Resource Management
Course Code	OMBH-305	Credits		Type	Specialization Course
Course Title	Training & Development (T&D)				

Course Description:

This course contains the detailed knowledge of the different training methods and training program. This course will enable the learner to know how to plan and implement the training program into an industry.

Course Objectives:

- 1) To make students understand training need analysis;
- 2) To help students design training programmes; and
- 3) To make students understand and design the training methods.

Course Outline:

Unit 1: Introduction to Training and Development: Objectives of Training, Need for Industrial Training, Need for Training at the Individual, Operational or Organizational Levels, Importance of Training, Meaning and Distinction: Education, Training and Development, Challenges to HRD, Training Requires Professionalism.

Unit 2: Training Need Assessments: What is Need Assessments? Why is Need Assessment Necessary?, The Training Needs Assessment Process, Methods of Training Need Assessments, Four steps of Conducting a Need Assessment.

Unit 3: Training and Learning: Definitions of Learning, Principles of Learning, Difference Between Training and Learning, Learning Theories and Training, Learning Process, Learning Cycle.

Unit 4: Training Design and Development: Principles of Training Design, Design Process, Determine the Structure, Models of Training Design, Determining the Training Content.

Unit 5: Implementation: Implementation of In-House Program, Mobilizing the Resources, Infrastructure and Logistic Management, Selection and Training of Trainers, Executing the Program.

Unit 6: Training Delivery Methods: Training Delivery Media, Uses of Media, Selecting a Training Method, Overview of Training Methods/Techniques, Training Methods and Learning Situations, Classifications of Training Methods and Learning Situations.

Unit 7: Effectiveness and Evaluation of Training: Types of Evaluation, Process of Evaluation, How to apply the Model, Considerations.

Unit 8: Career Planning and Employee Development: Career Planning, Career Development Process, Methods for Career Development, Approaches to Employee Development.

Unit 9: New Areas in Training and Development: Innovation in Training, Computer Based Training, Modular Program, Action Learning, Competency Based Training, Neuro Linguistic Program.

Unit 10: Organization of Training: Facilitation Skills, ILO on Training in New Skills.

Unit 11: E-Learning: Types of e-Learning, Significance of e-Learning, Advantages and Disadvantages, Teacher student Interaction, Train the e-Trainer, Classroom Learning and e-Learning Differences, Criticism of e-Learning.

Unit 12: Employee Counselling: Objectives and Goals, Counselling Process, Approaches to Counselling, Types of Counselling, Mentoring, Process of Mentoring, Classification of Mentoring Programmes, Ethical Issues in Mentoring, Possible Pitfalls.

Unit 13: Train the Trainer: Trainer Competencies, Technical Competencies, Attitudes, Skill that Empower, Important Areas of Knowledge, Recruitment and Selection of Trainers, Training the Trainers.

Unit 14: Concept of Management Development: Need & Importance of Management Development Program, Components of Management Development Programme.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Remember the objectives of training.
CO305.2	Understand	Understand the purpose of training for better growth in an organization.
CO305.3	Analyse	Exhibit training program by learning modules.
CO305.4	Apply	Implement methods of training by understanding.
CO305.5	Evaluate	Develop skills through training.

Suggested Reading:

1. Rao T.V. (1985). Developing Human Resources. In Leonard D Goodstein and J. William Pfeiffer(eds) The 1985 Annual University Associates
2. Kalekar B.D.(1993) Human Resource Development. Northern book Centre, New Delhi, p.29
3. Glossary of Training Terms,1981. London:HMSO
4. R.J.Campbell,” HR development Strategies,” in developing Human Resources, ed.K.N.Wexley, Washington, DC:BNA Books, 1991:5-1-5-34; J.K. Berry, “ Linking Management Development to Business Strategy,” Training and Development Journal, August 20-22
5. Kolb D.A, Learning Style Inventory: Technical Marvel,Mc Bes Eistain.
6. PareekUdai. Understanding Organization Behavior, Oxford University Press, New Delhi(2004)
7. Jinks Michael, Training, Blandford Press, Dorset(1979)
8. Morgan Clifford T, Richard A King, Nancy M Robinson, Introduction to Psychology, Tata McGraw-Hill, New Delhi(1979) p. 149

Semester	3	Course	4	Specialization	Human Resource Management
Course Code	OMBH-306	Credits		Type	Specialization Course
Course Title	Organizational Design, Development and Change (ODDC)				

Course Description:

This course contains the detailed understanding about an organization and its structure. This course will enable the learner to know the different structure of an organization. This course also contains the detail understanding about the organizational developmental theories, and the different intervention module for organizational development.

Course Objectives:

- 1) To develop an understanding of the nature, functioning, and design of organization;
- 2) To be able to understand the theories and practice relating to the processes of organization development and change; and
- 3) To develop an insight and competence in diagnostic and intervention processes and skills for initiating and facilitating organizational processes and changes in an organization.

Course Outline:

Unit 1: Understanding Organizations: What is an Organization?, Importance of Organization, Approaches to Understand Organizations, Open Systems Approach, Organizational Configuration Approach, How Does an Organization Create Value?, Fundamentals of Organizational Theory, Design and Change, Organizational Theory, Organizational Structure, Organizational Culture, Organizational Design and Change.

Unit 2: Organizational Stakeholders and Managers: Organizational Stakeholders, Inside Stakeholders, Outside Stakeholders, Organizational Effectiveness: Satisfying Stakeholders' Goals and Interests, Competing Goals, Allocating Rewards, Top Managers and Organizational Authority, The Chief Executive Officer, The Top Management Team, Other Managers.

Unit 3: Ethics in Organizations: An Agency Theory Perspective, The Moral Hazard Problem, Solving the Agency Problem, Top Managers and Organizational Ethics, Sources of Organizational Ethics, Why do Ethical Rules Develop? Why Does Unethical Behavior Occur?, Creating an Ethical Organizational.

Unit 4: Organizing in a Changing Environment: Understanding Organizational Environment, The Specific Environment, The General Environment, Sources of Uncertainty in the Organizational Environment, Environmental Complexity, Environmental Dynamism, Environmental Richness, Resource Dependency Theory, Inter-organizational Strategies for Managing Resource Dependencies, Strategies for Managing Symbiotic Resource Interdependencies, Developing a Good Reputation, Cooperation, Strategic Alliances, Merger and Takeover, Strategies for Managing Competitive Resource Interdependencies, Collusion and Cartels, Third-Party Linkage Mechanisms, Strategic Alliances, Merger and Takeover, Transaction Cost Theory, Sources of Transaction Costs, Transaction Costs and Linkage Mechanisms, Bureaucratic Costs, Using Transaction Cost Theory to Choose an Inter Organizational Strategy.

Unit 5: Understanding Organizational Designs: Organizational Roles, Sub-Units: Functions and Divisions, Vertical and Horizontal Differentiation, Organizational Design Challenges, Balancing Differentiation and Integration, Integration and Integrating Mechanisms, Differentiation vs. Integration, Balancing Centralization and Decentralization, Centralization vs. Decentralization of Authority, Balancing Standardization and Mutual Adjustment; Formalization: Written Rules, Socialization: Understood Norms, Standardization vs. Mutual Adjustment, Mechanist and Organic Organizational Structures, Mechanist Structures, Organic Structures, The Contingency Approach to Organizational Design.

Unit 6: Understanding Organizational Structure: Authority: How and Why Vertical Differentiation Occurs, Emergency of the Hierarchy, Size and Height Limitations, Problems with Tall Hierarchies; Ideal Numbers of Hierarchical Levels: The Minimum Chain of Command, Span of Control, Control: Factors Affecting the Shape of the Hierarchy, Horizontal Differentiation, Centralization, Standardization, Functional Structure, Advantages of a Functional Structure, Control Problems in a Functional Structure, Solving Control Problems in a Functional Structure; Divisional Structure 1: Three Kinds of Product Structure, Product Division Structure, Multi-division Structure, Product Team Structure; Divisional Structure 2: Geographic Structure; Divisional Structure 3: Market Structure, Matrix Structure, Other Forms of Organizational Structure, Bureaucracy, Hybrid Structure, Network Structure, Boundary Less Organization.

Unit 7: Concept of Change: Meaning of Organizational Change, Targets of Organizational Change, Nature of Organizational Change, Factors Affecting the Change, Planned Change,

Types of Planned Change, Levels of Change, Change Cycle, Creating Change.

Unit 8: Organizational Resistance to Change: Reactions to Change, Factors Leading to Resistance to Change, Consequences of Resistance to Change, Strategies for Introducing Planned Change, Techniques to Manage Resistance During Change.

Unit 9: Organizational Change and Change Agents: Change Agent: Definition and Meaning, Types of Change Agents, Key Roles in Organizational Change, Difference between Internal and External Change Agent, Characteristics of Good Change Agent, Timing the Entry of the Consultant/Agent in the Organization, What can a Change Agent Change?

Unit 10: Strategic Management of Change: Strategic Management of Change, Sequential Process of Planned Change, Change Process as a Problem Solving and Problem Finding Approach, Approaches to Managing Organizational Change, Change Management: Skill and Abilities Requirements, Change Management: Four Basic Strategies, Factors in Selecting Change Strategy, Change Strategy Formulation and Implementation, Evaluation in the Strategic Change Process, Guidelines to Management of Effective Change.

Unit 11: Understanding Organizational Diagnosis: Meaning of Diagnosis, Concept of Organizational Diagnosis, Phases in Diagnosis, Methodological Planning, Collection of Data

Unit 12: Organizational Development: Overview of the Field of Organizational Development, Organizational Development as a Distinctive Consulting Method, Values, Beliefs and Assumptions in Organizational Development, Managing the OD Process, The Action Component: OD Interventions, Program Management Component, How to Avoid Pitfalls in Organizational Change Programs.

Unit 13: Organizational Development Interventions Techniques – 1: Understanding OD Interventions, Guidelines for Choosing and Sequencing Interventions, Types of Interventions Based on Causal Mechanisms, Outcomes of OD Interventions, Classifying OD Interventions.

Unit 14: Organizational Development Interventions Techniques– 2: Sensitivity Training, Role Analysis Technique, Role Negotiation Technique, Force Field Analysis, Process Consultation, Organization Mirror Interventions, Survey Feedback, Grid OD

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the basic aspects of Organizational design and change.
CO306.2	Understand	Differentiate theory and practice related to development and change.
CO306.3	Apply	Implement skills for organizational processes and change.

Suggested Reading:

1. Pathak Harsh (2011) Organizational Change, Pearson, India
2. Jones Gareth R. and Matthew Mary (2011) Organizational Theory, Design, and Change, Pearson, India
3. Robbins Stephen P. and Sangh Seema, Organizational Behavior
4. French Wendell L. and Bell Cecil H. Jr, Organizational Development, PHI

Semester-III Financial Management Specialization

Semester	3	Course	4	Specialization	Financial Management
Course Code	OMBF-301	Credits		Type	Specialization Course
Course Title	Capital & Financial Markets (CFM)				

Course Description:

This course will be useful for students to know about the concept of financial market and its use in an organization. A financial market brings buyers and sellers together to trade in financial assets. Money markets are used by the government and corporate entities to borrow and lend in the short-term. Capital markets are used for long-term assets, which have maturities of greater than one year.

Course Objectives:

- 1) To make students familiar with the analytical tools used for financial analysis;
- 2) To understand the accounting aspects;
- 3) To get acquainted with the concept of the IFRS;
- 4) To have knowledge of convergence of Indian Accounting Standards with the IFRS; and
- 5) To know the comparative analysis of Indian GAAP and the IFRS.

Course Outline:

Unit 1: Financial Institutions: Different Groups of Institutions, Reserve Bank of India, Commercial Banks, Development Financial Institutions, Insurance Institutions, and Other Financial Institutions.

Unit 2: Securities and Exchange Board of India: Overview of the Securities and Exchange Board of India Act, 1992, Powers and Functions of SEBI, Investigations by SEBI, Registration Certificate by SEBI, Penalties and Adjudication, Securities Appellate Tribunals, and Private Placement to Qualified Institutional Buyers.

Unit 3: Non-Banking Financial Companies: Functions of Non-Banking Financial Companies, Role of Different Non-Banking Financial Companies, Regulations Regarding Non-Banking Financial Companies, Causes for Failure of NBFCs.

Unit 4: Venture Capital: Functions of Venture Capital, Modes of Finance by Venture Capital,

Role of SEBI in Venture Capital, and Venture Capital Scenario in India.

Unit 5: Stock Exchanges in India: Functions of Stock Exchange, Bombay Stock Exchange, National Stock Exchange, Trading in Stock Exchange, and Depositories Services.

Unit 6: Stock Markets Indicators and Interest Rates: Objectives of Indices, Types of Indices, Sensex, Nifty, Interest Rates.

Unit 7: Capital Markets: Functions of Capital Market, Players in Capital Market, Role of SEBI in Capital Market, Investment Instruments in Capital Market, Modes of Raising Finance in Capital Market.

Unit 8: Money Markets: Functions of Money Market, Role of RBI in Money Market, Players in Money Market, and Instruments Used in Money Market.

Unit 9: Merchant Banking: Evolution of Merchant Banking, Role of Merchant Banker in Capital Market, SEBI Guidelines Regarding Merchant Banker.

Unit 10: Mutual Funds: The Evolution of Mutual Funds, The Concept of Mutual Fund, Types of Mutual Fund Schemes, Net Asset Value, Mutual Funds Functioning in India.

Unit 11: Trading In Derivatives: Intra-day Trading, Trading in Futures, Trading in Options, Risk in Derivatives Trading.

Unit 12: Credit Rating: Need for Credit Rating, Parameters of Credit Rating, Credit Rating Agencies, Credit Rating Symbols, Country Risk Rating.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Learn the tools for financial analysis.
CO301.2	Understand	Enhance comparative analysis of Indian GAAP and the IFRS
CO301.3	Analyse	Compare accounting aspects with financial markets.
CO301.4	Apply	Learn Indian Accounting Standards to implement them in corporate life.

Suggested Reading:

1. Derivatives Market: Robert L McDonald.
2. How to Save Income Tax Through Tax Planning by R N Lakhota and Subhas Lakhota

Semester	3	Course	4	Specialization	Financial Management
Course Code	OMBF-302	Credits		Type	Specialization Course
Course Title	Financial Institutions and Banking (FIB)				

Course Description:

This course is structured to help students master the established management principles and to confront the perplexing issues of risk, regulation, technology, and competition, that bankers and other financial-service managers see as their greatest challenges for the present and future. Students will be exposed to key trends and changes in the financial services sector. In addition, student will learn about various career opportunities in the banking and financial institution field. With this relevant information, students will be able to grasp the rapid changes that are happening in this course area and the real world. Content and discussion will cover both domestic and international banking activities.

Course Objectives:

- 1) To be able to familiarize the students with the concepts of banking and financial institutions;
- 2) To be able to understand functions of financial institutions;
- 3) To be able to describe components of the financial system; and
- 4) To be able to understand the concept, features, importance and problems faced by co-operative banks.

Course Outline:

Unit 1: Introduction to Indian Financial System: Financial system: Significance and Definition, Functions of the Financial System, Structure of the Financial System, Indian Financial System, Major Issues in the Indian Financial System: Narsimham Committee Report (1991)

Unit 2: Introduction to Banking Sector in India: Meaning and Definition of Banking, Functions of Bank, History of Banking, Classifications of Banks, Reforms in Banking Sector, E-Banking.

Unit 3: Reserve Bank of India: History of RBI, Role and Functions of Reserve Bank in India, Structure of RBI, RBI weapons of Control, Departments of RBI.

Unit 4: Co-Operative Banking in India: Meaning and Definition of Co-Operative Banks,

Structure and Features of Co-Operative Banks, History of Co-operative Banks in India, Types of Co-Operative Banks, Problems of Co-Operative Banks.

Unit 5: Commercial Banking: Meaning and Evolution of Commercial Banks, Functions and Role of Commercial Bank, Types of Commercial Banks, Commercial Banking System, Agency and General Utility Services Provided by Modern Commercial Banks.

Unit 6: Banking Systems: Unit Banking and Branch Banking, Deposit Banking, Mixed Banking and Industrial Banking, Group, Chain and Correspondent Banking Systems.

Unit 7: Banking Regulation Act 1949: Need for Banking Act in India, History of Banking Legislation in India, Objectives of the Banking Regulation Act, 1949, Major Provisions of the Act, Defects in the Indian Banking Legislation.

Unit 8: Central Banking: Meaning and Definition, Evolution of Central Banks, Functions of Central Banks, Role of Central bank in a Developing Economy, Instruments of Monetary Control.

Unit 9: Retail Banking: Meaning and Definition of Retail Banking, Factors affecting Growth of Retail Banking, Advantages and Disadvantages of Retail Banking, Challenges to Retail Banking in India, Strategies for Increasing Retail Banking Business, Emerging Issues in Retail Banking.

Unit 10: Banker and Customer Relationship: Meaning and Definition of Banker and Customer, General Relationship between Banker and Customer, Banker as Agent and Banker as Trustee, Types of Customers, Services to Different Customer Groups.

Unit 11: Non-Banking Financial Companies: Meaning and Definition of Non-Banking Financial Companies, Classification of Non-Banking Financial Companies, Functions of Non-Banking Financial Companies, Salient Features of Non-Banking Financial Companies, Regulations of Non-Banking Financial Companies.

Unit 12: Specialized Financial Institutions: Need and Importance of Specialized Financial Institutions (SFI), Types of Specialized Financial Institutions, Industrial Finance Corporations of India (I.F.C.I.), State Financial Corporations (SFCs), Industrial Development Bank of India (IDBI), Unit Trust of India (U.T.I), Industrial Credit and Investment Corporation of India (ICICI)

Unit 13: Investment Institutions and Financial Services: Financial Service, Merchant Banking, Lease Financing, Merchant Banking, Housing Finance, Venture Capital, Insurance, Mutual Funds, Factoring.

Unit 14: Financial Markets and Instruments in Money Market: Financial Markets, Capital Markets, Money Market, Distinction Between Capital and Money Market, Stock Exchanges.

Unit 15: International Financial Institutions: History of International Financial Institution, Types of International Financial Institution, World Bank, International Monetary Fund (IMF.)

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Learn various functions of financial institutions.
CO302.2	Understand	Understand the basic concepts of banking and financial institutions.
CO302.3	Analyse	Exhibit the components of financial system.
CO302.4	Apply	Differentiate problems faced by co-operative banks and financial institutions.

Suggested Reading:

1. Rudder Datt & K.P. M. Sundharam, Indian Economy, 40th Revised Edition, S. Chand & Co. Ltd.
2. H.R. Machiraju, Merchant banking, 3rd Edition, New Age International Publishers
3. Textbook of Banking and Finance by N.K. Sharma
4. Commercial Banking in India: A Beginners Module developed by Mr. Abhijeet Roy, International Management Institute, New Delhi
5. H.R. Machiraju, Merchant banking, 3rd Edition, New Age International Publishers
6. M.Y. Khan, Indian Financial System, 4th Edition, Tata McGraw-Hill

Semester	3	Course	4	Specialization	Financial Management
Course Code	OMBF-303	Credits		Type	Specialization Course
Course Title	Taxation (Tax)				

Course Description:

This course introduces students to the accounting of income taxes with a particular focus on analyzing the differences between accounting and tax treatments, computing tax provisions, and disclosing tax information in corporate financial statements. The course also provides exposure to both internal and external uses of tax accounting disclosures. In doing so, the course builds a solid grounding in the preparation of accounting information and helps students gain an appreciation for the role of financial accounting in tax planning and compliance decisions.

Course Objectives:

- 1) To understand the basic concepts of the Income Tax Act, 1961;
- 2) To calculate gross total income and tax liability of an individual;
- 3) To be acquainted with the online filling of various forms and returns;
- 4) To understand the basic concepts in various Indirect Tax Acts;
- 5) To understand procedural part of indirect taxes;

Course Outline:

Unit 1: Introduction to Taxation Structure in India: Taxation Structure in India, Powers of Various Governments in Relation to Collection of Taxes, Introduction to Income Tax Act, 1961.

Unit 2: Income from Salary: Meaning of Salary, Different Forms of Salary and Their Taxability, Allowance and Their Taxability, Exemptions for Various Allowances under Section 10, Perquisites and Their Valuation, Deductions from Gross Salary u/s.16, Numerical Problems.

Unit 3: Income from House Property: Basis of Chargeability, Computation of Annual Value, Deductions u/s.23, Deductions u/s.24, Numerical Problems.

Unit 4: Profits and Gains from Business and Profession: Computation of Profits and Gains, Expenses Expressly Allowed, Expenses Expressly Disallowed, Profits Chargeable under Profits and Gains, Numerical Problems on Business and Profession, Numerical Problems on Depreciation.

Unit 5: Income from Capital Gains: Chargeability of Capital Gains, Short-Term and Long-Term Capital Gains, Deductions Available for Long-Term Capital Gains.

Unit 6: Income from Other Sources: Chargeability of Income Under Other Sources, Receipts Without Consideration (Gifts.)

Unit 7: Computation of Total Taxable Income of an Individual: Deduction from Gross Total Income, Relief under Section 89, Rebate of Income Tax under Section 87A, Computation of Total Income, Numerical Problems on Computation of Total Income.

Unit 8: Income Tax Payment and Assessment: Tax Calculation and Modes of Tax Payment, Filing of Income Tax Return, Refund of Tax, Interest Payable and Interest Receivable.

Unit 9: Central Excise: Levy of Excise Duty, Principles of classification, Valuation of Goods, Registration Under Central Excise, Procedure Relating to clearance of Good, Provisions Relating to Small Scale Industries, Provisions relating to Payment of Duty, Penalties, Special Audit, Prosecution.

Unit 10: Service Tax: Rates of Service Tax, General exemptions, Classification of Taxable Services, Valuation of Taxable Services, Valuation Rules, Issue of Bill for Service Tax, Time Limit for Payment of Service Tax, Exemption Limit, Registration Under Service Tax, Payment of Service Tax, Filing of Service Tax Returns, Interest and Penalties, Refunds, Exemption from Service Tax, Procedure for Claiming Refund, Exemption to Exporters, Procedure for Claiming Exemption, and Export of Services.

Unit 11: Maharashtra Value Added Tax Act, 2002: Important Definitions, Registration Procedure under MVAT Act, Levy of VAT, Input Tax Credit, Invoicing, Tax Liability on Works Contracts, Filing of Returns, Tax Liability, Refund, Interest, and Penalty, and Maintenance of Records.

Unit 12: Central Sales Tax Act, 1956: Applicability of CST Act, Rates of Taxes, Registration and Other Provisions.

Unit 13: Customs Act, 1962: Levy of Customs Duty, Types of Customs Duties, Procedure for Import and Export, Valuation of Goods, Assessment of Customs Duty, Demand, Recovery and Refund of duty, Customs Duty Drawback, and Penalties.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn the basic concepts in income tax.
CO303.2	Understand	Understand the basic aspects of filling a form and returns.
CO303.3	Analyse	Analyse the income and liability of an individual to calculate.
CO303.4	Evaluate	Differentiate between Direct and Indirect Tax

Suggested Reading:

1. K. Lasser's 1001 Deductions And Tax Breaks: Your Complete Guide to Everything Deductible by Barbara Weltman
2. Fundamentals of Corporate Taxation (University Casebook Series) By Stephen Schwartz & Daniel Lathrope
3. Essentials of Federal Income Taxation for Individuals and Business By Linda M. Johnson

Semester	3	Course	4	Specialization	Financial Management
Course Code	OMBF-304	Credits		Type	Specialization Course
Course Title	International Finance Management (IFM)				

Course Description:

The goal of this course is to provide students with a deep understanding of financial management issues in a global setting. The course aims to help students develop analytical tools that incorporate key international considerations into fundamental financial decisions. The cases provide opportunities to build the skills needed to create and capture value across borders.

Course Objectives:

- 1) To develop capabilities, skills, and knowledge for making sound financial decisions;
- 2) To develop students on “how to run their own MNC and write a feasibility report”; and
- 3) To be able to solve simple cases.

Course Outline:

Unit 1: International Financial Management: An Introduction: Introduction, Multinational Corporation (MNC), Steps in Internationalization, International Financial Management.

Unit 2: International Economics: Introduction, International Financial Architecture, Origin of Developing Countries Debt Crisis, The East Asian Crisis (1997), Financial Flows to Developing Countries, International Trade Theories, Economic integration, Tariff and Non-Tariff Barriers to Trade.

Unit 3: International Monetary System: Introduction, Exchange Rate Arrangement, IMF and International Liquidity.

Unit 4: International Financial Flow: Introduction, Forms of International Financial Flows, Structure of Balance of Payments, Equilibrium, Disequilibrium and Adjustment, India's Balance of Payments During the Period of Economic Reform.

Unit 5: Foreign Exchange Market: Introduction, Spot Exchange Market, Participants in the Spot Market, Exchange Rate Quotations, Arbitrage, Forward Rate and Forward Market.

Unit 6: Parity Conditions in International Finance and Currency Forecasting: Introduction, Purchasing Power Parity Relationship, Interest Rate Parity Relationship, Exchange Rate and Foreign Exchange Reserves, Exchange Rate and Balance of Payments (BOP), Exchange Rate

and Technical Analysis.

Unit 7: Currency Futures, Options and Swaps: Introduction, Currency Futures, Currency Options, Important Terms relating to Options, Dealing in Currency Options, Put-Call Parity Relationship, and Currency Swaps.

Unit 8 – Management of Accounting and Exchange Exposure: Introduction, Different Types of Exchange Rate Exposures, Transaction Exposure, Translation Exposure, Economic Exposure, Exchange Risk Management, Management of Transaction Exposure, Management of Translation Exposure, Management of Economic Exposure.

Unit 9: Foreign Exchange Regulations and Taxation Issues: Introduction, Types of Taxes, Tax Heavens, International Tax Management Strategy, The Modes of Double Taxation Relief, Indian Taxation Scenario, FEMA: An Introduction, Broad Scheme of FEMA, Important Features of FEMA.

Unit 10: Raising Funds From International Market: Introduction, Euro Issue, Depository Receipts (DRs), Global Depository Receipts (GDRs), American Depository Receipts (ADRs), Foreign Currency Convertible Bonds (FCCBs), Foreign Currency Option, Other International Instruments, Global Depository Receipts (GDRs), American Depository Receipts (ADRs), External Commercial Borrowings (ECBs), Advantages and Disadvantages of Overseas Financial Markets.

Unit 11: Financing Foreign Trade: Introduction, Types of Export Credit, Pre-shipment Export Credit, Post-shipment Export Credit, Types of Letters of Credit, Export Credit in Foreign Currencies, Refinance from Reserve Bank of India, Role of Export Import Bank of India, Role of Export Credit Guarantee Corporation.

Unit 12: Cost of Capital for MNCs: Introduction, Cost of Capital for MNCs vis-a-vis Domestic Firms, Cost of Capital Across Countries, Determining Cut-Off rate for Foreign Projects Appraisal.

Unit 13: Capital Budgeting for MNC's: Introduction, Fundamentals of Evaluating Foreign Projects, Issues in Foreign Investment Analysis, Risk Analysis in International Investment Decision.

Unit 14: Working Capital Management for Domestic: Introduction, Working Capital Management in Domestic and Multinational Enterprises, Intra Corporate Transfer of Funds, Transfer Pricing, Management of Blocked Funds, Multinational Cash Management, Multinational Receivables Management, Multinational Inventory Management.

Unit 15: Foreign Direct Investment: Introduction, Global Trends in FDI, Factors Motivating FDI, FDI and Some Subsequent Decisions, FDI and Host Government View, FOI and Taxation Issues.

Unit 16: International Portfolio Investments: Introduction, Benefits of International Investing, International Diversification, Barriers to International Diversification, Vehicles for Overcoming Capital Flow Barriers, Asset Allocation Policy and Management Style, Portfolio Hedging Strategies

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Demonstrate the understanding of international financial theory and applications.
CO304.2	Analyse	Develop a frame of reference through which learners can identify, evaluate, and solve problems pertaining to international financial with or without complete information.
CO304.3	Apply	Demonstrate communication and written skills.
CO304.4	Evaluate	Develop critical and analytical skills and the ability to work independently.

Suggested Reading:

1. Financial ACCT with coursemate-Godwin/Aderman/Sanyal-Cengage Learning
2. Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)
3. Financial Management by Khan and Jain (TATA McGraw-Hill)
4. Financial Management by I.M.Pandey (Vikas Publication)
5. Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication)
6. Financial Management by Prasanna Chandra, TMH, 7th Edition

Semester	3	Course	4	Specialization	Financial Management
Course Code	OMBF-305	Credits		Type	Specialization Course
Course Title	Advanced Financial Management (AFM)				

Course Description:

This course provides an in-depth analysis of financial management in corporations with emphasis on decision making. Working capital management, short-term and long-term financing, mergers, business failures, and reorganizations are considered in-depth with an extension of the valuation concepts presented in the basic financial management course.

Course Objectives:

- 1) To provide expert knowledge on setting financial objectives and goals, managing financial resources, and financial risk management thorough the understanding of investment portfolios and financial instruments;
- 2) Evaluate the role of agents and instruments in financial markets;
- 3) Interpret the relevance of financial institutions;
- 4) Analyse the degree of risk for its effective management; and
- 5) Advise on Investment opportunities.

Course Outline:

Unit 1: Financial System: Financial System, Financial Markets: An Introduction, Role of Financial Markets, Functions of Financial Markets, Classification of Financial Markets, Indian Money and Capital Markets, Securities Markets, Globalization of Financial Markets, and Classification of Global Financial Markets.

Unit 2: Financial Markets and Institutions: Introduction, Participants in Money Markets, Central Bank, Commercial Banks, Indigenous Financial Agencies, Discount Houses, Acceptance Houses, Participants in Capital Markets, Banking Institutions, Non-Banking Financial Institutions.

Unit 3: Financial Services: An Introduction: Introduction, Meaning and Concept, Characteristics of Financial Services, Evolution of Financial Services in India, Significance of Financial Services, Types of Financial Services, Impact of Technology, Challenges Before the Financial Services Sector.

Unit 4: Management of Risk in Financial Services: Introduction, Trade in Risk, External and Internal Risk, Types of Risk, Management of Risk.

Unit 5: Regulatory Framework: Introduction, Types of Regulations, Regulations on Banking and Financial Services, Regulations on Insurance Services, Regulations on Investment Services, Regulations on Merchant Banking and Other Intermediaries.

Unit 6: Stock exchanges: Functions and Organization: Introduction, Primary Markets, Principal Steps of a Public Issue, Eligibility for an IPO, Rights Issue, Private Placement, SEBI Guidelines for IPO's, Secondary Markets, Stock Exchange in India, Origin and Growth, Role and Functions, Membership, Organization and Management, Trading System, Stock Market Information System, Principal Weakness, Directions of Reform.

Unit 7: Broking and Trading In Equity: Introduction, Security Contract (Regulation) Act, 1956, Regulation on Brokers and Sub-brokers by SEBI, Self-Regulation, Trading in Equity.

Unit 8: Broking and Trading in Debt Instruments: Introduction, Different Types of Debt Instruments, Indian Debt Market, Government Securities Market, Corporate Debt Securities Market, Listing of Debt Instruments on Stock Exchange, Trading in Corporate Debt Securities, Execution of Trades on Stock Exchange, Settlement of Traders in Debt Securities, Future Outlook for a Vibrant Indian Debt Market.

Unit 9: Depositories: Introduction, Depository System, Functioning of a Depository, Switching Over to Depository, Is Depository System Beneficial? Selling and Buying of Dematerialized Share, Depository System in India, Technology and Depository, Legal Set-Up for Depositories.

Unit 10: Issue Management: Introduction, Issue management, Issue Manager and SEBI, Selecting Public Issue Proposal, Public Issue Management, Marketing the Issue, Pricing of Issues, Book Binding, Safety Net Scheme or Buy Back Arrangement, Issue of Debt Instruments, Impact of Information Technology, Regulatory Environment.

Unit 11: Corporate Advisory Services: Introduction, Main Corporate Advisory Services.

Unit 12: Credit Rating: Introduction, Concept of Credit Rating, Benefits of Credit Rating, Limitations of Credit Rating, Rating Process, Regulations of Credit Rating Agencies in India, Restriction of Rating of Securities, Profile of Credit Rating Agencies in India, Recent Developments.

Unit 13: Mutual Funds: Introduction, Mutual Funds: A Better Option, Schemes of Mutual Funds, Mutual Funds in India, Constitutions of Mutual Fund, Managing a Mutual Funds,

Portfolio Management Process, Operational Efficiency of Mutual Funds, Making Mutual Funds Investor Friendly, Technology and Mutual Funds in India.

Unit 14: Asset Securitisation: Introduction, Meaning of Securitisation, Benefits of Securitisation, Types of Assets which can be Securitised, Origin of Securitisation, Process and Mechanism of Securitisation, Parties Involved in Transaction of Asset Securitisation, Role of Special Purpose Vehicle (SPV), Instruments of Securitisation, With Recourse and Without Recourse Securitisation, Criteria for Investment in Securitised Instruments, Growth of Securitisation in Indian Market, Future Prospects.

Unit 15: Leasing and Hire Purchase: Introduction, Leasing: Definition and Main Features, Benefits of Leasing, Types of Leasing, Main Clauses in the Lease Agreement, To Buy or Lease: A Crucial Decision, Lessee's Point of View, Lessor's Perspective, Major Leasing Institutions in India, Hire Purchase, Choice Between Leasing and Hire Purchase.

Unit 16: Housing Finance: Introduction, Institutional Framework for Housing Finance: An Overview, Home Loans: Distinguishing Features and Main Terms and Conditions, Fiscal Incentives for Housing Finance, Role of Primary Lending Agencies, Statutory Provisions Regarding Regulation, Housing Finance Companies (NHB) Directions, 2001, Prudential Norms, Financing Activities of National Housing Bank, Role of Primary Lending Agencies, Commercial Banks, Housing Finance Companies, Housing and Urban Development Corporation Ltd., Housing Development Finance Corporation Ltd, Cooperative Institutions.

Unit 17: Credit Cards: Introduction, History of Credit Cards, Types of Credit Cards, Additional Facilities and Services, Credit Card Business Cycle, Benefits of Credit Cards, Indian Scenario, Regulation of Card Business, Other Modes of Modern Payment Business.

Unit 18: Venture Capital: Introduction, Distinguishing Features, Stages of Venture Capital Financing, Modes of Financing, Ext Routes, Regulatory Framework, SEBI Foreign Venture Capital Investors Regulations, 2000, Tax Exemptions, Venture Capital Funds in India.

Unit 19: Factoring, Forfeiting and Bill Discounting: Introduction, Factoring Services, Types of Factoring Services, Terms and Conditions of Factoring Contract, Factoring: Advantages and Disadvantages, Mechanism of Factoring, Main Characteristics of Factoring Services, Export Factoring, Factoring Services in India; Forfeiting: An Introduction, Benefits of Forfeiting Services, Mechanism of Forfeiting Services, Market Growth, Forfeiting Services in India, Difference Between Factoring and Forfeiting Services; Bill Discounting: An introduction, Benefits of Finance Through Bill Discounting, Scheme of Rediscounting of Bills, Developments

in Commercial Bill Market in India, Reasons for Non- Development of Bill Market in India, Revitalizing Bill Market in India.

Unit 20: Life Insurance: Origin of Insurance, Risk, Peril and Hazard, Classification of Risks, Insurable Risks, Definition of Insurance, Basic Principles of Insurance, Classification of Insurance, Features of Property Insurance, Features of Liability Insurance, Insurance Market in India, Life Insurance: An introduction, Product Design, Principal Contingencies, Other Contingencies, Supplementary Benefits or Embedded Options, Riders, Premium Payment Patterns, Various Product Available in the Market, Income Tax Benefits on Life Insurance and Pension and Mediclaim Insurance, Life Insurance Industry in India.

Unit 21: Non-life Insurance: Introduction, Marine Insurance, Introduction, Classification of Marine Insurance, Fire Insurance, Introduction, Objective, Perils Covered under Standard Fire Policy, Role of Fire Insurance, Scope of Fire Policy, Liability Insurance, Public Liability Insurance, Product Liability, Professional Indemnity, Contractual Liability, Employer-Employee Liability, Miscellaneous Insurance, Introduction, Personal Lines of Non-Life Insurance, Non-life Insurance in India.

Unit 22: Insurance Broking Services: Introduction, Insurance Agent and Insurance Broker, Types of Broker, Functions of a Direct Broker, Functions of a Reinsurance Broker, Insurance Market Dynamics & Role of Insurance Broker, Industrial Concerns, Code of Control for Insurance Brokers, IRDA Regulations for Policyholders Protection.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Learn and interpret the relevance of financial institutions.
CO305.2	Understand	Grab investment opportunities.
CO305.3	Analyse	Manage financial resources for investment portfolio and instruments.
CO305.4	Apply	Exhibit role of agents and instrument in financial markets.

Suggested Reading:

1. Financial ACCT with coursemate-Godwin/Aderman/Sanyal-Cengage Learning
2. Financial Management by Jonathan Berk, Peter DeMarzo and Ashok Thampy(Pearson)



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Publication)

3. Financial Management by Khan and Jain (TATA McGraw-Hill)
4. Financial Management by I.M.Pandey (Vikas Publication)
5. Financial Management Principle and Practices by S. Sudarsana Reddy (Himalaya Publication)
6. Financial Management by Prasanna Chandra, TMGH, 7th Edition

Semester	3	Course	4	Specialization	Financial Management
Course Code	OMBF-306	Credits		Type	Specialization Course
Course Title	Security Analysis and Portfolio Management (SAPM)				

Course Description:

Security analysis and portfolio management course helps students to understand the investment field for sound investment decisions making. This course is designed to emphasize both theoretical and analytical aspects of investment decisions and deals with modern investment theoretical concepts and instruments. Security Analysis is the subject to study the composition and performance of stocks in capital market. The stocks are analysed using tools of fundamental analysis and technical analysis. Portfolio management refers to the management or administration of a portfolio of securities to protect and enhance the value of the underlying investment. It is the management of various securities (shares, bonds etc.) and other assets (e.g. real estate), to meet specified investment goals for the benefit of the investors. It helps to reduce risk without sacrificing returns.

Course Objectives:

- 1) To familiarize with the fundamentals of security analysis and portfolio management concept;
- 2) To provide a conceptual insight to the valuation of securities;
- 3) To provide an insight about the relationship of risk and return; and
- 4) To be able to measure the return according to the expectations of the investors and portfolio management practices in India.

Course Outline:

Unit 1: Nature and Scope of Investments: Introduction: Investment- Meaning and Concept, Types of Investment, Securities, Financial System and Financial Market, Security Market.

Unit 2: Risk and Return: Measures of Return, Risk, Measuring the Risk of Expected rate of Returns, Measuring Systematic Risk

Unit 3: Security Market in India-I: Security Markets– Introduction, New Issue Market (Primary Market), Stock Exchanges (Secondary market), Derivative Market, Functioning of Security Market, Market Index, Regulation of Security Market in India.

Unit 4: Security Market in India-II: Listing, Trading, Clearing and Settlement.

Unit 5: Fundamental Analysis: Fundamental Analysis, Equity Valuation Process, Advantages of Fundamental Analysis, Disadvantages of Fundamental Analysis.

Unit 6: Technical Analysis: Technical Analysis, Technical Analysis vs. Fundamental Analysis, Types of Charts, Basic Technical Tools, Market Indicators, Dow Theory, Strengths and Weaknesses of Technical Analysis.

Unit 7: Equity Stock Valuation Models: Equity Valuation- Introduction, Approaches to Valuation of Equity Stock, Methods of Equity Stock Valuation.

Unit 8: Bond Valuation Models: Bond– Introduction, Valuation of Bond, Components of Bond Valuation.

Unit 9: Portfolio Management: Management of Investments, Portfolio Management– Basics, Portfolio Management Strategies, Portfolio Management Services.

Unit 10: Portfolio Theories and Portfolio Construction: Portfolio Theories– Introduction, Markowitz Portfolio Optimization Model, Sharpe Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory, Asset Allocation Strategies.

Unit 11: Portfolio Evaluation and Revision: Portfolio Evaluation, Portfolio Revision.

Unit 12: Investment Avenues: Investment Avenues, Classification of Various Financial Instruments, Real Estate, Commodities, and Self-Assessment Questions.

Unit 13: Personal Financial Management: Personal Financial Management, Financial Planning Process, Personal Budget, Parameters to Choose Your Financial Planner, Types of Other Financial Advisors, Asset Allocation.

Unit 14: Tax Planning: Tax Planning- Introduction, Tax Avoidance vs. Tax Evasion, Tax Planning Basics, Consequences of Avoidance, Ways to do Tax Planning, Income Tax, Tax Planning Benefits, Penalties under Income Tax Act for Tax Evasion, Self-Assessment Questions.

Unit 15: Wealth Management: Wealth Management, Private Wealth Management, Discipline of Wealth, Wealth Management Customers, Market Models, Features/ Characteristics of Good Wealth Management, Importance of Wealth Management.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the basic terms of security market in India.
CO306.2	Understand	Learn conceptual insights of portfolio management.
CO306.3	Apply	Apply the fundamental and technical analysis terminology for valuation of securities.
CO306.4	Evaluate	Match the expectation of the investors and portfolio management practices.
CO306.5	Analyse	Analyse self-financial management for choosing financial planner.
CO306.6	Create	Design self-financial planner.

Suggested Reading:

1. Avadhani, V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, New Delhi.
2. Bhalla, V.K., Security Analysis & Portfolio Management S.Chand& Co., New Delhi.
3. M. Ranganathan and R. Madhumathi: Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
4. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGraw- Hill, New Delhi.
5. Bharti V. Phathak: Indian Financial System, Pearson Education, New Delhi.

Semester-III Information and Technology Management Specialization

Semester	3	Course Credits	4	Specialization	Information and Technology Management
Course Code	OMBI-301			Type	Specialization Course
Course Title	Fundamentals of Information Technology (FIT)				

Course Description:

This course provides a basic grounding and fluency in the basic information technology (IT) skills necessary for information professionals. It introduces students to and provides practical exercises on several areas of information technology including the personal computer (PC) and PC applications (PC hardware & software), networking, web page design, and website development/maintenance including JavaScript, databases, spreadsheets, and information security.

Course Objectives:

- 1) To have a basic understanding of the basic concepts and terminology of information technology and be able to define them;
- 2) To have a basic understanding of personal computers and their operations;
- 3) To have acquired the basic skills and be able to use the main personal computer applications;
- 4) To have acquired the basic web design and development skills;
- 5) To have an increased ability to learn and explore new information technologies with confidence; and
- 6) To be able to identify issues related to information security.

Course Outline:

Unit 1: Introduction to Computer Systems: Computer definition, Characteristics of Computers, Computer Generations, First Generation Computers, Second Generation Computer, Third Generation Computers, Fourth Generation Computers, Fifth Generation Computers, Types of Computers, Classification Based on Size, Classification Based on Technology, Digital Block Diagram, Function of Each Unit of Block Diagram.

Unit 2: Input Devices: Introduction to Input Devices, Keyboard, Pointing Devices, Mouse, Joystick, Source Data Entry Devices (Scanning Devices), Optical Scanners, Bar Code readers, MICR, Digital Camera, OMR, Magnetic Strip Reader.

Unit 3: Output Devices: Output devices, Monitors– Cathode Ray Tube, LCD, TFT LCD, LED, Printers: Impact Printer/Non-Impact Printer Character, Line, Page, Ink Jet Printer, Laser Printer, Plotters, Audio Output Device– Speakers, Headphones.

Unit 4: Primary Storage Devices: Primary Storages (Types of Main Memory.)

Unit 5: Secondary Storage Devices: Storage Devices, Punch Card, Magnetic Tape, Magnetic Disk, Hard Disk, Floppy Disc, Optical Memories, CD, WORM, DVD, Pen Drive.

Unit 6: Electronic Data and Coding System: Conversion of One Number System to Another, Coding Systems: BCD, EBCDIC, and ASCII.

Unit 7: Types of Software: Software Evolution, Evolution of Software Design Paradigm, Types of Software, System Software, Programming Software, Application Software, Utility Software, Open Source Software.

Unit 8: Computer Language: High Level Language, Low Level Language, Editor, Assembler, Compiler & Interpreter.

Unit 9: Introductions to Operating System: Operating System Services, History.

Unit 10: Operating Systems Services Part I: Process Scheduling, CPU Scheduling Algorithms.

Unit 11: Operating Systems Services Part II: File Management.

Unit12: Computer Networking: Types of Networks, Data Communication System, Network Topologies.

Unit 13: Computer Networking Models: Networking Devices, Introduction to Network Models, OSI Model, TCPIP Model.

Unit 14: Internet Basics: Internet & Its Software Components.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Familiarize with the basic concepts of Information Technology.
CO301.2	Understand	Learn the basic operations of using a personal computer.
CO301.3	Analyse	Skills to use computer applications.
CO301.4	Apply	Acquire web designing and development skills.

Suggested Reading:

1. P. K. Sinha, Computer Fundamental (BPB Publication)
2. V. Rajaraman, Computer Fundamental (PHI Publication)
3. D. P. Sharma, Fundamentals of Computer, IT & Programming with “C” (CBC Publication)
4. Alexix Leon, Mathews Leon, Introduction to Computers, Leon Press
5. E Balagurusamy, Fundamentals of Computers, Tata McGraw-Hill

Semester	3	Course Credits	4	Specialization	Information and Technology Management
Course Code	OMBI-302			Type	Specialization Course
Course Title	C Programming (C. Pro)				

Course Description:

C is a general purpose, procedural, imperative computer programming language developed in 1972 by Dennis M. Ritchie at the Bell Telephone Laboratories to develop the UNIX operating system. C is the most widely used computer language. It keeps fluctuating at number one scale of popularity along with Java programming language, which is also equally popular and most widely used among modern software programmers.

Course Objectives:

- 1) To familiarize the trainee with the basic concepts of computer programming and developer tools;
- 2) To present the syntax and semantics of the “C” language as well as data types offered by the language; and
- 3) To allow the trainee to write their own programs using standard language infrastructure regardless of the hardware or software platform.

Course Outline:

Unit 1: Introduction to C: Design Methods, Top-Down Design, Bottom-Up Approach, Modular Approach, Programming Languages, Low-Level Languages, Machine Level Language, Assembly Language, High-Level Languages, Brief History of C, Importance of C, Features and Characteristics of C, Structure of a C Program, Executing C Program.

Unit 2: Building Blocks Of C: C Character Set, Alphabets, Digits, Special Characters, C Tokens, Keywords and Identifiers, Constants, Numeric, Integer, Floating Point, Character Constants, String Constants, Symbolic Constants, Enumeration, Backslash Characters/Escape Sequences, Data Types, Variables, Declaration of Variables, Initialization of Variables, Operators, Arithmetic, Relational, Logical, Bitwise, Assignment, Conditional, Comma Operator, Size of Operator, Type of Conversion, Implicit Type of Conversions, Explicit Type of Conversions, Precedence and Associability of Operators.

Unit 3: Input Output Operations: Types of I/O, Formatted functions, Formatted Input, Formatted Output, Unformatted Functions.

Unit 4: Control Statements: Selection Statements, if...else statement, Nested if ...else statement, Iterative Statements, while loop, do....while loop, for loop, Nesting of loops, Infinite loops, Jump Statements, go to and label, break, continue, switch...case statement, Some Additional Problems.

Unit 5: Functions: Why functions?, Library Functions, User Defined Functions, Function Declaration, Function Definition, Function Call, Return Statement, Function Arguments, Types of Functions, Functions With No Arguments and No Return Value, Function With No Arguments and A Return Value, Function With Arguments and No Return Value, Function With Arguments and Return Value, Local Variables, Global Variables, Static Variables, Recursion, Advantages and Disadvantages of Functions.

Unit 6: Arrays: One Dimensional Array (1-D Array), Declaration, Initializations, Accessing the Elements, Processing of Elements, Two Dimensional Array, Declaration, Initializations, Accessing and Processing the Elements, 1-D Array and Functions, Passing Individual Elements of 1-D Array to a Function, Passing Entire Array to A Function, Passing 2-D Array to Functions.

Unit 7: Pointers: Basics of Pointer, Address Operator, Declaration of Pointer Variable, Initializing Pointer Variable, Dereferencing Pointer Variable, Pointer Arithmetic, Pointers and 1-D Array, Pointers and Multidimensional Array, Pointers and Functions, Dynamic Memory Allocation.

Unit 8: Strings: Initializing String, String Manipulation Functions, Passing Strings to Functions, Array of Strings (Two-Dimensional Array of Characters), Accessing or Array of String: Initialization of Array of String.

Unit 9: Storage Classes and Scope: Block Scope, File Scope, Storage Classes, Automatic Storage, External Storage, Static Storage, Register Storage.

Unit 10: Structure and Union: Defining a Structure, Creating Structure Variable, Accessing Member of Structure, Initialization of Structure, Array of Structure, Initializing Array of Structure, Structure Within Structure (Nested Structure), Processing a Structure, Structures and Pointers, Passing Structure to Functions, Union and Its Importance, Difference Between Structure & Union.

Unit 11: The C Pre-Processor: Macros- Definition, Macros With Arguments, Nesting Of Macros, #undef, File Inclusion Directives, Conditional Compilation, #if and #endif, #else and #elif, #ifdef and #ifndef.

Unit 12: File Handling: Opening and Closing a Data File, Library Functions for reading/writing from/to a file, Unformatted I/O functions, Character I/O functions, Integer I/O functions, Record I/O functions, String I/O functions, Formatted I/O functions, fprintf(), fscanf(), Creating Data Files, End of File (EOF), Random Access to File, fseek(), rewind(), ftell(), Difference Between Text and Binary Mode, Command Line Arguments.

Unit 13: Graphics in C: Text Mode Graphics Functions, Graphics Mode, Initialization, Closing Graphics Mode, Some Graphics Mode Graphic Functions.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Familiarize with the basic concepts of computer programming.
CO302.2	Understand	Understand data types offered by the language.
CO302.3	Analyse	Differentiate hardware and software through programming.

Suggested Reading:

1. Programming with C Author: E. Balagurusamy
2. Let us C Author: Yashwant Kanetkar
3. C in Depth, Srivastawa and Srivastawa, BPB.
4. The C Programming Language, Kernighan and Ritchie, PHI.

Semester	3	Course Credits	4	Specialization	Information and Technology Management
Course Code	OMBI-303			Type	Specialization Course
Course Title	DBMS & Oracle (DBMS)				

Course Description:

This course engages students to analyse complex business scenarios and create a data model- a conceptual representation of an organization's information. Participants implement their database design by creating a physical database using SQL. Basic SQL syntax and the rules for constructing valid SQL statements are reviewed. This course culminates with a project that challenges students to design, implement, and demonstrate a database solution for a business or organization.

Course Objectives:

- 1) Distinguish between data and information and knowledge;
- 2) Distinguish between file processing system and DBMS;
- 3) Describe DBMS and its advantages and disadvantages;
- 4) Describe database users including data base administrator;
- 5) Describe data models, schemas and instances and data languages; and
- 6) Describe DBMS Architecture & Data Independence.

Course Outline:

Unit 1: Basic Concepts: Database and Need for DBMS, Characteristics of DBMS, Database Users, 3-tier Architecture of DBMS (Its Advantages over 2-tier), Views of Data-Schemas and Instances, Data Independence.

Unit 2: Modeling Techniques: Different Types of Models, Introduction to ERD, Entities, Relationships, Representation of Entities, Attributes, Relationship Attributes, Relationship Set, Generalization, Aggregation, Structure of Relational Database and Types of Keys, Expressing M:N Relation.

Unit 3: Relational Model & Relational Database Design: Codd's Rules, Relational Data Model & Relational Algebra, Relational Model Concept, Relational Model Constraints,

Relational Algebra.

Unit 4: Normalization: Database Design– ER to Relational, Functional Dependencies, Normalization, Normal Forms Based on Primary Keys, Loss Less Joins and Dependency Preserving Decomposition.

Unit 5: Transaction: Concept of Transaction, ACID properties, States of Transaction, Implementation of Atomicity & Durability.

Unit 6: Concurrency Control: Concurrency Control, Locking Techniques, Time Stamp Based Protocols, Granularity of Data Items, Deadlock.

ORACLE

Unit 7: Introduction To Oracle Architecture: Memory Structures and Processes, User and Server Processes, Database Structures.

Unit 8: Queries: Select with all Options, Operators, Arithmetic, Comparison, Logical (in, between, like, all, %, _, any, exists, is null, and, or, not, Distinct), Clauses.

Unit 9: SQL Functions: Date: Sys_date, next_day, Add_months, last_day, months_between; Numeric : Round, trunc, abs, ceil, cos, exp, floor; Character: Initcap, lower, upper, ltrim, rtrim, translate, length, lpad, rpad, replace; Conversion: to_char, to_date, to_number; Miscellaneous : Uid, User, nvl, vsize, decode, rownum; Group Function: avg, max, min, sum, count, with Group by and Having Clause.

Unit 10: Joins: Simple Join, Equi Join, Non Equi Join, Self Join, Outer Join.

Unit 11: Set Operators: Operators (Union, Union All, Intersect, Minus.)

Unit 12: Sub-Queries: Sub Queries and Correlated Query.

Unit 13: Statements: DML Statements (Insert, Update, Delete with where clause), TCL (Commit, Rollback, Savepoint), Locks in Oracle, DDL Statements.

Unit 14: Table: Create, Alter, Drop, Truncate, Rename, Constraints (Primary key, Foreign Key, Unique Key, Check, Default, Not Null, On Delete, Cascade), Column Level and Table Level Constraints, Oracle Objects, Views, Sequences, Synonyms, Index (Define, Alter and Drop)

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn data languages through data model, schemas, and instances.
CO303.2	Understand	Grab the knowledge of data and information.
CO303.3	Analyse	Differentiate file processing system and DBMS.
CO303.4	Apply	Impart knowledge of data base administrator.

Suggested Reading:

1. Database Systems Concepts – by Korth
2. An introduction to Database systems-by C.J. Date
3. Fundamentals of Database Systems-by Navathe
4. Oracle Core: Essential Internals for DBAs and Developers by Jonathan Lewis.
5. Oracle Database 11g Release 2 Performance Tuning Tips & Techniques (Oracle Press)by Richard Niemiec.
6. Understanding ORACLE Perry J. & Later J., BPB Pub.

Semester	3	Course Credits	4	Specialization	Information and Technology Management
Course Code	OMBI-304			Type	Specialization Course
Course Title	Web Designing and Content Management (WDCM)				

Course Description:

This course will introduce students to a variety of methods for creating websites. They will learn the basic HTML, and basic CSS or Cascading Style sheets. In addition, this course provides information on how to work with graphics and dynamic web content and upload their sites to the web. The primary application used will be Adobe Muse.

Course Objectives:

- 1) Express knowledge of a variety of ways that web sites may be developed;
- 2) Continue to demonstrate a progressive knowledge of Adobe Photoshop in regard to image development. Demonstrate an ability to perform several functions of this application. Have knowledge of what it takes to create an art suitable for web publication;
- 3) Understand how to use HTML and CSS for basic web development. Know how to work the HTML and CSS within Dreamweaver and create pages with the use of Notepad;
- 4) Understand a variety of web sites that are available and what makes each of them unique; and
- 5) Understand Adobe MUSE for web development.

Course Outline:

Unit 1: Internet and Web Technology: Computer Network Basics, Packet Switching and TCP/IP, The Web, Basic Internet Tools, The Domain Name System, Cloud Computing, Web Apps.

Unit 2: Web & Hyper Text Markup Language (HTML): Web Architecture, Web Server, Types of Web Sites, Web Development Life Cycle, What is a Web Browser?, HTML Introduction, Document Structure, Basic Tags of HTML, Creating First Web Page, Meta tags, Validating your HTML, Accessibility.

Unit 3: HTML: Formatting of Text, Links, Lists, HTML Images, and Tables.

Unit 4: HTML: Frames, Image Map, Forms.

Unit 5: Cascading Style Sheets: Three Ways to Insert CSS, About DOCTYPEs, Creating a CSS File, A Word about Fonts, Classes, A Better CSS Editor, ID-Based Styles, Styling Backgrounds, Styling Text, Styling Links, Styling Tables.

Unit 6: JavaScript: JavaScript Output, JavaScript Statements, JavaScript Variables, JavaScript Data Types, JavaScript Objects, JavaScript Operators, Conditional Statements, Loop Statements, Functions.

Unit 7: Introduction to PHP: Installing PHP, Testing PHP, Creating Your First Script, Embedding PHP within HTML, Comments, Variables, Data Types, Operators and Expressions, Constants.

Unit 8: PHP: Conditional Statements, Ternary Operator, Loop Statements, Activity, Strings, Arrays, Functions.

Unit 9: MySQL: Relational Databases, Setting Up MySQL, Connecting to MySQL from PHP, Handling Errors.

Unit 10: Introduction to Content Management System: Essentials of A CMS, CMS Features and Functions, Types of CMS, Open Source CMS, Commercial CMS, CMS and Usability.

Unit 11: Building Websites Using Joomla: Installation, Working with Joomla!, How to Create Joomla Articles, How to Link Articles in the Joomla Menu, How to Manage Article Categories, Joomla Component Page.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Learn the ways to develop websites.
CO304.2	Understand	Understand the usage of creating pages with notepad.
CO304.3	Analyse	Grab knowledge to create art suitable for web publication.
CO304.4	Create	Develop unique website through understanding subject.



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Suggested Reading:

1. Database Systems Concepts – by Korth
2. Programming with C Author: E. Balagurusamy
3. D. P. Sharma, Fundamentals of Computer, IT & Programming with “C” (CBC Publication).
4. V. Rajaraman, Fundamentals of Computers, PHI Publication.
5. Alexix Leon, Mathews Leon, Introduction to Computers, Leon Press.
6. E Balagurusamy, Fundamentals of Computers, Tata McGraw-Hill

Semester	3	Course Credits	4	Specialization	Information and Technology Management
Course Code	OMBI-305			Type	Specialization Course
Course Title	Software Engineering (SE)				

Course Description:

There are several areas to focus on within software engineering, such as design, development, testing, maintenance, and management. The course is designed to present software engineering concepts and principles in parallel with the software development life cycle.

Course Objectives:

- 1) Be successful professionals in the field with solid fundamental knowledge of software engineering;
- 2) Utilize and exhibit strong communication and interpersonal skills, as well as professional and ethical principles when functioning as members and leaders of multi-disciplinary teams; and
- 3) Apply their foundations in software engineering to adapt to readily changing environments using the appropriate theory, principles, and processes.

Course Outline:

Unit 1: Introduction to Software Engineering: System Definition, What is Software? Software Applications, Software Standards, Software Engineering, Software Process and Software Product, Software Development Life Cycle, Software Process Models.

Unit 2: Software Requirement Specification (SRS): Requirement Analysis, Feasibility Study, Requirements Elicitation and Analysis, Fact Finding Techniques, Requirement Process, Software Requirement Specification, Characteristics of SRS, SRS Intended Users.

Unit 3: System Analysis and Design Approach: System Analysis Need, Role of System Analyst, Analysis Tools and Techniques, Design Approach.

Unit 4: Software Design Engineering: Design Model, Software Architecture, and Component Level Design.

Unit 5: User Interface Design: The elements of good design interface, The Golden Rules, Interface Design Activities, Design Issues, Design Evolution, Human Computer Interface (HCI),

Norman's Research.

Unit 6: Software Quality Assurance: Quality Concept, The Quality Movement, SQA Activities, Software Reviews, Formal Technical Reviews, Software Reliability, The ISO 9000 Quality Standards, The SQA Plan.

Unit 7: Software Testing: Testing Objectives, Testing Principles, Testing and Quality, V Model, V Model vs. Traditional Model, Verification & Validation, Static Testing & Dynamic Testing, Software Inspection.

Unit 8: Documentation: Process and Product Documentation, Document Quality, Document Preparation.

Unit 9: Software Maintenance: Software Evolution, Software Maintenance, Maintenance Cost, Legacy System, Software Re-engineering, Reverse Engineering, Forward Engineering.

Unit: 10 Object Oriented Analysis & Design: What is SAD?, What is OOAD?, Object-Oriented Programming Concepts: A Primer, What is Notation?, UML Diagrams.

Unit 11: CASE Tools: What are CASE Tools?, Categories of CASE Tools, Need of CASE Tools, CASE Benefits, Types of CASE Tools.

Unit 12: Current Trends in Software Engineering: Web Engineering, Quality Attributes, Web Process, Agile Processes.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Learn the fundamental knowledge of software engineering.
CO305.2	Analyse	Utilize interpersonal skills
CO305.3	Evaluate	Adopt appropriate theory, principles, and processes for changing technologies.

Suggested Reading:

1. Software Engineering, 5th Edition, Roger S. Pressman, Ph.D.
2. Software Engineering, 9th Edition, Ian Sommerville
3. Software Engineering, 6th Edition, 2001, Ian Sommerville; Pearson Education.

Semester	3	Course Credits	4	Specialization	Information and Technology Management
Course Code	OMBI-306			Type	Specialization Course
Course Title	Enterprise Resource Planning (ERP)				

Course Description:

This course will explore the concepts, principles, and the state-of-the-art methods in successfully integrating Enterprise Resource Planning (ERP) systems into extant enterprise architectures. It will help both functional area and IT managers understand the respective role of users, enterprise architects, developers, and managers in the selection, preparation, implementation, and management of large and complex enterprise applications.

Course Objectives:

- 1) Understand and gain an insight into the process views of organizations and tools and techniques used to model both as is and to be models;
- 2) Apply the process modeling techniques in one or more modeling environments; and
- 3) Know and be able to apply key technical terminology in enterprise information systems as they apply in different ERP products and development methods.

Course Outline:

Unit 1: Enterprise Resource Planning: ERP Systems, Evolution of ERP Systems, Need & Benefits of ERP Systems, Basic ERP Concepts, Challenges of ERP, Drawbacks of ERP Systems, ERP Scenario in Indian Market, ERP Architecture and Technical Aspects.

Unit 2: ERP and Technology: ERP and Related Technology, Business Intelligence, E-Commerce and E-Business, Business Process Reengineering, Data Warehousing and Data Mining, On-line Analytical Processing (OLAP), Product Life Cycle Management, Supply Chain Management (SCM), Customer Relationship Management.

Unit 3 ERP Need Analysis: Justifying ERP Investments (ROI), Need for Business Case for ERP, Feasibility Study, Strategic Plan and Analysis.

Unit 4: Pre-Implementation – Getting Ready: Requirements Definition, Engagement with Consultants, Vendors and Employees, Dealing with Employee Resistance, Alternatives for ERP Acquisition, and Importance of Vendor Selection.

Unit 5: ERP Implementation: Implementation Methodologies, Implementation Challenges, ERP Life Cycle Management, Training and Education.

Unit 6: ERP Project Management: ERP Project Scope Management, ERP Project Management, ERP Project Organization & Team, Critical Success and Failure Factors of an ERP Implementation.

Unit 7: Post ERP Implementation: Concept of Post Implementation Review, Post-Installation Review Process, Post-Implementation Review Process, Organizational Change Management, Change Management Activities During ERP Life Cycle, Impact of ERP Systems on the Organization, Post Implementation Support, Maintenance of ERP Systems, Security of ERP Systems.

Unit 8: ERP Business Module: Finance, Manufacturing (Production), Human Resources, Plant Maintenance, Materials Management, Quality Management, Marketing, Sales, Distribution and Services.

Unit 9: Some Popular ERP Packages: SAP AG, Oracle, PeopleSoft, JD Edwards, SSA Global, Lawson Software.

Unit 10: Emerging Trends and Future of ERP: Emerging Trends and Technology, Models of ERP Deployment, Future of ERP.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the tools and techniques for ERP models.
CO306.2	Understand	Learn and understand the technical terminology.
CO306.3	Apply	Apply the different ERP products and development methods.
CO306.4	Analyse	Analyse modelling techniques to implement in environment.

Suggested Reading:

1. Make the Choice Between Bolt On and Middleware Solutions – Glazer. J
2. Enterprise Resource Planning- Monk Ellen F. and Wagner Bret
3. Enterprise Systems for Management-Motiwalla, Luvai F., Thompson Jeff.

Semester-III Project Management Specialization

Semester	3	Course	4	Specialization	Project Management
Course Code	OMBP-301	Credits		Type	Specialization Course
Course Title	Fundamentals of Project Management (FPM)				

Course Description:

This course trains scientists and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring, and control of multiple projects.

Course Objectives:

- 1) To provide the students with a holistic, integrative view of project management;
- 2) To highlight the role of projects in modern day business organizations; and
- 3) To sensitize the students to complexities of project management.

Course Outline:

Unit 1: Understanding the Project: Introduction to Project, Projects in different fields, Classification of Projects, Project Classification Based on nature of Project, Characteristics of Project.

Unit 2: Project Management: Need for Project Management, Project Management Objectives, The Value of Project Management, Characteristics of Project Management, Phases in Project Management, Approaches to Project Management, Project Processes

Unit 3: Project Management Content: Introduction to Project Management Contents, Project Management Life Cycle, Business Case, Project Management Resources.

Unit 4: Project Finance and Evaluation: Projects Finance, Estimation of Time & Costs in Project, Project Evaluation Using Cost Benefit Analysis, Feasibility Study, PESTEL Analysis.

Unit 5: Project Planning: Projects planning Cycle, Project Planning Tools.

Unit 6: Project Organizing: Creating Organization Structures, Types of Organization Structures, Specialized Organization Structures, Projects Organizing Process, Project Management Office.

Unit 7: Project Scheduling and Control: Project Scheduling Inputs, Project Scheduling Process, Concurrent Project Management, Multi-tasking, Project Crashing, Project Controlling, Earned Value Management, Project Accounting, Project Resource Management, Resource Leveling.

Unit 8: Project Quality: Understanding Quality, Cost of Quality, Project Quality Costs, Dimensions of Project Quality, Project Quality Plan, Components of a Project Quality Plan, Planning for Project Quality, Quality Control in Projects, Implementing Quality Control, Total Quality Management, ISO Standard on Project Management.

Unit 9: Project Contract: Understanding Contract, Elements of Contract, Contract Management, Types of Contract, Contract Process, Defining SOW for Project, Project Contracts from Financial Perspective, Sub-Contracting in Projects, Employer's Involvement in Sub-Contracts.

Unit 10: Project Procurement: Procurement Process, Procurement System, Acquisition Process, Procurement Performance, Procurement Methods, Purchasing, Turnkey projects, Planning for Procurement, Selecting Supplier for Project, Robinson Model.

Unit 11: Project Closing: Purpose of Project Closing, Elements of Project Closing, Turnover of Projects, Lessons Learned, Project Close-Out Report, Post Implementation Review, Analyzing Project Results, Responsibilities of Project Leader, Project Closure Activities as Given By PMP.

Unit 12: Project Risk Management: Risk management Concept, Principles of Risk Management, Risk Identification, Risk Assessment, Hierarchy of Risk, Risk Options, Risk Management Plan, Areas of Risk Management, Project Risk Management Process, Positive Risk Management, Risk Communication.

Unit 13: Special Cases in Project Management: Event Chain Methodology, Agile Project Management, Extreme Project Management, Software Project Management, Software Prototyping, V-Model, Spiral Model, Rapid Application Development, Dynamic Systems Development Method, Rational Unified Process, Test-Driven Development, Feature-Driven Development, Benefits Realization Management, Critical Chain Project Management.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Learn the various stages of project life cycle.
CO301.2	Understand	Understand the resources needed in each stage of project life cycle.
CO301.3	Analyse	Easily analyse the cost analyses for project to be done.
CO301.4	Evaluate	Acquire the skill of completing project depending on the task length.

Suggested Reading:

1. Project Management Body of Knowledge, Book by Project Management Institute
2. Originally published: 1996, Author: Project Management Institute, ISBN: 978-1-62825-184-5
3. The Art of Project Management, Book by Scott Berkun
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold Kerzner (Author)
5. Project Management for the Unofficial Project Manager: A Franklin Covey Title, Book by James Wood, Kory Kogon, and Suzette Blakemore

Semester	3	Course	4	Specialization	Project Management
Course Code	OMBP-302	Credits		Type	Specialization Course
Course Title	Project Planning and Scheduling (PPS)				

Course Description:

No matter how large or small construction project, an efficient, well-thought-out schedule is crucial to achieve success. The schedule manages all aspects of a job, such as adjusting staff requirements at various stages, overseeing materials deliveries and equipment needs, organizing, inspecting, and estimating time needed for curing and settling- all of which requires a deep understanding on the part of the scheduler.

Course Objectives:

- 1) Steps needed to devise a technologically advanced schedule geared toward streamlining the construction process;
- 2) Calculations needed by project schedulers, particularly related to time management;
- 3) Precedence networks as a viable solution to scheduling, the main part of project control;
- 4) The concepts of Dynamic Minimal Lag, a new CPM technique; and
- 5) Risk management techniques in the areas of project scheduling and control.

Course Outline:

Unit 1: Project Planning & Scheduling: Concept of Project, Characteristics of Projects, Project Planning, Importance of Project Planning, Difference Between Project Plan and Schedule, Types of Project, Project Management Life Cycle, Work Breakdown Structure.

Unit 2: Project Planning/Scheduling Techniques: Scheduling Techniques, Calendar Scheduling, Milestone Chart, BAR Chart, Gantt Chart, Line of Balance.

Unit 3: Network Techniques– CPM/PERT- I: Concept, The Framework for PERT and CPM, CPM Scheduling, PERT Scheduling.

Unit 4: Networking Techniques– CPM/PERT- II: Forward Pass, Backward Pass, Finding The Critical Path, Float, Limitations of PERT/CPM, Application of PERT/CPM, Advantages of PERT/CPM.

Unit 5: Network Technique for Probabilistic Time: Projects of Uncertain Activity Time, Framework of PERT, Computation of likely project duration and Variance.

Unit 6: Precedence Diagramming Method: Development of PDM, Types of Dependency, Concept of PDM, Constructing Precedence Diagram, Features of PDM, Benefits of PDM, Steps in PDM, Tools Used to Create a Precedence Diagram.

Unit 7: Resource Scheduling: Project Constraints, Resource Constraints, Resource Allocation, Resource Aggregation, Resource Leveling, Resource Leveling Techniques, Resource Allocation and Resource Leveling, Resource Smoothing, Benefits of Resource Scheduling, Multitasking, Resource Allocation in Multi Project Scheduling.

Unit 8: Project Crashing: Concept of Crashing, Objectives, Need for Crashing, Approach, Steps for Crashing, Fast tracking, Criteria for Crashing, Risks of Project Crashing.

Unit 9: Critical Chain Scheduling: Concept, Parkinson's Law, Safety in Activity Duration, Multitasking, Buffer, Theory of Constraint, Multi Project Environment, Steps in Critical Chain Scheduling, Implementation Aspects.

Unit 10: Project Performance Measurement and Control: Project Performance Management Process, Designs and Monitoring Framework, Project Process Control, Earned Value Management, Performance Targets and Indicators, Project Risks, Project Quality, Project Performance Management with Six Sigma.

Unit 11: Projects Planning and Scheduling in Service Organizations: Characteristics of Service Business, Project Planning in Service Industry, Effect of Poor Project Planning in Service Industry, Operation Planning in Entertainment Business, Project Planning and Scheduling in IT Industry, Project Planning in Social Service, Project Planning in Health Care, Project Planning in Sports.

Unit 12: IT for Project Planning: Project Management Software, Software Selection, Benefits of Use of Software, Project Planning Software Programs, Project Scheduling Software, Gantt Chart in Excel, Software for Small Business, MS Project, Features of MS Project, Primavera.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Learn the steps towards streamlining the construction process.
CO302.2	Understand	Understand the aspect of time management.
CO302.3	Analyse	Analyse critical path method techniques to remove time conflict.
CO302.4	Apply	Apply project scheduling and control in work design.

Suggested Reading:

- 1) Microsoft Project 2013 Plain & Simple by Ben Howard
- 2) Planning and Scheduling using MS Project 2010 by Paul Harris
- 3) Oracle Primavera P6 Version 8: Project and Portfolio Management by Daniel Williams and Elaine Britt Krazer
- 4) Computer-aided Project Management by George Suhanic

Semester	3	Course	4	Specialization	Project Management
Course Code	OMBP-303	Credits		Type	Specialization Course
Course Title	Business Laws and Regulations (BLR)				

Course Description:

The objective of this course is to enable students understand the legal framework of business.

Course Objectives:

- 1) Law of Contract -1872 (Part-I): Nature of contract and essential elements of valid contract, offer and acceptance, consideration, capacity to contract, free consent, and legality of object;
- 2) Law of Contract–1872 (Part-II): Unlawful and illegal agreements, contingent contracts, performance and discharge of contracts, remedies for breach of contract;
- 3) Special Contracts: Indemnity and guarantee, contract of agency, Sale of Goods Act - 1930: General Principles, Conditions & Warranties, Performance of Contract of Sale;
- 4) Indian Partnership Act–1932: Constitution of partnership- Rights, duties and liabilities of partners, dissolution of partnership;
- 5) Negotiable Instruments Act - 1881: Negotiable Instruments- Promissory note, bills of exchange & cheque and their definitions and characteristics, types of endorsements, Holder- holder in due course, discharge of parties;
- 6) Companies Act, 1956: Steps and procedure for incorporation of the company, Company Management–appointment of directors, powers, duties, & liabilities of directors, company meetings, resolutions, winding-up of a company.
- 7) Income Tax Act -1961 - Important provisions of Income Tax Act: assessment year–assessee, gross total income, procedure for advance payment of tax and tax deducted at source, and assessment procedure.
- 8) Central Excise Act -1944: Basic concepts related to excisable goods, classification of goods, and basic concept of VAT.

Course Outline:

Unit 1: Introduction: Business Law, Constituents of Business, Meaning and Nature of Law, Sources of Indian Law, Concept of Artificial Legal Entity, Concept of Legal Rights, Concept of Property, Kinds of Property, Concept of Ownership and Possession, Essentials of Law.

Unit 2: Contract Law- 1: Contracts, Essentials of Valid Contract, Void, Voidable and Valid Agreements.

Unit 3: Performance of Contract, Remedies and Special Contracts: Performance of Contract, Contingent Contract, Quasi Contract, Remedies and Breach of Contract, Contracts of Agency, Contracts of Guarantee, Contracts of Indemnity, Letter of Credit Contracts, Employment Contracts, Indemnification.

Unit 4: Law on Special Contracts under Allied Laws: Partnership and Sale of Goods Act.

Unit 5: Company Law 1: Kinds of Company and Registration of Company, Memorandum of Association, Articles of Association, Prospectus, Share, Debenture, and Capital.

Unit 6: Company Law – II: Membership, Directors, Shareholders Meeting, Ordinary and Special Resolutions, Compromise, Arrangement and Reconstruction, Winding Up.

Unit 7: Law on Alternate Dispute Resolution: Law on Arbitration and Conciliation in India, Lok-Adalats.

Unit 8: Law on Consumer Protection: Consumerism, Object, Definition, Consumer Dispute Redressal Mechanism.

Unit 9: Right to Information: Object and Evolution, Historical Background, Basic Features of the Act.

Unit 10: Information Technology Law: Introduction and Offences.

Unit 11: Intellectual Property Law: Evolution of the Patent System, Introduction to Copyright Law, Moral Rights or Droit Moral, Introduction to Trademark Law, What is a Trademark, Other Types of Intellectual Property.

Unit 12: Competition Laws: Monopolies and Restrictive Trade Practices Act- 1969, Competition Act- 2002, Anti-Competitive Agreements, Acquisition, Merger and Amalgamation,

Competition Commission of India.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Easily learn the various acts pertaining to laws of business
CO303.2	Understand	Understand the laws related to business activities
CO303.3	Analyse	Analyse the business with government policies.
CO303.4	Create	Generate documentation to start new project.

Suggested Reading:

- 1) The Indian Patent Act as Amended In 2005.
- 2) The Indian Patent Act 1770 (As Amended).
- 3) UK Copy Right Act.
- 4) The Copy Right Act 1957.
- 5) The Trade Marks Act 1999.
- 6) Jon Holyoak and Paul Torremans : Intellectual Property Law
- 7) Stobbs, Gregory A, Software Patent Worldwide
- 8) Coppinger, Copyright (All Volumes) 15th Edition, Landon: Tottel Publishing 2006
- 9) Anson's Law of Contract.
- 10) Prof. G C V Subba Rao, Law of Contract I and II.

Semester	3	Course	4	Specialization	Project Management
Course Code	OMBP-304	Credits		Type	Specialization Course
Course Title	Project Finance & Budgetary Control (PFBC)				

Course Description:

This course will help students understand the "macro" big picture and "micro" line item context and trends of finance, as well as the mechanics of developing budgets. It will give the students the necessary tools to make sound financial decisions for their business Unit. Whether the goal is to stay on budget, increase overall cost savings or meet specific profitability targets, real-world exercises will help them become familiar with the standard financial documents, and use the budget and estimating methods and tools more effectively. Specifically, they will review and discuss commonly used financial metrics to not only understand the numbers, but also to explore the not-so-obvious financial impacts of typical operating decisions and actions from a project to organizational level.

Course Objectives:

- 1) To be able to describe the concept, components of project finance, and the linkage between planning, analysis, and selection of project;
- 2) To know the key parties to a project financing and the documentation process involved in it;
- 3) To gain knowledge of sources of finance available for projects;
- 4) To describe the strategies employed in managing risk; and
- 5) To be able to solve simple cases.

Course Outline:

Unit 1: Introduction to Project Finance: Characteristics of a Project, What is Project Finance?, Essentials of Project Financing, Importance of Project Financing, Project Financing Structures, Project Financing in India, Key Parties to a Project Financing, Key Documents in a Project Financing, Risks in Project Financing.

Unit 2: Projects- Financial Structuring: Common Objectives of the Project, The Promoters Role, Capital Investment Decision, Investment Criteria.

Unit 3: Projects – Sources of Finance: Sources of Capital.

Unit 4: Project Financing- Cost of Capital: Introduction, Investors in a Project, Financing Decision, Definition of Cost Capital, Measurement of Cost of Capital, Cost of Debt, Cost of Equity, Cost of Retained Earnings, Weighted Average Cost of Capital (WACC), Financing Structure.

Unit 5: Projects- Market, Technical & Financial Feasibility: Market Feasibility, Technical Feasibility, and Financial Feasibility.

Unit 6: Financial Estimates and Projections: Objectives of Financial Statements, Users of Financial Statements, Profit & Loss Statement/Operating Statement, Balance Sheet, Funds Flow Statement, Cash Flow Statement, Ratio Analysis, Significance of Ratio Analysis, Limitations of Ratio Analysis.

Unit 7: Projects- Lenders' Appraisal: Financial Feasibility Analysis, Technical Feasibility Analysis, Economic Feasibility Analysis, Management Competency Appraisal, Risk Analysis by Lenders, Restrictive Covenants, Non-Recourse and Recourse Financing, Why do Projects Fail?

Unit 8: Project Risk Analysis: Sources of Risk, Project Risk Identification, Operating Risk, Risk Management.

Unit 9: Financing Infrastructure Projects: Characteristics of Infrastructure Finance, Infrastructure Project Finance vs. Traditional Finance, New Approach for Infrastructure Projects, Infrastructure Project Finance– Advantages, Infrastructure Project Finance– Participants, Financing Mechanism, Steps in Infrastructure Project Finance, Risks and Its Mitigation.

Unit 10: Budgetary Control: Definition of Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budget, Master Budget, On the Basis of Capacity, Preliminaries in the Installation of Budget System.

Unit 11: Standard Costing: Meaning of Standard Costing, Relation Between Budgetary Control and Standard Costing, Advantages of Standard Costing, Disadvantages of Standard Costing, Suitability of Standard Costing as a Management Tool, Relationship of Standard Costing and Budgetary Control.

Unit 12: Variance Analysis: Material Variances, Labour Variances, Overhead Variances, and Sales Variances.

Unit 13: Zero-Base Budgeting, Performance Budgeting: Basic Steps in the Implementation of

Zero Base Budgeting, Advantages of Zero-Base Budgeting, Disadvantages of Zero Base Budgeting, Performance Budgeting, Steps in Performance Budgeting.

Unit 14: Capital Budgeting Methodologies: Meaning of Capital Budgeting, Capital Budgeting Methodologies.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Learn the basic concepts of project finance.
CO304.2	Understand	Understand documentation process pertaining to project finance.
CO304.3	Apply	Able to select a project by understanding the basic concept.
CO304.4	Evaluate	Differentiate risk and returns with strategic analyses.
CO304.5	Analyse	Grab the opportunities with available project.

Suggested Reading:

1. Projects- Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra; Tata McGraw-Hill Publishing Co. Ltd. 7th Edition.
2. Project Management by Bhavesh Patel; Vikas Publishing House Pvt. Ltd. 2nd Edition.
3. Financial Management by Ravi M. Kishore; Taxman Allied Services(P) Ltd. 6th Edition.
4. Banking Strategy, Credit Appraisal and Lending Decisions by Hrishikesh Bhattacharya; Oxford University Press.

Semester	3	Course	4	Specialization	Project Management
Course Code	OMBP-305	Credits		Type	Specialization Course
Course Title	Project Performance Measurement & Control (PPMC)				

Course Description:

This course provides students with an overview of project management, focusing on project initiation and control. A discussion of the different types of projects, the project life cycle as well as the intricacies of defining and monitoring project resources, cost, scope, and schedule – through work breakdown structures, the precedence diagramming method, and earned value analysis among other tools – is included. Popular project management software will also be introduced.

Course Objectives:

- 1) Understand what a project is, the project life cycle, stakeholders and roles, challenges and importance of project management;
- 2) Learn and apply the tools and techniques in initiating and planning a project such as estimating the project budget and cost, developing a project plan, developing a project schedule, management of risks, preparing project proposals, mobilizing the project resources, and evaluating which project to select;
- 3) Learn and apply different project management processes, tools and techniques from executing, monitoring and controlling up to project closure; and
- 4) Put together a proposal for a project and present a business case.

Course Outline:

Unit 1: Project Management Basic Processes: Project Management Five Basic Process Groups, Critical Characters of Control Systems, Characters of Management Control, Concept of Management Control from Historical Perspective in Management Literature, Concept of Management Control, Important Attributes of Management Controls, Project Monitoring & Controlling Processes, Project Controlling and Project Control Systems, Principles of Management Control System 26, The Significance of Control, Steps in Setting up Control Systems-Process Flow.

Unit 2: Project Controls: What is it and Why is it Important?: Importance of Project Controls, What Is Project Control?, Why is Project Control Important?, Factors That Cause Project Change, Project Control Critical Function for Project Success.

Unit 3: Introduction: Project Performance Management Systems: The Objectives of Performance Management System, Journey from Capacity to Excellence, The Main Attributes of PMCS, The Additional Activities for Setting up the Proposed System, Performance Management (Measurement & Control) Cycle.

Unit 4: Project Failures a Challenge for Project Management Professionals: Introduction to Causes of Project, Causes of Project Failures (PMI Survey Results), Issues that Need Attention to Avoid Project Failures, Organizational Issues that Need to be Addressed to Avoid Failures of Projects, How to Prevent Project Failure-Actions.

Unit 5: Project Teams & Impact of Teams on Project Performance: The Differences Between Teams & Groups, Why do We Need Teams Especially for Project Organizations?, The Basic Issues in Team Building Are?

Unit 6: Project Management and Earned Value: What is Earned Value?, The Secrets to Earned Value Management Success, Earned Value Management (EVM), How Do We Use Earned Value?

Unit 7: Project Audit: Scope of Audit, Principles of the Project Audit, Objectives of the Project Audit Guide, Benefit of the Audit for Project Organization/Users.

Unit 8: Project Management Introduction: Need for Effective Project MIS: Role of the Management Information System, Impact of Management Information System, What is MIS for Project Organizations? Why do We Need MIS for Projects?, Background Notes on Information Systems, Business Perspective on Information Systems.

Unit 9: Project Management Office (PMO): Need a PMO: Need of PMO – Many issues involved in this activity, What a PMO Can Do?, It's Hard to Measure Success, The Lines of Authority for PMO, Questions for Preparation.

Unit 10: Introduction to TOC (Theory of Constraints): History of TOC, Key Assumption & TOC Basic Principles, Theory of Constraints (TOC) as New Management Philosophy, The Five Focusing Steps, TOC Thinking Process.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Learn the basic concepts of project management.
CO305.2	Understand	Understand the tools & techniques of project performance and control.
CO305.3	Apply	Apply project management process by clearly understanding the subject.
CO305.4	Evaluate	Be trained to present a proposal and business case.

Suggested Reading:

1. PMBOK Guide 4th Edition along with various publications of PMI USA
2. Wikipedia and Notes on Web Based Search
3. Notes prepared by the authors based on his personal study about Project Management during his study for Fellowship Program at NITIE
4. Deploying Productivity Tools...A Killer Silver Bullet by Mike O'Dell
5. Strategic Planning Centre for Nonprofit Development
6. Applied Software Project Management: Andrew Stellman & Jennifer Greene

Semester	3	Course	4	Specialization	Project Management
Course Code	OMBP-306	Credits		Type	Specialization Course
Course Title	IT in Projects (ITP)				

Course Description:

This course is mainly designed to prepare IT project managers, novice or experienced, with project management skills needed to better manage IT projects. Built along the IT project management lifecycle, this course covers detailed topics of the basic concepts of IT project management, including initiating, planning, controlling, executing, and closing projects. The course also shows how IT projects should be managed, from inception to post implementation review.

Course Objectives:

- 1) Understand the job roles of an IT project manager;
- 2) Recognize the key issues during the IT project management procedures;
- 3) Describe the best practices in IT project management processes; and
- 4) Build a performing organization and project team.

Course Outline:

Unit 1: Project Management: Its Role & Scope, Need of Project Management, Some Major Project Management Concept, Success Factors in Project Management, Project Development Life Cycle.

Unit 2: Overview of Types of Softwares for Project Management: Basics of Project Management Software, Requirements of Project Management Software, Project Management Software Categories, Approaches to Project Management Software, Top 10 Web-Based Project Management Software, Criticisms of Project Management Software.

Unit 3: Microsoft Project in Detail: Starting a New Project File, Tasks and Milestones, Action Plan Organizing, Linking and Predecessors, Assign Resources to a Task, Assigning Costs Tasks, Reports, Views and Tables.

Unit 4: Software Selection Criteria: Project Management Software Categories, Choosing the Right Tool, Criteria to Consider, Six Criteria for Choosing Software for Project Management

Tools, General Requirement, The Recommended Procurement Process.

Unit 5: Barriers for Using Information Technology in Project Management: Information Technology for Project Management, Barriers to Technology Adoption and Collaboration, Reasons for Non-Adoption of IT Tools.

Unit 6: Aligning IT Tool with the Project: Process Definitions, Step 1: Create, Step 2: Select, Step 3: Plan, Step 4: Manage, Building a Road Map to Success, The Microsoft EPM Solution.

Unit 7: IT Management: IT Infrastructure, List of IT Management Disciplines, IT Configuration Management, IT Managers, Project Management Training, International Standards.

UNIT 8: Project Planning: Project Planning and Scheduling Techniques, Developing the Project Network Using CPM/PERT, Constructing Network Diagram, AON Basics, Forward Pass and Backward Pass, Limitations of CPM/PERT, PERT/CPM Simulation, Reducing Project Duration.

Unit 9: Task management: Task Life Cycle, Activity Supported by Task, Task Management Software, Time Tracking Software, and Comparison of Time Tracking Software.

Unit 10: Project Management Information System: Objective of PMIS, Planning by Network Analysis, Cost Control Systems, Integrated PMIS, System Automation & Computerization, Project Monitoring & Reporting.

Unit 11: IT for Documents and Collaboration: Groupware, Groupware and Levels of Collaboration, Collaborative Software and Human Interaction, Collaborative Project Management Tools, Collaboration Software and Voting Methods, Document Collaboration.

Unit 12: Organization Structures in Projects: Types of Organization Structure, Hierarchical Organization Structure, Integrating Projects in Functional Organization, Matrix Organization, Complexities of Matrix Organization Structure, Advantage of Matrix Organization Structure, Fitting Matrix Organization into an Organization, Types of Matrix Organization Structure, Organization Structure in 21st Century.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the roles of the IT project managers.
CO306.2	Understand	Understand the whole process of project management.
CO306.3	Analyse	Be able to develop a work breakdown structure.
CO306.4	Create	Implement skills related to manage the overall change control.

Suggested Reading:

1. IT Service Catalog Planning Stage Tips Christina Torode, August 2010
2. IT Financial Management - Now Is The Time Reginald Lo, October 2008
3. IT SLA and KPI Management McNurlin, Barbara, et al. (2009). "Information Systems Management in Practice (8th Edition.)". Prentice Hall.
4. O'Brien, J (1999). Management Information Systems– Managing Information Technology in the Internetworked Enterprise. Boston: Irwin McGraw-Hill. ISBN 0-07-112373-3.
5. Talbot, Chris, "HP Adds to Converged Infrastructure Lineup," Channel Insider, June 7, 2011.
6. Gardner, Dana, "Converged Infrastructure Approach Paves Way for Improved Data Center Productivity, Private Clouds," February 9, 2010, IT Business Edge
7. Huff, Lisa, "The Battle for the Converged Data Center Network," Data Center Knowledge, August 18, 2011.
8. Harris, Derrick, "Can Open Converged Infrastructure Compete?" GigaOM, October 10, 2010.
9. McKeen, James D., and Smith, Heather A., Making IT Happen: Critical Issues in IT Management, Wiley Series in Information Systems, 2003.

Semester-III Operations Management Specialization

Semester	3	Course	4	Specialization	Operations Management
Course Code	OMBO-301	Credits		Type	Specialization Course
Course Title	Production Planning & Control (PPC)				

Course Description:

To develop a broad conceptual framework based on the research, which has been done in the recent past and to bridge the gap between the theoretical solutions on one hand and the real-world problems on the other in production planning and control.

Course Objectives:

- 1) To understand the various components and functions of production planning and control such as work study, product planning, process planning, production scheduling, inventory control; and
- 2) To know the recent trends like Manufacturing Requirement Planning (MRP II) and Enterprise Resource Planning (ERP).

Course Outline:

Unit 1: Understanding the Project: Introduction to Project, Projects in Different Fields, Classification of Projects, Project Classification Based on Nature of Project, Characteristics of Project.

Unit 1: Production Planning and Control: Production Control, Role of Production Planning and Control, Objectives of Production Planning and Control, Significance, Functions, Factors Affecting Production Planning and Control, Symptoms of Poor Production Planning and Control, Organisation for PPC Function, Manufacturing Planning and Control, Measurement of Effectiveness, Production Planning and Control in Services.

Unit 2: Demand Management: Functions, Demand Planning, Demand Forecasting, Forecasting Techniques, Bullwhip Effect, Strategies for Demand Fluctuations, Demand Management in Services.

Unit 3: Sales & Operations Planning (SOP): Features, Objectives and Functions, Benefits, Process of SOP, Requirements for implementation, Implementation of SOP, Key Indicators of a Successful SOP

Unit 4: Capacity Planning: Meaning of Capacity, Types of Capacity, Capacity Management, Capacity Shortage, Factors Affecting Capacity, Capacity Planning, Capacity Planning and Product Life Cycle, Capacity Expansion Strategies.

Unit 5: Aggregate Planning: Capacity and Demand Balance, Aggregate Planning Strategies, Steps in Aggregate Planning, Use of QT in Aggregate Planning, Aggregate Planning in Services, Trends in Aggregate Planning.

Unit 6: Master Production Schedule: Objectives of the MPS, MPS and Production Plan, Key Terms in MPS, Output of MPS, Steps in MPS, Time Fences and Time Zones, Changing MPS, Evaluation of MPS.

Unit 7: Material Requirement Planning Schedule: MRP System, MRP Process, Lot Sizing Rules, MRP Computations, Regeneration and Net Change, Assumptions in MRP, Benefits of MRP, MRP Implementation, Software for MRP.

Unit 8: Production Activity Control: Concept of Production Activity Control, Functions of Production Activity Control, Role of Shop Planner, Information and Documents, Operations Scheduling, Loading, Sequencing, Dispatching, Input/Output Control.

Unit 9: High Volume Production Activity Control: Types of Production, Flow Production, Characteristics of Flow Production, Requirements of Flow Production, Planning and Control In Flow Production, Line Balancing, Terminology in Line Balancing, Line Balancing Methods, Line Balancing Procedure, Kilbridge and Wester Method.

Unit 10: Job Shop Production Activity Control: Job Production, Characteristics of Job Shop Production, Complexity of Job Shop, Production Activity Control in Job Shop, Terminology in Job Shop Planning, Job Shop Scheduling, Sequencing Rules, Gantt Chart, Approaches to Job Shop Scheduling.

Unit 11: Sequencing Models: Meaning of Sequencing, Taxonomy of Sequencing Models, General Assumptions in Sequencing, Priority Rules for Job Sequencing, Factors Affecting Sequencing, Sequencing in Flow Shop, Johnson's Method, N Jobs- Three Machines Sequencing, Sequencing in Job Shop.

Unit 12: JIT and Kanban: Concept of JIT, Philosophy of JIT, Elements of JIT, JIT Purchasing, Application of JIT, Benefits, Limitations of JIT, Concept of Kanban, Objectives and Functions of Kanban, Dual Card Kanban, Pull System, Principles of Implementation.

Unit 13: Project Scheduling: Characteristics of Project, Project Scheduling, Gantt Chart,

Network Scheduling, PERT/CPM, Probabilistic Activity Time, Precedence Diagramming Method (PDM), Critical Chain Scheduling.

Unit 14:PPC in Service Industry: Characteristics of Service Business, Differences Between Service and Manufacturing, OPC in Service Industry, Effect of Poor Planning in Service Industry, OPC in Logistics Operations, Operation Planning in Entertainment Business, Operations Control at Air France, OPC in IT Industry, OPC in Health Care.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Learn basic the concepts of production planning & control.
CO301.2	Analyse	Exhibit recent trends of manufacturing requirement planning.
CO301.3	Evaluate	Easily implement 5 M concept into practice.
CO301.4	Apply	Implement various components and functions into practice.

Suggested Reading:

1. Thomas E Vollman, William L Berry, D Cay Whybark and F Roberts Jacob MANUFACTURING PLANNING AND CONTROL FOR SUPPLY CHAIN MANAGEMENT, Tata McGraw–Hill Publishing Company Ltd (2005)
2. Daniel Sipper, Robert L, Bulfin, Jr. PRODUCTION PLANNING, CONTROL AND INTEGRATION McGraw-Hill Companies Inc.
3. Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington PRODUCTION PLANNING AND INVENTORY CONTROL Prentice Hall Of India Pvt Ltd, New Delhi (2003)
4. Landvater Darryl V WORLD CLASS PRODUCTION AND INVENTORY MANAGEMENT John Wiley and Sons, New York 1997
5. H J Zimmermann, M G Sovereign QUANTITATIVE MODELS FOR PRODUCTION MANAGEMENT Englewood Cliffs N J: Prentice Hall 1974

Semester	3	Course	4	Specialization	Operations Management
Course Code	OMBO-302	Credits		Type	Specialization Course
Course Title	Fundamentals of Project Management (FPM)				

Course Description:

To train scientists and managers in the practical application and modern tools and techniques of planning, scheduling, monitoring, and control of multiple projects.

Course Objectives:

- 1) To provide the students with a holistic and integrative view of project management;
- 2) To highlight the role of projects in modern day business organizations; and
- 3) To sensitize the students to the complexities of project management.

Course Outline:

Unit 1: Understanding the Project: Introduction to Project, Projects in Different Fields, Classification of Projects, Project Classification Based on Nature of Project, Characteristics of Project.

Unit 2: Project Management: Need for Project Management, Project Management Objectives, The Value of Project Management, Characteristics of Project Management, Phases in Project Management, Approaches to Project Management, Project Processes.

Unit 3: Project Management Content: Introduction to Project Management Contents, Project Management Life Cycle, Business Case, Project Management Resources.

Unit 4: Project Finance and Evaluation: Projects Finance, Estimation of Time and Costs in Project, Project Evaluation Using Cost Benefit Analysis, Feasibility Study, PESTEL Analysis.

Unit 5: Project Planning: Projects Planning Cycle, Project Planning Tools.

Unit 6: Project Organizing: Creating Organization Structures, Types of Organization Structures, Specialized Organization Structures, Projects Organizing Process, Project Management Office.

Unit 7: Project Scheduling and Control: Project Scheduling Inputs, Project Scheduling

Process, Concurrent Project Management, Multi-Tasking, Project Crashing, Project Controlling, Earned Value Management, Project Accounting, Project Resource Management, Resource Leveling.

Unit 8: Project Quality: Understanding Quality Cost of Quality, Project Quality Costs, Dimensions of Project Quality, Project Quality Plan, Components of a Project Quality Plan, Planning for Project Quality, Quality Control in Projects, Implementing Quality Control, Total Quality Management, ISO Standard on Project Management.

Unit 9: Project Contract: Understanding Contract, Elements of Contract, Contract Management, Types of Contract, Contract Process, Defining SOW for Project, Project Contracts from Financial Perspective, Subcontracting in Projects, Employer's Involvement in Subcontracts.

Unit 10: Project Procurement: Procurement Process, Procurement System, Acquisition Process, Procurement Performance, Procurement Methods, Purchasing, Turnkey Projects, Planning for Procurement, Selecting Supplier for Project, Robinson Model.

Unit 11: Project Closing: Purpose of Project Closing, Elements of Project Closing, Turnover of Projects, Lessons Learned, Project Close Out Report, Post Implementation Review, Analyzing Project Results, Responsibilities of Project Leader, Project Closure Activities as Given by PMP.

Unit 12: Project Risk Management: Risk Management Concept, Principles of Risk Management, Risk Identification, Risk Assessment, Hierarchy of Risk, Risk Options, Risk Management Plan, Areas of Risk Management, Project Risk Management Process, Positive Risk Management, Risk Communication.

Unit 13: Special Cases in Project Management: Event Chain Methodology, Agile Project Management, Extreme Project Management, Software Project Management, Software Prototyping, V-Model, Spiral Model, Rapid Application Development, Dynamic Systems Development Method, Rational Unified Process, Test-Driven Development, Feature-Driven Development, Benefits Realization Management, Critical Chain Project Management.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Learn various stages of project life cycle.
CO302.2	Understand	Understand resources needed in each stage of project life cycle.
CO302.3	Analyse	Easily analyse the cost analyses for project to be done.
CO302.4	Evaluate	Implement the skill of completing project depending on the task length.

Suggested Reading:

1. Project Management Body of Knowledge, Book by Project Management Institute
2. Originally published: 1996, Author: Project Management Institute, ISBN: 978-1-62825-184-5
3. The Art of Project Management, Book by Scott Berkun
4. Project Management: A Systems Approach to Planning, Scheduling, and Controlling by Harold Kerzner (Author)
5. Project Management for the Unofficial Project Manager: A Franklin Covey Title Book by James Wood, Kory Kogon, and Suzette Blakemore

Semester	3	Course	4	Specialization	Operations Management
Course Code	OMBO-303	Credits		Type	Specialization Course
Course Title	Logistics & Supply Chain Management (LSCM)				

Course Description:

This Course is designed to explain the basic theory and techniques of Supply Chain Management (SCM) to examine the issues and problems associated with SCM in changing the business environment and to show how SCM can improve an enterprises effectiveness and competitiveness.

Course Objectives:

- 1) To understand the importance of SCM;
- 2) To know the various aspects of SCM; and
- 3) To study the current trends in SCM.

Course Outline:

Unit 1: Introduction to Supply Chain Management: The Management Concept and Evolution of SCM, What is SCM? The Basic SCM Model, Relationships in SCM, Significance of SCM, Case Studies, Fundamentals of Logistics Management.

Unit 2: Fundamentals of Supply Chain Management: Decision Phases in Supply Chain, The macro processes of Supply Chain, Push-Pull based SCMs, Morkov Chain , Different types of Logistics, SCM in Indian Industry, Reverse SCM and Logistics, and Other Related Topics.

Unit 3: Inventory Control Management and Supply Chain Management: Need for Holding Inventory, Types of Inventories, Inventory Under Conditions of Uncertainty, Symptoms of Poor Inventory Management, Significance of Inventory Control Management, Inventory Control Organization, Duties of Inventory Control Department, Conducting Inventory– Methods of Inventory Control, Selective Inventory Control, Inventory Management in India, Inventory Ratios, Service Level, Understocking and Overstocking Costs.

Unit 4: Economic Order Quantity: The Economic Order Quantity [EOQ], The Derivation of EOQ, Standard Deviation, Practical Inventory Systems, Methods of Computation of EOQ, Cost Sensitivity Analysis, Integrated EOQ-ABC Analysis, Economic Purchase Quantity, Practical Considerations of EOQ in terms of Rate of Receipt and Rate of Usage, Additional Problems on EOQ.

Unit 5: Stores Management and Supply Chain Management: Duties of the Store Officer, Interdepartmental Relations, Corporate Policy and Stores Management, Types of Stores, Warehouses, Store Organization, Store Layouts, Features of Good Store Keeping, Safety Measures, Training.

Unit 6: Stores in Supply Chain: Care of Materials, Features of Ideal Storage Equipments, The Storage Equipments, The Store Records, The Store Reports, The Store Ratios, The Store Audit, Disposal, Replacement Analysis.

Unit 7: IT Enabled Supply Chain: Types of SCM Software, Macro-Processes CRM, ISCM and SRM, Transaction Management with EDI, Supply Chain IT in Practice, E-Business and Supply Chain, E-Sourcing, Data Requirements from SCM, Legacy Systems.

Unit 8: Material Handling and Transportation: Significance of MHT, Functions of MHT Management, Factors Influencing Transport Decisions, Various Modes of Transport, Design Options, Transportation During Trade-Offs, Routing and Scheduling, Material Handling, Material Handling Ratio, Principle of Unit Load and Concept of Containerization and Palletization, Containerization, Transportation Techniques, Material Handling Equipments, Traffic Management, Total Cost of Transport, Insurance Management.

Unit 9: Strategic Fit: Implied Demand Uncertainty, Understanding the Capabilities of Supply Chain, Other Issues Affecting Strategic Fit, Drivers and Obstacles, Decision Making in Supply Chain, Designing Supply Chain Distribution Network, Design Patterns of Distribution Network.

Unit 10: Network Design in Supply Chain: Factors Affecting Network Design, A Framework for Network Design Decisions, Taking Supply Chain Decisions Under Uncertain Conditions, Forecasting Demand, Methods of Forecasting, Role Played by Aggregate Planning, Action Plan, Strategy, Aggregate Planning Implementation, Managing the Supply, Implementing Solutions.

Unit 11: Manufacturing and Supply Chain Management: Product Life Cycle, Item Management, Kanban Systems, Assembly Line, Basic MRP Logic.

Unit 12: Channels of Distribution: Functions Performed by Distribution Channel, Services to the Customer, Vertical Marketing Systems [VMS], Horizontal Marketing Systems [HMS], Multi-Channel Marketing Systems [MMS], The Internet, Distribution Channel Design, Factors Affecting Choice of Distribution Channel.

Unit 13: International Logistics: International Shipping, Multimodal Transport, Air Transport.

Unit 14: Advanced Topics in Supply Chain Management: Customer Relationship

Management (CRM), Electronic Data Interchange (EDI), Business Telecommunication, Electronic Supply Chain Management (eSCM), Supply Chain Software, Digital Content Management, Business Process Re-engineering (BPR), Decision Support Systems and SCM.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn the importance of supply chain management.
CO303.2	Understand	Understand the basic concepts of supply chain management.
CO303.3	Analyse	Exhibit current trends in supply chain management.
CO303.4	Apply	Apply skills to implement various aspects of supply chain management.

Suggested Reading:

1. Oracle e-Business Suite, Manufacturing and Supply Chain Management Oracle Press
2. Manufacturing Planning and Control for Supply Chain Management, F. Robert Jacobs , William Berry , D. Clay Whybark , Thomas Vollmann, McGraw-Hill Professional Publishing
3. Manufacturing, Planning and Control Systems for Supply Chain Management, William Berry , D. Clay Whybark , Thomas Vollmann McGraw-Hill Publishing
4. Manufacturing Operations and Supply Chain Management – ALean Approach, David H. Taylor, David Brunt Cengage Learning Publishing
5. Supply Chain Design and Management: Strategic and Tactical Perspectives, Manish Govil, Jean-Marie Proth Academic Press

Semester	3	Course	4	Specialization	Operations Management
Course Code	OMBO-304	Credits		Type	Specialization Course
Course Title	World Class Manufacturing (WCM)				

Course Description:

Consistent with the Shingo Principles of continuous improvement, the World Class Manufacturing (WCM) training program is designed to train individuals to improve employee morale, individual and company performance, and company profits at all levels of the organization by highlighting the value and non-value added activities.

Course Objectives:

- 1) To help students understand the global competitive environment being faced by manufacturers;
- 2) To help students to know the impact of IT revolution on manufacturing competitiveness;
- 3) To help students understand the different international practices & models adopted by various organizations;
- 4) Understand various practices being taken up by Indian Industries; and
- 5) To help students know about the maintenance management practices.

Course Outline:

Unit 1: Overview of “World Class Manufacturing”: Common characteristics of WCM, World Class Organization of Future, What it Takes to Stay World Class?, Emergence of “World Class” Concept, Case Studies.

Unit 2: Vision, Mission, Values, Business & Manufacturing Strategies: Mission Statement, Vision Statement, Values, Interrelationship Between Values, Mission, and Vision, Strategy, Vision, Mission, Competitive Advantage, Business Strategy, Manufacturing Strategy, Current Issues.

Unit 3: Organization Design, Human Resources, Technology, and Performance Measurement: Organization Design, Human Resource, Technology, and Performance Measurement

Unit 4: Information Systems, Management Direction, and Operations Capabilities: Information Systems, Management Direction, Operating Model, Operating Capabilities.

Unit 5: Quality: ‘Quality’, Total Quality Control, Quality Planning, Quality Control, Quality

Improvements, Total Quality Management (TQM).

Unit 6: Customer Service: What is Customer Service?, Essentials of Customer Service, A Few Basic Rules About Customer Service, Tips for Better Customer Service, Finer Points of Excellent Customer Service, Secrets of Customer Service, Five Customer Service Trends You Can't Ignore, Customer Service Skills, Customer Relations Management (CRM), CRM for Small Business, Companies Known for Their Extraordinary Customer Service.

Unit 7: World Class Manufacturing: History of World Class Manufacturing, World Class Manufacturing Philosophy, World-Class Manufacturing Defined, Changing Scenario in Manufacturing, Framework for Continuous Improvement, Imperatives for Increased Productivity, Opportunities for Improvement, Actual Company Performance Improvements, Examples of World Class Manufacturing Firms.

Unit 8: Product and Process Design: Product, Product Design, R&D Strategies, Modern Approaches to Design & Development, Process, Process Analysis, Process Capability.

Unit 9: Waste Elimination: What is "Waste", Seven Wastes, Definition of 'Waste', Five 'S', Flexible Workforce, Equipment Maintenance, Total Productive Maintenance (TPM), Statistical Process Control (SPC), Poka Yoke, Reduced Set up Time, Just-In-time (JIT), Three 'Ms' (Muda, Mura, Muri).

Unit 10: Lean Six Sigma: Lean Manufacturing, Six Sigma, Execution Infrastructure for Lean Six Sigma Applications, Software used for Six Sigma, Tools for Lean Six Sigma.

Unit 11: Toyota Production System (TPS): History, Underlying Principles of TPS, The 14 Principles, Essential Features of TPS, Techniques used in TPS.

Unit 12: Contributions of Experts To WCM: Dr. Edward Deming, Seven Deadly Diseases, Quotations and Concepts of Deming, Philip Crosby, Shigeo Shingo, Kaoru Ishikawa, Michael Porter, Case Study:- The Silicon Valley Case, Value Chain, Four Corners Model, C. K. Prahlad, Stephen Covey, Peter Senge.

Unit 13: Modern Techniques: Theory of Constraints (TOC), Synchronous Manufacturing, Business Process Reengineering (BPR), Benchmarking, Knowledge Management, Game Theory, Flexible Machining System.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Learn the global competitive environment.
CO304.2	Understand	Differentiate the role of IT and Manufacturing competitiveness.
CO304.3	Analyse	Exhibit international projects and techniques.
CO304.4	Apply	Apply the skills to implement maintenance management practices.

Suggested Reading:

1. World Class Manufacturing: The Lessons of Simplicity Applied by Richard J. Schonberger,
2. Japanese Management Techniques: Nine Hidden Lessons in Simplicity. by Richard J. Schonberger,
3. Operations Strategy: Focusing Competitive Excellence (Quantitative Methods and Applied Statistics Series) by Peter W. Stonebraker and G. Keong Leong
4. Toyota Production System: Beyond Large-Scale Production by Taiichi Ohno
5. Manufacturing Strategy: Text and Cases- Terry Hill

Semester	3	Course	4	Specialization	Operations Management
Course Code	OMBO-305	Credits		Type	Specialization Course
Course Title	Operations in Service Industry (OSM)				

Course Description:

Services are a predominant force in our society. The rapid and continuing growth in the service sector is providing marked opportunities for managers. Understanding the concepts of successfully managing, the service will provide a significant advantage to new graduates, who find themselves employed by a service-oriented firm.

Good service does not happen as a result of one extraordinary employee who goes out of the way to please a customer; good service should be properly planned and managed. Service operations management concerns the design, planning, direction, and control of all the facilities, processes and required activities to transform labour, capital, materials, energy, and skills into performance and delivery of service. Good service organization performs the operations functions of planning, scheduling, equipment operation, quality control, record keeping, and human resource management for maintaining efficient usefulness. This takes place while ensuring that the quality of the service is both high and consistent.

Course Objectives:

- 1) To train students to manage and lead in all aspects of business. The Courses specifically emphasize each of these areas and others essential for developing managerial leadership like organizational behavior;
- 2) To develop students so that they make business decisions; including learning to apply quantitative approaches and to use computer programs and systems in bringing speed to business decision making; and
- 3) To enlighten students on what adds value to a process from a customer's perspective and what degrades the value of a product or a service which in turn helps the student take effective decisions.

Course Outline:

Unit 1: Operations Management in Service Sector: Service Specification, Service Delivery, List of Economic Services, Operations Management in Services, Difference Between Service Operation and Manufacturing Operations, Operations Concept, Managing Service Operations,

Planning/Forecasting to Meet Service Demand, Service Quality.

Unit 2: Retail Store Operations: Retail, Store Operations, Types of Retail Outlets, Retail Store Layouts, Store Floor Plan, Responsibilities of the Store Manager.

Unit 3: Retail Support Services: Hurdles to Retail Store Operation, Retail Pricing, Retail Merchandising, Cross Merchandising, Visual Merchandising, Collaborative Planning, Forecasting and Replenishment, Inventory Management in Retail, Bar-coding and RFID, Vendor Managed Inventory in Retail.

Unit 4: Banking Operations: Importance of Banking, Types of Banks, Channels, Types of Bank Accounts, Card Facilities in Banks, Opening of Accounts, Customer Identification Procedure, Introduction of Customer Accounts, Maintenance of Accounts & Operational Procedures, Managing Cheques in the Banks, Cash Transactions, Miscellaneous Banking Operations.

Unit 5: Aviation Operations Management: Aviation Development, Civil Aviation, General aviation, Military Aviation, Cargo Management, Aerodrome Management, Air Traffic Control, Air Traffic Flow Management, Passenger Management in Air Transport, Aircraft Boarding Operations, Aviation Vehicle Management, Airline Crew Operations.

Unit 6: Shipping Operations: Bulk Cargo Shipping, Break Bulk Shipping, Containerization, Mid-stream Operation, Ship-To-Ship (STS) Transfer, Underway replenishment, Stevedore, Transshipment, Lashing & Choking, Freight Forwarding, Sea Port Operations, Pilotage.

Unit 7: Railway Operations: Railway Station, Railway Signaling, Rail Systems, Trains, Types of Railway Operations, Railway Track, Railway Crew

Unit 8: Logistics Operation: Scope of Logistics, Business Logistics, Logistics Goals, Warehouse Operations, Warehouse Location, Cool Warehouses and Cold Storage, Warehouse Management System, Inventory Management, Third-party Logistics and Fourth Party Logistics, Reverse Logistics, Total Logistics Costs, Distribution Operations.

Unit 9: IT Operations: IT as a Service Operation, IT Operations Management Tasks, Software Development, Software Design, Enterprise Resource Planning, Role of Software Developer, Role of Software Engineer, Role of Computer Programmer.

Unit 10: Outsourcing Operations: Scope of Outsourcing, Business Process Outsourcing, BPO Activities, Service Management in BPO, Off-Shoring, KPO, Legal Outsourcing.

Unit 11: Healthcare Operations: Health Care System, Hospital Operations, Hospital Building

Attributes, Materials Management in Hospitals, Information Management in Healthcare Operations, Operational Focus in Healthcare, ERP Implementation in Healthcare Industry.

Unit 12: Insurance Operations: Concept of Insurance, Legal requirements of Insurance, Indemnification, Underwriting and Investment, Insurance Claims, Types of Insurance, Insurance Companies Operation, Reinsurance & Captive Companies, Miscellaneous Insurance Operations, Insurance Productivity.

Unit 13: Hospitality Service Operations: Restaurant Operations, Lodging Operations, Amusement Parks and Theme Parks, Catering Operations, Club Operations, Event Management Operations.

Unit 14: Miscellaneous Service Operations: Entertainment Operations, Filmmaking, Broadcasting Operations, Television Operations, Radio Operations, Trade Fair Operations, Travel and Tourism Operations, Exim Operations, Postal Operations, Courier Operations.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Understand	Exhibit leadership skill.
CO305.2	Analyse	Add values by taking the correct decision.
CO305.3	Apply	Impart the decision-making approach by learning service industry.
CO305.4	Apply	Implement various skills for smooth running of an organization.

Suggested Reading:

1. The Filmmaker's Handbook: A Comprehensive Guide for the Digital Age Publisher: Plume Books, Publication date: 07/01/2007, Authors: Edward Pincus, Steven Ascher
2. Independent Feature Film Production: A Complete Guide from Concept Through Distribution. Publisher: St. Martin's Griffin Publication date: 05/15/1998 Return Policy, Author: Gregory Goodell
3. Postal operations manual, United States Postal Service, United States Postal Service; for sale by the Supt. of Docs., U.S. Govt. Print. Off., 1998 - Political Science

Semester	3	Course	4	Specialization	Operations Management
Course Code	OMBO-306	Credits		Type	Specialization Course
Course Title	Statistics and Quantitative Techniques (SQT)				

Course Description:

Resources are always critical in any organization. They are unavailable in unlimited manner and there are always constraints. Operation research is helpful in the situation of such constraint of resources. Managers have to manage limited available resources in such a way that neither production nor other activities get disturbed in the business. Facility design is a fascinating area for OR. The excitement of operation research lays in the application of quantitative techniques to real-world problems.

Course Objectives:

- 1) To impart knowledge in concepts and tools of OR and QT; and
- 2) To help students apply these tools in managerial decision making.

Course Outline:

Unit 1: Arranging Data to Convey Meaning: Presenting Data in Tables & Charts:

Application Areas for Statistics, Statistical Methods, Understand Data, Organize and Classify Data, Graphical Representation of Data, Good & Bad Data Presentation.

Unit 2: Measures of Central Tendency – Mean, Median, Mode: Numerical Data Properties, Frequency and Frequency Table, Summary Measures– Central Tendency.

Unit 3: Measures of Dispersion: Summary Measures– Variation.

Unit 4: Correlation Analysis: Correlation Analysis– Scatter Plots, Some Misconceptions About Correlation, Correlation Terminologies.

Unit 5: Simple And Multiple Regressions: Regression Analysis, Simple Regression, Multiple Regressions.

Unit 6: Association of Attributes: Notations, Classes and Class Frequencies, Relationship Between the Class Frequencies, Consistency of the Data, Independence of Attributes, Association of Attributes, Yules' Co-efficient of Association.

Unit 7: Probability & Probability Distribution: Notation and Terminology from Set Theory, Addition Theory of Probability, Conditional Probability, Multiplication Theory of Probability, Applications of Bayes' Theorem, Binomial Distribution, Poisson Distribution, Normal Distribution.

Unit 8: Linear Programming – Formulation & Graphical Solutions to LPP: Variables, Constraints, Objective, Phases of an Operations Research Project, Linear Programming–Formulation Graphical Solutions to LPP.

Unit 9: Transportation: Mathematical Formulation of Transportation Problem, North-West Corner Rule, Lowest Cost Entry Method, Vogel's Approximation Method, Test for Optimization.

Unit 10: Assignment Problems: Mathematical Statement of Assignment Problem, Solution Method for Assignment Problem, Travelling Salesman Problem.

Unit 11: Queuing Theory – Single Server & Multi Server: Analysing Queuing Process, Constituents of Queuing System, Service Facility, Queuing Discipline, Kendall Notations, Single Server Models, Multi-Server Models

Unit 12: Markov Chain: Monte Carlo Simulation: Simulation Procedure, Application of Simulation.

Unit 13: Games Theory: Zero Sum Games, Fundamental Principles of Game Theory, Reducing by Dominance, Saddle Point, Strictly Determined Game, Mixing Strategies, Flow of Solution, Assumptions for Games Theory.

Unit 14: Decision Theory - Criteria for Decision Making: Decision Tables, Decision Making Process, Decision Criteria for Certainty, Decision Criteria for Uncertainty [5 Criteria], Decision Criteria for Risk.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the basic concepts of operational research.
CO306.2	Apply	Easily apply the tools in managerial decision making.
CO306.3	Analyse	Grab the opportunities in operation as a career.
CO306.4	Creating	Easily do operational research for better growth.

Suggested Reading:

1. Taylor III. Bernard W., Introduction to Management Science, Dorling Kindersley (India) Pvt. Ltd., licenses of Pearson Education in South Asia, 9th Edition, 2008.
2. Vohra N. D., Quantitative Techniques in Management, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 3rd Edition, 2007.

Semester-III Hospital Administration and Healthcare Management**Specialization**

Semester	<u>3</u>	Course	<u>4</u>	Specialization	<u>HAHM</u>
Course Code	OMBHA-301	Credits		Type	Specialization Course
Course Title	Indoor and Outdoor Hospital Services (IOHS)				

Course Description:

This course will develop the detail understanding about the structure and process of different indoor and outdoor hospital services. This course will also be utilized as effective tool for quality hospital services to the patient.

Course Objectives:

- 1) To understand the different departments structure and process of a hospital; and
- 2) To implement managerial approach in managing the indoor and outdoor hospital services.

Course Outline:

Unit 1: Out Patient Department: Historical Aspect, Types of OPD, Functions of OPD, Planning, Designs of Buildings, Equipment, Staffing, Work Flow Process_OPD, Administrative Issues, Monitoring and Evaluation, Management Structure.

Unit 2: Accident and Emergency Services: Definitions, Development and Scope, Functions, Type of Emergency Services, Planning Considerations, Equipment, Staff, Ambulance Services, Policies and Procedural Guidelines, Evaluation and Monitoring, The Work Flow Process, Review (Audit) Committee.

Unit 3: Operation Theatre: Planning Consideration, Engineering Services, Equipment, Staffing, Maintenance, Needle Stick Injury, Waste Disposal Procedure in OT, Hazards in OT & Safety Measures, Policies in OT, Quality Monitoring for Operation Theatre.

Unit 4: Intensive Care Unit: Definition, Admission Criteria in ICU, Types and Levels, Planning Considerations, Equipment, Staffing, Policy and Procedures, Principles of Intensive Care, Monitoring and Quality Assessment, Aspects of Care, Step Down ICU or High Dependency Units.

Unit 5: Nursing Services – Organization and Administration: Evolution of Nursing Education in India, Role of Nursing Services, Organization of Nursing Services, Duties and Responsibilities, Staffing Pattern, Norms Recommended for Nursing Staff.

Unit 6: Ward Management and Nursing Care: Role of Nurse, Nursing Care Methods, Functions of Nurse, Equipment in Ward, Monitoring and Evaluation.

Unit 7: Radio Diagnosis and Imaging Services: Modalities of Radiology, Planning, Equipment Management, Staffing, Policies and Procedures, Radiation Safety Policy, Monitoring and Evaluation.

Unit 8: Laboratory Services: Functions, Components, Physical Facilities and Layout, Staff Requirement, Equipment, Work Flow, Policies and Procedures, Quality Control, Monitoring, Hazards in Laboratory, Animal House.

Unit 9: Mortuary Services: Functions, Planning Considerations, Policies and Procedures, Embalming, Equipments, Safety Measures.

Unit 10: Bloods Transfusion Services: History, Categories and Functions, Planning, Equipment, Staffing, Policies/Procedures, Infections Associated With Blood/Product Transfusions, Blood Components, Autologous Transfusion, Monitoring and Evaluation of Blood Bank.

Unit 11: Physical Medicine and Rehabilitation (PMR): Brief History of PMR Services, Disability, Various Approaches to Prevent Disability, Rehabilitation, Physical Facilities and Designing, Staffing and Human Resource, Functions of the Department, Equipment Planning.

Unit 12: Pharmacy Services: Important Definitions, Functions, Physical Facilities, Pharmacy and Therapeutic Committee, Hospital Formulary, Drug Distribution Service, Drug Information Service, Pharmacy Policy/Procedure Manual, Labelling, Human Resource Management, Logistics Management in Pharmacy, Medication Incident and Discrepancy Reporting, Security, Narcotics and Controlled drugs, Steps to Prevent Pilferage and Thefts, Quality Management.

Unit 13: Ambulatory Care Services (ACS): Ambulatory CARE Sensitive Conditions (ACSC), Ambulatory Care Design Principles, HPMG's Care Model of Ambulatory Care, Ambulatory Care Surgery, Requirements for Ambulatory Care Surgery, Physical Facility, Developing the Future Ambulatory Care Model.

Unit 14: Obstetrics Care and Neonatal Care Services: Physical Facilities (Obstetrical Facilities), Types, Physical Facilities, Infant Resuscitation/Stabilization Areas, NICU, Ambient, Lighting in Infant Care Areas, Acoustic Environment.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Learn the structure and process of a hospital.
CO301.2	Understand	Understand time management in context of care of patient.
CO301.3	Analyse	Easily manage indoor and outdoor hospital services.
CO301.4	Apply	Enhance skills for indoor and outdoor hospital services.

Suggested Reading:

1. Medical Institute Guidelines
2. Hospital and Nursing Home planning and Organization by SA Tabish
3. Hospital Administration By C. M. Francis
4. Hospital planning by Kunders
5. BARC Guidelines on radiation safety in hospitals.

Semester	3	Course	4	Specialization	HAHM
Course Code	OMBHA-302	Credits		Type	Specialization Course
Course Title	Ancillary Hospital Services (AHS)				

Course Description:

This course will bring the understanding about the different non-clinical support system in an organization. The standard structure and process about the different support services in a hospital will be learnt through this course.

Course Objectives:

- 1) To learn about the different support services working in hospitals;
- 2) To develop understanding about the standard operating process in hospitals; and
- 3) To implement knowledge about different support services and providing sterile care through these services.

Course Outline:

Unit 1: Sterile Supply Services in Hospitals: Work Flow in CSSD, Physical Facilities, Equipment's, Storage, Organizations, and Work Process in CSSD.

Unit 2: Medical Record Department: History, Definition, Characteristics, Functions, Components, Importance.

Unit 3: Hospital Information Systems (HIS): Definition of HIS, Aim of HIS, Purpose of HIS, Objectives of HIS, Medical Data, Drawbacks of Manual HIS, Benefits of Computerized HIS, Organizational Structure, Architecture, Modules of HIS, Echelons in HIS, Security of HIS, Critical Success Factors, Selecting a Hospital Information System.

Unit 4: Linen and Laundry Services: Categories at Linen in Hospital, Norms of Linen, Color Coding, Linen Storage and Distribution System, Linen Control, Condemnation and Disposal, Types of Laundry Service, Space Requirement, Equipment, Human Resource, Training the Personnel, Washing Process.

Unit 5: Dietary Services in Hospital: Importance, Functions, Determination of the Need, Planning Considerations, Equipment and Facilities, Manpower, Workflow, Quality Assurance, Records, Therapeutic Nutrition, Types of Menu, Administrative Considerations.

Unit 6: Medical Gas: What Are Medical Gases?, Gases and Our Atmosphere, Common Medical Gases Used Around the Hospital, Categories of Medical Gases and Their Associated Hazards, Hazard: Temperature, Hazard: Asphyxiation, Supply and Storage of Medical Gases, Piped Gases, Administration of Oxygen, Oxygen Therapy Delivery Devices.

Unit 7: House Keeping Services: Historical Review, Definition, Functions of House Keeping, Equipments and Materials, Following criterion can be useful, Cleaning Agents in Common Use, Cleaning Techniques, Evaluation and TQM, Questions.

Unit 8: Hospital Security Services: Need for Safety, Analysis of Need, Threats in Hospitals, Aims and Objectives of Security Management, Planning, Organizational Structure, Employment & Security Training, Security Technology, Security of Patients And Their Belongings, Laws and Security, Job Description of Security Personnel.

Unit 9: Hospital Acquired Infections (HAI): Frequency of Infection, Impact of Nosocomial Infections, Definition, Factors Influencing The Development Of Nosocomial Infections, Nosocomial Infection Surveillance, Epidemiology, Dealing with Outbreaks.

Unit 10: Prevention And Control Of Hospital Acquired Infections(HAI): Risk Stratification, Reducing Person-To-Person Transmission, Safe Injection Practices, Preventing Transmission from the Environment, Infection Control Precautions in Patient Care, Precautions for Common Hospital Practices, Antimicrobial Use And antimicrobial Resistance, Prevention of Common Endemic Nosocomial Infections, Infection Control Programme.

Unit 11: Hospital Waste Management: Definition, Importance Linkage of Bio-Medical Waste Management, Legal Aspects and Environmental Concern, Hazards of Biomedical Waste, Health Care Waste Generation, Principles of Waste Management, Classification, Waste Identification and Waste Control Program for the Health Care Establishments, Segregation of Hospital Waste, Waste Storage, Transportation, Final Disposal, Occupational Hazards and Safety Measures.

Unit 12: Standard Operating Procedure For Biomedical Waste Management: BMW Management Committee, Functions of BMW Committee, Waste Inventory, Waste Segregation & Collection, DO'S AND DON'TS, Training & Motivation, BIO-MEDICAL WASTE (MANAGEMENT AND HANDLING) RULES, 1998.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Learn about the different support services.
CO302.2	Understand	Understand the operating process in a hospital.
CO302.3	Analyse	Implement the knowledge through services.
CO302.4	Apply	Enhance job opportunities by learning hospital services.

Suggested Reading:

1. Hospital Administration by McGibbony
2. Principles of Hospital Administration by BM Sakharkar
3. Healthcare and Distributed Systems Technology: Francesco FEDELE
4. HIS-Navayuginfotech
5. Hospital Administration by McGibbony
6. Health Technical Memorandum 02-01: Medical Gas Pipeline Systems Basic
7. Medical Gas SafetyG11102604 Design Services, Salford Royal NHS, Foundation Trust

Semester	3	Course	4	Specialization	HAHM
Course Code	OMBHA-303	Credits		Type	Specialization Course
Course Title	Legal Aspects of Hospital and Health Management (LAHAHM)				

Course Description:

This course will be about learning the various laws related to hospital and its services. This course facilitates the learner to run the hospital in an ethical way as per the Indian Laws related to health care services.

Course Objectives:

- 1) To understand the statutory provisions to provide hospital services;
- 2) To understand the importance of medical ethics; and
- 3) To avoid professional negligence while providing health care services.

Course Outline:

Unit 1: Introduction to Legal Aspects in Hospital and Health Care Management: Changes in Health Care, Basic Terminologies, Legislation in Health Care, Medical Council of India.

Unit 2: Codes of Medical Practice: Hippocratic Oath, The Declaration of Helsinki, The Nuremberg Code (1947), Ethical Principles for Medical Research Involving Human Subjects-WMA.

Unit 3: Indian Council of Medical Research-- Ethical Guidelines for Biomedical Research on Human Participants-2006: Statement of General Principles in Biomedical Research Involving Human Participants, Ethical Review Procedures, Monitoring, Record Keeping, Administration and Management, Special Considerations, General Ethical Issues, Selection of Special Groups as Research Participants, Drug Trials: Specific Principles, Statement of Specific Principles for Human Genetics and Genomics, Research, Statement of Specific Principles for Research in Transplantation, Stem Cell Research and Therapy, Statement of Specific Principles for Assisted Reproductive Technologies.

Unit 4: Medical Ethics: History, Principles of Medical Ethics, Criticisms of Orthodox Medical Ethics, Ethics Committees, Issues in Medical Ethics, Futility of Medical Care, Golden Rules, Indian Medical Council (professional conduct, etiquette, and ethics) regulations, 2002.

Unit 5: Doctor Patient Relationship: History, Definition, Importance, Boundary Violations (BVS), Some Concepts in Boundary Issues, Suggestions to Prevent BVS, Duties of R.M.P

(Registered Medical Practitioner), Rights of a Patient, Issues, Professional Misconduct (Infamous Conduct, Action Taken By SMC for Professional Misconduct, Professional Secrecy and Privileged Communication.

Unit 6: Consent: History, Nuremberg Code, Legal Basis of Consent, Consent and Indian Law, Types of Consent, Case Study, How Informed Consent Should Be Obtained?, Emergency Situation and Consent, Euthanasia.

Unit 7: Tort Law in India: Categories of Tort, Defamation, Economic Torts, Land Torts, Trespass to Land, Nuisance, Rule in Ryland's V Fletcher, Constitutional Torts, Damages, Punitive Damages, Tortious Litigation, Professional Negligence.

Unit 8: The Transplantation of Human Organs Act, 1994 (TOHA): Need, Salient Features, Amendments-2011, Types of Donor, Punishment for Violation, Registration Process, Inspection Process, Renewal Process, Documentation, The Transplantation of Human Organs Act, 1994.

Unit 9: Medical Termination of Pregnancy Act, (MTP) 1971: Definitions, When Pregnancies Can Be Terminated, Place Where Pregnancy Can Be Terminated, Power to Make Rules, Power to Make Regulations, Protection of Action Taken in Good Faith, Amendment 2002, Indications for MTP, Requirement for Routine MTP, Doctor and Criminal Abortion.

Unit 10: Medical Records and Law: Contents of the Medical Records, Medico-Legal Work, Medico-Legal Records, Property Rights, Medical Records in Court, Disposal Of Medical Records, Death Certificate, Dying Declaration, Diagnosis Of Death, The Registration Of Births And Deaths (Amendment) Bill, 2012

Unit 11: The Consumer Protection Act: The Consumer Rights, The Consumer Protection Act 1986.

Unit 12: Conception & Pre-natal Diagnostics Techniques (Prohibition of Sex Selection) Act, 1994 (PCPNDT Act): Regulation of Genetic Counselling Centres, Genetic Laboratories & Genetic Clinics, Regulation of Pre-Natal Diagnostic Techniques, Central Supervisory Board, Appropriate Authority and Advisory Committee, Registration of Genetic Counselling Centres Genetic Lab & Genetic Clinics, Offences and Penalties, Miscellaneous, Towards Stronger Implementation of the PCPNDT Act, Amendments.

Unit 13: Drugs and Cosmetics Act: Drugs Technical Advisory Board, Drug Consultative Committee, Prohibition of Import of Certain Drugs or Cosmetics, Powers of Central Government to Make Rules, Offences, Manufacture, Sale and Distribution of Drugs, Penalties, Ayurvedic & Unani Drug Technical Advisory Board, Miscellaneous, Schedules.

Unit 14: Industrial Dispute Act: Strikes and Lockout, General Prohibition of Strikes and Lockouts, Illegal Strikes and Lock-Outs, Layoff and Retrenchment, Special Provisions Relating to Lay-Off, Retrenchment and Closure in Certain Establishments, Penalties.

Unit 15: Workmen Compensation Act: History, Scope and Coverage, Definitions, Doctrine of Notional Extension, Amount of Compensation, Appeals, Schedules, ESMA 1984.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn the statutory provisions to provide hospital services.
CO303.2	Understand	Understand the legal terms related to hospital services.
CO303.3	Analyse	Differentiate professional negligence in providing health care services.
CO303.4	Apply	Apply ethics in medical sector.

Suggested Reading:

1. Legal Aspects in Healthcare Management: A Compilation of Relevant Acts and Legislations.
2. Code Of Ethics-WMA
3. ICMR Code of Ethics
4. American Fertility Society. Guidelines for Human Embryology Laboratories.
5. FertilSteril 1992
6. Bhardwaj KR, Purohit DC, Dhawan BN editors. Laboratory Animal Ethics and Technology. Lucknow: Central Drug Research Institute, 1991
7. Boer GJ: Ethical Guidelines for the Use of Human Embryonic or Foetal Tissue for Experimental and Clinical Neuro Transplantation and Research
8. European CNS Transplantation and Restoration (NECTAR).
9. Coats M.E. The Germ Free Animals in Research. New York: Academic Press.1968
10. Indian Medical Council:- (Professional Conduct, Etiquette and Ethics)Regulations, 2002 Code of Ethics
11. Medical Ethics - A Practical Guide to Patient Care Related Ethics, Conventions And Laws, By Dr. Mansoor Elahi

Semester	3	Course	4	Specialization	HAHM
Course Code	OMBHA-304	Credits		Type	Specialization Course
Course Title	Marketing of Health Care Services (MHCS)				

Course Description:

This course will bring efficiency to the hospital administration professional to promote hospital and health care services with the help of knowledge of Marketing Management. This course will inculcate the knowledge about how to promote health care services in the market.

Course Objectives:

- 1) To understand the concept of marketing management;
- 2) To promote the health care services and develop the health care business; and
- 3) To develop business plans for the health care services.

Course Outline:

Unit 1: Services Marketing: Definition, The History of Marketing, Marketing of Services, Major Stakeholders in the Health Care Service, Dynamic Relations Among Health Care Stakeholders, The Changing Health Care Environment.

Unit 2: Health Care Marketing: Importance of Health Care Marketing, Marketing in Health Care Industry, Healthcare Developments, Emerging Trends in Health Care Industry, Need for Health Care Marketing, Evolution of Health Care Marketing, Reasons for Barriers to Health Care Marketing, Why Healthcare Marketing is Different?, Developments Encouraging Health Care Marketing, Definitions, Reasons to Do Health Care Marketing, Future of Health Care Marketing, How to Provide Great Quality of Service- Gap Model, SERVQUAL Model, Best Practices in Service Quality Management, Easy Tips For Improving Service Quality in Hospitals, Basics of Health Care Marketing, Elements of Health Care Marketing Orientation, Relationship of Marketing with Other Functional Areas, Market Mix Health Care Industry, How to Develop a Comprehensive Marketing Plan for Hospital and Health Care Industry, How to Develop Brand Strategies for Services, How to Build Customer Satisfaction and Loyalty– Customer, Relationship Management (CRM).

Unit 3: Basic Marketing Concepts: Marketing, Needs/Wants/Demands, Health Care Marketing, Market, Community Outreach, Communication, Health Care Products, The Market

Mix- The Four Ps of Marketing, Marketing Management, Marketing Environment.

Unit 4: Determinants of the Utilization of Health Care Services: Personal Factors Affecting Utilization of Health Care, Other Factors, Demand-Provider Factors.

Unit 5: How Health Care Buyers Make Choices: Overview: Key Psychological Processes, Stages in Change Theory, Perception, Health Belief Model, Learning, Memory, Encoding, Retrieval, Healthcare Consumers and Consumer Behaviour, The Buying Decision Process-Five Stage Model, Organizational Buying and Decision Making, Stages in Buying Process, Business Relationships: Risks and Opportunities.

Unit 6: Market Planning and Strategy in Health Care Setting: Overview: Defining the Organization's Purpose and Mission, Basics of Marketing Planning Process, Strategic Planning-Health Care Marketing, Goal Setting, Strategy, Five Forces Analysis, Internal Rivalry, Threats of New entrants, Threats of Substitutes and Complements, Supplier Power, Approaches to Marketing Strategies, Strategic Alliances, The Composition and Content of a Marketing Plan, Evaluation of Marketing Plan.

Unit 7: Market Segmentation, Targeting, Positioning, and Competition: Overview of Market Segmentation, Patterns of Market Segmentation, Segmentation of Consumer Markets, Geographic Segmentation, Demographic Segmentation, Psychographic Segmentation, Behavioral Segmentation, Segments of Business Market, Sequential Segmentation, Market Targeting, Evaluating and Selecting the Market Segments, Market Positioning, Differentiation Strategies, Personnel Differentiation, Channel Differentiation, Image Differentiation, Competing Forces and Competition, Balancing Customer and Competitor Orientation.

Unit 8: Designing and Managing Health Care Marketing Channels: Overview–Marketing Channels and Value Networks, Importance of Channels, Value Network, Role of Marketing Channels, Identification of Major Channel Alternatives, Evaluation of Major Alternatives, Channel Management Decisions, Conflict, Cooperation, Legal and Ethical Issues in Channel Relations.

Unit 9: Emerging Marketing Techniques: Emerging Marketing Techniques, Main Skills of Marketers, How Marketing is Organized in Health Care, Relationship Marketing, How Business and Marketing is Changing, Functions of Marketing Manager, Direct to Consumer Marketing, Business To Business Marketing, Internal Marketing, Concierge Services, Database Marketing,

Customer Relationship Marketing, Internet Marketing, Limitations of Contemporary Marketing Techniques, Marketing Audit.

Unit 10: Price Setting in Health Care Practice: Pricing Objectives, Setting the Price, Price-Setting Methods, Selecting the Final Price, Price Discounts and Allowances, Initiating And Responding to Price Changes, Value Based Pricing, Pricing Strategies Implementing, The Pricing Policy: Strategic Consideration.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Learn the basic concepts of health care services in context of marketing.
CO304.2	Understand	Understand the concept of marketing management with health care.
CO304.3	Evaluate	Easily grab the opportunity to promote health care services.
CO304.4	Create	Develop business plan for health care services.

Suggested Reading:

1. Marketing Health Services By Richard K Thomas
2. Strategic Marketing For Health Care Organizations: Building A Customer-Driven Health System By Philip Kotler, Joel Shalowitz, And Robert J. Stevens
3. Bennett, P. D. (ed.) 1995. Dictionary of Marketing Terms, 2nd Edition. Chicago: American Marketing Association
4. Berkowitz, E. N. 1996. Essentials of Health Care Marketing. Gaithersburg, MD: Aspen.

Semester	3	Course	4	Specialization	HAHM
Course Code	OMBHA-305	Credits		Type	Specialization Course
Course Title	Community Health & Hospital Safety & Risk Management (CHSRM)				

Course Description:

This course will bring effectiveness in the primary health care services. It also will help to control the spread of communicable disease.

Course Objectives:

- 1) To understand the different concept of communicable diseases;
- 2) To improve the condition of occupational health; and
- 3) To learn the government health care system in India.

Course Outline:

Unit 1: Introduction to Basics of Community Health: Concepts in Community Health, Indicators of Health, Community Health in India, Natural History of Disease, Epidemiological Triad, Levels of Prevention and Control, Disease Prevention, Control, Elimination, and Eradication, Transmission of Communicable Diseases, Monitoring and Surveillance, Disease Surveillance at National Level, Disease Surveillance at Global Level: International Health Regulations 2005.

Unit 2: Principles of Primary Health Care: Approaches to Health Care, Primary Health Care– Definition, Major Attributes of Primary Health Care, Elements of Primary Health Care, Principles of Primary Health Care, Community Health Worker's Scheme, Delivery Structure of Primary Health Care in Rural Areas.

Unit 3: Health Care Delivery System in India: Health Services in Independent India, Salient Features of Various Committees, National Health Programmes, National Health Policies, National Population Policy, Five Year Plan.

Unit 4: National Health Planning Process: Planning Process, Constraints in Health Planning Process, Planning Commission, Central Health Administration in India, State Health Administration, District Level Medical Service, Urban Area Medical Service, Nongovernmental

Sector.

Unit 5: National Rural Health Mission: Goals, Strategies, Plan of Action, Institutional Mechanisms, Technical Support, Role of NGOs, Mainstreaming AYUSH, Outcomes, Monitoring and Evaluation, Three-Tier System of Health Care in India.

Unit 6: National Health Program: Types, Classification, RNTCP, National Programme for Control of Blindness (NPCB).

Unit 7: Reproductive and Child Health Programme: Evolution, Principles of RCH II, Goals, Components, Indicators, ICDS.

Unit 8: Occupational Safety and Health Epidemiology and Bio Statistics: Reasons for Occupational Health Measures, Common Workplace Hazard, Work Environment, Aetiology of Industrial Accidents, Prevention of Industrial Accidents, Safety Audit, Employees State Insurance Act, 1948, Epidemiology, Biostatistics.

Unit 9: Introduction to Hospital Safety and Risk Management: Components of Safe Health Care, History of Patient safety, Alarming Statistics on Patient Safety, Common Causes of Safety Hazard, Magnitude of the problem, WHO and Patient Safety, Stakeholders in Patient Safety, Important Factors to Ensure Patient Safety, Important Definitions.

Unit 10: Management of Errors in Hospital: Some Important Issues, Definition of Errors, Classification of Errors, Systems Approach to Error Management, Swiss Cheese Model of System Errors, Predisposing Factors for Errors, Flaws in the System, Patient Safety Indicators, Trigger Tools, Patient Safety Goals, Safety Audit.

Unit 11: Adverse Events and Analysis: Definitions, Causes of Adverse Events/Errors, Sentinel Events, Event Chain Analysis, Incident Reporting, Types of Reporting of Adverse Events, Systems Analysis of Incident, Characteristics of a Successful Reporting System, SBAR Technique, Benefits of Incident Reporting, Hazard Analysis.

Unit 12: Hospital Patient Safety Programme: Definitions, Approaches Towards Safety: A Comparison with Aviation Industry, Hospital Safety Strategy, Risk Reduction at a Glance, Principles of Hospital Safety Policy, Safety Management Committee, Patient Safety Management Program (PSMP), Implementation of Patient Safety Management Program (PSMP), Human Factors Engineering and Patient Safety, ABCS of Patient Safety.

Unit 13: Medication Errors: Causes, Risk Analysis, Predisposing Factors, Medication Errors- Measures for Prevention, LASA (Look Alike and Sound Alike) Drugs & Medication Errors.

Unit 14: Surgical Procedure Errors: Predisposing Factors, Common Surgical Errors, Facts About Surgical Safety, and Objectives for Safe Surgery, Approaches to Surgical Safety, Methodology to Prevent Errors, Patient Safety and Anaesthesia, Root Cause Analysis.

Unit 15: Safety in Critical Care Areas: Importance, Prevention of Adverse Events in ICU, Hand Hygiene, Safe Critical Care: Quality Control Interventions–Tips, Fire Safety.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Remember	Learn the basic concepts of health care service.
CO305.2	Understand	Understand the concept of communicable diseases.
CO305.3	Evaluate	Implement skills to improve the condition of occupational health.
CO305.4	Analyse	Analyse the government health care system in India.

Suggested Reading:

1. Suryakantha A H. Community Medicine with recent advances. 2nd Edition, Jaypee, Bengaluru, 2010
2. Indian Institute of Population Sciences National Family Health Survey – 3 (2005-2006):Mumbai, India. Also available from <http://www.nfhsindia.org/nfhs3.html>
3. American Public Health Association. Control of Communicable Diseases Manual 19th Edition. Heymann D L (editor), Washington DC 2008
4. WHO website: www.who.int/csr/outbreaknetwork/en/
5. Fire Safety in Health Care Facilities by M.E. Newman Principles of Hospital Administration McGibony

Semester	3	Course	4	Specialization	HAHM
Course Code	OMBHA-306	Credits		Type	Specialization Course
Course Title	Quality Management in Healthcare Services (QMHS)				

Course Description:

This course will bring the effectiveness into the hospital services. It will provide an opportunity to learn the various quality standards in a hospital.

Course Objectives:

- 1) To learn specification and standard to be provided into the hospital services;
- 2) To learn the different hospital accreditation like NABH, JCI etc.; and
- 3) To bring orderliness into the health care services.

Course Outline:

Unit 1: Introduction to Quality: What is Quality?, Definition of Quality, Why Quality?, Aspects of Quality of Care, Dimensions of Quality, Differences Between Manufacturing and Service Organizations, Some Important Concepts on Quality, Benefits of Quality, Cost of Quality, Quality System.

Unit 2: Evolution of Quality Management: Evolution of TQM, Quality Gurus, Total Quality Management-TQM, Quality Tools, Quality Function Deployment-QFD, Methodology: Implementing Quality, Quality Awards, Quality Management and Operations Management (OM), Keys to Success, The Future of Quality Management.

Unit 3: Modern Quality Management Techniques: Central to the Approach Are Such Techniques, Kansei Engineering, Taguchi Methods, SIX SIGMA, Continuous Quality Improvement, Lean, NADCAP.

Unit 4: Introduction to Kaizen: Definition, Philosophy of Kaizen, Important Terms, The Five Golden Rules of the Kaizen Management, The Framework for Kaizen Management, The Kaizen Constituents, Tools and Techniques of Kaizen, Benefits of Kaizen, Kaizen-The Three Pillars, Housekeeping:- 5S Methodology, Seven Deadly Wastes, Standardization, Kaizen And Innovation, Kaizen and "Humanware" Parameters, Kaizen and Total Quality Management (TQM), Kaizen and Suggestion Systems, Proposal (Teian) System Versus Traditional Suggestion Systems.

Unit 5: Quality Concepts in Healthcare: What is Quality in Healthcare?, Subjective and Objective Aspects of Quality, Elements: Quality of Health Care, Evolution of Health Care Quality, Sigma Gap, Challenges That Quality Poses to Health System, Why Quality in Health Care?, Elements of Healthcare Delivery, Goals of Quality Improvement, Benefits of Quality Improvement, Quality Perspective-Aspects of Quality, Five Stars of Service Quality, Customer in Health Care Service, Quality Dimensions in Health Care, Service Gaps in Health Care Delivery, Frame Work of Quality in Hospital, Assessment of Service Quality in Hospitals, Quality–Pdca Cycle and Health Care, Quality- Indicators - In Health Care Organizations, Patient Satisfaction And Quality Of Care, Quality and Patient Safety.

Unit 6: Process for Building a Strategy for Quality in Health Care Organizations: Improving Quality and Whole System Reform, Dimensions of Quality in Health Care, Roles and Responsibilities in Quality Improvement, A Process for Building a Strategy for Quality, Analysis: For Building A Strategy for Quality, Mapping the Domains, Deciding on Interventions.

Unit 7: A Model for Quality Management in Hospitals: Health Care Delivery System- A Functional Description of Quality, The Relationship of Quality to Cost, A System for Continuous Quality Improvement and Cost Control, Specifications and Standards, A Model for Quality in Health Care, A Model for Content Quality in Health Care.

Unit 8: Quality Evaluation through Statistical Approach in Hospitals: The Hospital As A System, Hospital Processes, Quality Monitoring Framework, Validation of Statistical Analysis, Prerequisites for Evaluation, What Is Hospital Performance?, Methods of Performance Measurement, Criteria and Standards of Evaluation.

Unit 9: Accreditation- The Joint Commission (JCI)- Part I: Benefits of Accreditation, JCI and Accreditation, Goal of JCI Accreditation Initiatives, General Eligibility Requirements for Survey, Standards, International Patient Safety Goals (IPSG), Access to Care and Continuity of Care (ACC), Patient and Family Rights (PFR).

Unit 10: Accreditation- The Joint Commission (JCI) - Part II: 10.1 Assessments of Patients (AOP), Care of Patients (COP), Anesthesia and Surgical Care (ASC).

Unit 11: Accreditation- The Joint Commission (JCI) –Part III: Medication Management and Use(MMU), Prevention and Control of Infections (PCI), Quality Improvement and Patient

Safety (QPS), Facility Management and Safety (FMS), Staff Qualifications and Education (SQE), Management of Communication and Information (MCI), Governance, Leadership, and Direction(GLD.)

Unit 12: National Accreditation Board for Hospitals & Healthcare Providers (NABH):

What Is NABH?, Organizational Structure of NABH, NABH Standards, Assessment Criteria, Preparing for NABH Accreditation-Steps, NABH Accreditation Procedure.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn specification and standard to be provided in the hospital services.
CO306.2	Understand	Learn various accreditations.
CO306.3	Apply	Implement orderliness in the health care services.

Suggested Reading:

1. Quality Management in Hospitals Paperback–by S. K. Joshi (Author)

Semester-III International Business Management Specialization

Semester	3	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-301			Type	Specialization Course
Course Title	International Trade, WTO & Trade Policy Issues (ATPC)				

Course Description:

The purpose of the ATPC is to develop participants' autonomy in conducting WTO-related work by: (i) encouraging critical thinking to explore the linkages between WTO rules and disciplines and countries' trade policies and interests in the multilateral trading system; and (ii) enhancing analytical and negotiating skills.

Course Objectives:

- 1) To sensitize the students about the importance of WTO and intellectual property in the global economy; and
- 2) To familiarize students with the policy, procedures, and documentation relating to foreign trade operations.

Course Outline:

Unit 1: Introduction to international business: Introduction, Evolution of International Business, Need for International Trade, Difference Between Domestic Trade and Foreign Trade, Nature of International Business, Challenges to International Trade.

Unit 2: International Trade Theories: Introduction, International Trade Theories, Adam Smith Theory of Absolute Advantage, Ricardo Theory Comparative Advantage, Heckscher-Ohlin Theory, The Samuelson and Jones Model, Porter's Diamond Model, Product Life Cycle Theory.

Unit 3: International Business Environment: Introduction, External (Micro) Environment, External (Macro) Environment, International Economic Environment, International Political Environment, International Legal Environment, International Cultural Environment, International Demographic Environment.

Unit 4: Globalization of International Business: Introduction, Protection policy, Free Trade

policy, Barriers to International Trade, Risks in International Business, Global Competitiveness, Linearization, Privatization, Globalization, Modes of Entering into International Markets, Approaches in International Business.

Unit 5: International Trade Blocks: Introduction, Importance of International Trade Agreements, Regional Trade Blocks, SAARC, ASEAN, European Union, NAFTA, Other Trade Blocks, Generalized System of Preferences (GSP), Global System of Trade Preferences (GSTP).

Unit 6: Foreign Trade Policy: Introduction, Objectives of FT Policy, Highlights of FT Policy, Merchandise Exports from India Scheme (MEIS), Served from India Scheme (SFIS), Export Promotion Measures, Export Promotion Councils, Assistance to States for Developing Export Infrastructure, Market Access Initiative, Special Economic Zones (SEZs), Duty Drawback Scheme, Export Promotion of Capital Goods [EPCG].

Unit 7: Overview of India's Foreign Trade: Introduction, Overview of India's Foreign Trade, Export and Import performance of India, Direction of India's Foreign Trade, Composition of India's Foreign Trade, Important Trade partners of India, India's position in World Trade, Industry wise export performance

Unit 8: Balance of Payment: Introduction, Meaning of Balance of Payment, Contents of Balance of Payment, Balance of Trade and Current Account Deficit, Capital Account, Data on Balance of Payment, Foreign Exchange Reserves.

Unit 9: International Trade Organizations: Introduction, GATT, Structure of WTO, GATT and WTO, Functions of WTO, Dispute Settlement Mechanism of WTO, Intellectual Property Rights and WTO, UNCTAD, UNIDO, International Chamber of Commerce (ICC.)

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO301.1	Remember	Learn the importance of WTO.
CO301.2	Understand	Understand the aspects of global economy.
CO301.3	Create	Prepare documents for foreign trade operations.

Suggested Reading:

1. International Business (Texts and Cases): P. Subba Rao, Himalaya Publishing House, 2014
2. Indian Economy: V.K. Puri and S.K.Mishra, Himalaya Publishing House, 2014
3. International Business: K.Aswathappa, McGraw-Hill Publications, 2014
4. International Business Environment: Francis Cherunilam, Himalaya Publishing House, 2014
5. Journal of International Trade & Economic Development
6. Global Marketing Management- Warren Keegan
7. International Business & Economics Research Journal
8. Krugman, Paul “The Narrow and Broad Arguments for Free Trade,” American Economic Review, 83(2), pp. 362-366, may 1993
9. Export Import Procedure and Documentation- Khuspat S. Jain Himalaya Pub. 2010
10. Min. of Commerce, Government of India, A Handbook of Procedures 2015-20
11. Min. of Commerce, Government of India, Foreign Trade Policy 2015-20
12. Export- Policy, Procedures, and Documentation by M.I. Mahajan, Show White, 2010
13. Indian Economy: V.K. Puri and S.K.Mishra, Himalaya Publishing House, 2014
14. Export Markets and Foreign Trade Management by Pervin Wadia, Kanishka Publications, New Delhi
15. International Business, 12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and PrashantSalwan

Semester	3	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-302			Type	Specialization Course
Course Title	Business Laws and Regulations (BLR)				

Course Description:

The objective of the course is to enable students understand the legal framework of business.

Course Objectives:

- 1) Law of Contract-1872 (Part-I): Nature of Contract and Essential Elements of Valid Contract, Offer and Acceptance, Consideration, Capacity to Contract and Free Consent, Legality of Object.
- 2) Law of Contract-1872 (Part-II): Unlawful and Illegal Agreements, Contingent Contracts, Performance and Discharge of Contracts, Remedies for Breach of Contract.
- 3) Special Contracts: Indemnity and Guarantee, Contract of Agency, Sale of goods Act - 1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.
- 4) Indian Partnership Act-1932: Constitution of partnership- Rights, Duties and Liabilities of Partners, Dissolution of Partnership.
- 5) Negotiable Instruments Act- 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of Endorsements, Holder- Holder in due course, Discharge of Parties.
- 6) Companies Act, 1956: Steps and Procedure for Incorporation of the Company, Company Management-Appointment of Directors, Powers, Duties, & Liabilities of Directors, Company Meetings, Resolutions, Winding-up of a Company.
- 7) Income Tax Act -1961 - Important Provisions of Income Tax Act: Assessment year- Assessee, Gross Total Income, Procedure for Advance Payment of Tax and Tax Deducted at Source; Assessment Procedure.
- 9) Central Excise Act-1944: Basic Concepts related to Excisable Goods, Classification of Goods, and Basic Concept of VAT.

Course Outline:

Unit 1: Introduction: Business Law, Constituents of Business, Meaning and Nature of Law, Sources of Indian Law, Concept of Artificial Legal Entity, Concept of Legal Rights, Concept of

Property, Kinds of Property, Concept of Ownership and Possession, Essentials of Law.

Unit 2: Contract Law- 1: Contracts, Essentials of Valid Contract, Void, Voidable and Valid Agreements.

Unit 3: Performance of Contract, Remedies and Special Contracts: Performance of Contract, Contingent Contract, Quasi Contract, Remedies and Breach of Contract, Contracts of Agency, Contracts of Guarantee, Contracts of Indemnity, Letter of Credit Contracts, Employment Contracts, Indemnification.

Unit 4: Law on Special Contracts under Allied Laws: Partnership, Sale of Goods Act.

Unit 5: Company Law 1: Kinds of Company and Registration of Company, Memorandum of Association, Articles of Association, Prospectus, Share and Debenture and Capital.

Unit 6: Company Law II: Membership, Directors, Shareholders Meeting, Ordinary and Special Resolutions, Compromise, Arrangement and Reconstruction, Winding Up.

Unit 7: Law on Alternate Dispute Resolution: Law on Arbitration and Conciliation in India, Lok-Adalats

Unit 8: Law on Consumer Protection: Consumerism, Object, Definition, Consumer Dispute Redressal Mechanism.

Unit 9: Right to Information: Object and Evolution, Historical Background, Basic Features of the Act.

Unit 10: Information Technology Law: Introduction, Offences.

Unit 11: Intellectual Property Law: Evolution of the Patent System, Introduction to Copyright Law, Moral Rights or Droit Moral, Introduction to Trademark Law, What is a Trademark, Other Types of Intellectual Property.

Unit 12: Competition Laws: Monopolies and Restrictive Trade Practices Act, 1969, Competition Act, 2002, Anti-Competitive Agreements, Acquisition, Merger and Amalgamation, Competition Commission of India.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO302.1	Remember	Easily learn the various acts pertaining to business laws.
CO302.2	Understand	Understand the laws related to business activities.
CO302.3	Analyse	Analyse the business with government policies.
CO302.4	Create	Generate documentation to start a new project.

Suggested Reading:

- 1) The Indian Patent Act as Amended in 2005.
- 2) The Indian Patent Act 1770 (As Amended).
- 3) UK Copy Right Act.
- 4) The Copy Right Act 1957.
- 5) The Trade Marks Act 1999.
- 6) Jon Holyoak And Paul Torremans: Intellectual Property Law
- 7) Stobbs, Gregory A, Software Patent Worldwide
- 8) Coppinger, Copyright (All Volumes) 15thEdition,Landon: Tottel Publishing 2006
- 9) Anson's Law of Contract.
- 10) Prof. G.C.V. Subba Rao, Law of Contract I and II.

Semester	3	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-303			Type	Specialization Course
Course Title	Financial Institution and Banking (FIB)				

Course Description:

This course is structured to help students master established management principles and to confront the perplexing issues of risk, regulation, technology, and competition that bankers and other financial-service managers see as their greatest challenges for the present and future. Students will be exposed to key trends and changes in the financial-services sector. In addition, student will learn about various career opportunities in the banking and financial institution field. With this relevant information students are able to grasp the rapid changes that are happening in this course area and in the real world. Content and discussion will cover both domestic and international banking activities.

Course Objectives:

- 1) To be able to familiarize the students with the concept of banking and financial institutions;
- 2) To be able to understand the functions of financial institutions;
- 3) To be able to describe the components of financial system; and
- 4) To be able to understand the concept, features, importance, and problems faced by Co-operative banks.

Course Outline:

Unit 1: Introduction to Indian Financial System: Financial system: Significance and Definition, Functions of the Financial System, Structure of the Financial System, Indian Financial System, Major Issues in the Indian Financial System: Narsimham Committee Report (1991.)

Unit 2: Introduction to Banking Sector in India: Meaning and Definition of Banking, Functions of Bank, History of Banking, Classifications of Banks, Reforms in Banking Sector, E-banking.

Unit 3: Reserve Bank of India: History of RBI, Role and Functions of Reserve Bank in India,

Structure of RBI, RBI Weapons of Control, Departments of RBI.

Unit 4: Co-Operative Banking in India: Meaning and Definition of Co-operative Banks, Structure and Features of Co-operative Banks, History of Co-operative Banks in India, Types of Co-operative Banks, Problems of Co-operative Banks.

Unit 5: Commercial Banking: Meaning and Evolution of Commercial Banks, Functions and Role of Commercial Bank, Types of Commercial Banks, Commercial Banking System, Agency and General Utility Services Provided by Modern Commercial Banks.

Unit 6: Banking Systems: Unit Banking and Branch Banking, Deposit Banking, Mixed Banking and Industrial Banking, Group, Chain and Correspondent Banking Systems

Unit 7: Banking Regulation Act 1949: Need for Banking Act in India, History of Banking Legislation in India, Objectives of the Banking Regulation Act, 1949, Major Provisions of the Act, Defects in the Indian Banking Legislation.

Unit 8: Central Banking: Meaning and Definition, Evolution of Central Banks, Functions of Central Banks, Role of Central bank in a Developing Economy, Instruments of Monetary Control.

Unit 9: Retail Banking: Meaning and Definition of Retail Banking, Factors Affecting Growth of Retail Banking, Advantages and Disadvantages of Retail Banking, Challenges to Retail Banking in India, Strategies for Increasing Retail Banking Business, Emerging Issues in Retail Banking.

Unit 10: Banker and Customer Relationship: Meaning and Definition of Banker and Customer, General Relationship Between Banker and Customer, Banker as Agent and Banker as Trustee, Types of Customers, Services to Different Customer Groups.

Unit 11: Non-Banking Financial Companies: Meaning and Definition of Non-Banking Financial Companies, Classification of Non-Banking Financial Companies, Functions of Non-Banking Financial Companies, Salient Features of Non-Banking Financial Companies, Regulations of Non-Banking Financial Companies.

Unit 12: Specialized Financial Institutions: Need and Importance of Specialized Financial Institutions (SFI), Types of Specialized Financial Institutions, Industrial Finance Corporations of India (I.F.C.I.), State Financial Corporations (SFCs), Industrial Development Bank of India

(IDBI), Unit Trust of India (U.T.I), Industrial Credit and Investment Corporation of India (ICICI.)

Unit 13: Investment Institutions and Financial Services: Financial Service, Merchant Banking, Lease Financing, Merchant Banking, Housing Finance, Venture Capital, Insurance, Mutual Funds, Factoring.

Unit 14: Financial Markets and Instruments in Money Market: Financial Markets, Capital Markets, Money Market, Distinction between Capital and Money Market, Stock Exchanges.

Unit 15: International Financial Institutions: History of International Financial Institution, Types of International Financial Institution, World Bank, International Monetary Fund (IMF.)

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO303.1	Remember	Learn various functions of financial institutions.
CO303.2	Understand	Understand the basic concepts of banking and financial institutions.
CO303.3	Analyse	Exhibit the components of financial system.
CO303.4	Apply	Differentiate problems faced by co-operative banks and financial institutions.

Suggested Reading:

1. Ruddar Datt & K.P.M.Sundharam, Indian Economy, 40th Revised Edition, S.Chand & Co.Ltd.,
2. H.R.Machiraju, Merchant Banking, 3rd Edition, New Age International Publishers.
3. Textbook of Banking and Finance by N.K. Sharma.
4. Commercial Banking in India: A Beginners Module Developed by Mr. Abhijeet Roy, International Management Institute, New Delhi.
5. M.Y.Khan, Indian Financial System, 4th Edition, Tata McGraw-Hill.

Semester	3	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-304			Type	Specialization Course
Course Title	International Marketing (IM)				

Course Description:

International marketing is the export, franchising, joint venture, or full direct entry of a marketing organization into another country. This can be achieved by exporting a company's product into another location, or entry through a joint venture with another firm in the target country, or foreign direct investment into the target country.

Course Objectives:

- 1) To consider the basic concepts of international marketing;
- 2) To get an insight of the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations;
- 3) To analyze the environmental variables that influence international marketing;
- 4) To describe the strategies and tactics that can lead to a successful international marketing given the environmental constraints; and
- 5) To discuss the more typical management decisions and problems faced highlighting those peculiar to the international arena.

Course Outline:

Unit 1: Scope & Size of International Markets: Introduction, Definitions, Reasons and Motivations Underlying International Trade and International Business, Exchange Rate and Balance of Payments, Basic Modes of Entry, Nature of International Marketing, World Trade: An Overview, India's Foreign Trade.

Unit 2: Conceptual Framework: Introduction, Global and Domestic Marketing.

Unit 3: Institutional Framework: Introduction, Institutional Bodies, Advisory Bodies, Commodity Organizations, Service Information, Government Participation in Foreign Trade, States Initiatives in Promoting Exports.

Unit 4: Cultural Environment: Introduction, Definition of Culture, Elements of Culture, Cultural Analysis.

Unit 5: Political & Legal Environment: Introduction, Political Risk: A Definition, Assessing and Managing Political Risk, Management of Political Risk, International Marketing and the Legal Environment, The Development and Scope of International Law, Incoterms, World Trade Organization (WTO).

Unit 6: Economic Environment: Introduction, World Trade: A Temporal Analysis, The Debt Problem, Major Developments in the International Economic Environment, IMF and World Bank, Regional Economic Groupings.

Unit 7: India's Export-Import Policy: Introduction, India's Exim Policy: A Backdrop, The Foreign Trade Regime: Analytical Phases and Changes Over Time, India's Exim Policy: Phases of Changes, Export-Import Policy 2002-07: Objectives, General Provisions Regarding Imports and Exports, Promotional Measures, Duty Exemption/Remission Scheme, Export Promotion Capital Goods Scheme, EOUs, EPZs, EHTPs, STPs, Deemed Exports.

Unit 8: Export –Import Documentation: Introduction, Need, Kinds of Documents, Principal Export Documents, Auxiliary Documents, Documents in Import Trade, Export Documentation & Procedures– Step by Step.

Unit 9: International Product Policy and Planning: Introduction, International Product Life Cycle, International Product Policy, Standardization vs. Adaptation, Planning the International Product Mix, Branding, Labelling, Packaging and Product Warranties and Services.

Unit 10: International Advertising: Introduction, International Advertising Strategy, Standardization or Adaptation, Elements of Advertising Strategy, Media Strategy, Advertising Agency, International Advertising Scene.

Unit 11: International Pricing Policy: Introduction, Components of Price, The Process of Price Selling, Pricing in International Market, Information for Pricing Decisions, Sources of Price Information, Issues in International Pricing, Trade Finance in India

Unit 12: International Distribution & Sales Policy: Introduction, International Distribution Channels, International Distribution Policy, Selecting Distribution Channels and Channel Members, International Physical Distribution Management.

Unit 13: International Market Selection: Introduction, Factors Influencing International Market Selection, The Process of Market Selection, Some Strategies.

Unit 14: International Marketing Research: Introduction, Marketing Research: The Global Scene, The Scope of International Marketing Research, International Marketing Research Procedure, Techniques of International Marketing Research, Survey Research, Techniques of International Marketing Research, Analysis of Filed Data, Preparation of Research Report.

Unit 15: International Marketing Planning & Control: Introduction, Developing an International Marketing Plan, Issues in Framing International Marketing Plan, Organization of international Marketing. Framework for International Marketing Planning, International Marketing Control, and Control Sequence.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO304.1	Remember	Market activities for international trade and practices.
CO304.2	Understand	Understand the basic concepts of international marketing.
CO304.3	Apply	Manage International policy and planning.
CO304.4	Analyse	Analyse environmental factors to influence international marketing.
CO304.5	Evaluate	Exhibit the strategies and tactics successfully.

Suggested Reading:

1. Theodore Levitt, 'The Globalization of Markets', Harvard Business Review, 1983, May–June.
2. Peter Buckley and Pervez Ghauri, 'Globalization, Economic Geography and Multinational Enterprises', Journal of International Business Studies, 2004
3. Firat Fuat, 'Educator Insights: Globalization of Fragmentation– A Framework for Understanding Contemporary Global Markets', Journal of International Marketing.
4. Borderless Management: Companies Strive to Become Truly Stateless', Business Week, 23 May 1994.
5. David A. Ricks, Blunders in International Business (Cambridge, Mass.: Blackwell Publishers, 1993).
6. International Marketing–By Philip R. Cateora; John L. Graham and Prashant Salwan, TATA McGraw-Hill publication, 13th Edition.

Semester	3	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-305			Type	Specialization Course
Course Title	International Finance Management (IFM)				

Course Description:

This course focuses on the international financial management and international trade. Topics in financial management, viewed primarily from the perspective of managers doing business overseas, include the management of foreign exchange exposure, foreign direct investment decisions, and multinational capital budgeting.

Course Objectives:

- 1) To develop capabilities, skills, and knowledge for making sound financial decisions;
- 2) To develop students on how to run their own MNC and write a feasibility report; and
- 3) To be able to solve simple cases.

Course Outline:

Unit 1: International Financial Management: An Introduction: Introduction, Multinational Corporation (MNC), Steps in Internationalization, International Financial Management

Unit 2: International Economics: Introduction, International Financial Architecture, Origin of Developing Countries Debt Crisis, The East Asian Crisis (1997), Financial Flows to Developing Countries, International Trade Theories, Economic integration, Tariff and non-Tariff Barriers to Trade.

Unit 3: International Monetary System: Introduction, Exchange Rate Arrangement, IMF and International Liquidity.

Unit 4: International Financial Flow: Introduction, Forms of International Financial Flows, Structure of Balance of Payments, Equilibrium, Disequilibrium and Adjustment, India's Balance of Payments During the Period of Economic Reform.

Unit 5: Foreign Exchange Market: Introduction, Spot Exchange Market, Participants in the Spot Markets, Exchange Rate Quotations, Arbitrage, Forward Rate, and Forward Market

Unit 6: Parity Conditions in International Finance and Currency Forecasting: Introduction, Purchasing Power Parity Relationship, Interest Rate Parity Relationship, Exchange Rate and Foreign Exchange Reserves, Exchange Rate and Balance of Payments (BOP), Exchange Rate and Technical Analysis.

Unit 7: Currency Futures, Options and Swaps: Introduction, Currency Futures, Currency Options, Currency Swaps.

Unit 8: Management of Accounting and Exchange Exposure: Introduction, Different Types of Exchange Rate Exposures, Exchange Risk Management.

Unit 9: Foreign Exchange Regulations and Taxation Issues: Introduction, Types of Taxes, Tax heavens, International Tax Management Strategy, The Modes of Double Taxation Relief, Indian Taxation Scenario, FEMA: An Introduction.

Unit 10: Raising Funds from International Market: Introduction, Euro Issue, Global Depository Receipts (GDRs), American Depository Receipts (ADRs), External Commercial Borrowings (ECBs), Advantages and Disadvantages of Overseas Financial Market

Unit 11: Financing Foreign Trade: Introduction, Types of Export Credit, Pre-shipment Export Credit, Post-shipment Export Credit, Types of Letters of Credit, Export Credit in Foreign Currencies, Refinance from Reserve Bank of India, Role of Export Import Bank of India, Role of Export Credit Guarantee Corporation.

Unit 12: Cost of Capital for MNCs: Introduction, Cost of Capital for MNCs vis-a-vis Domestic Firms, Cost of Capital Across Countries, Determining Cut-Off Rate for Foreign Projects Appraisal.

Unit 13: Capital Budgeting for MNC's: Introduction, Fundamentals of Evaluating Foreign Projects, Issues in Foreign Investment Analysis, Risk Analysis in International Investment Decision.

Unit 14: Working Capital Management for Domestic: Introduction, Working Capital Management in Domestic and Multinational Enterprises, Intra Corporate Transfer of Funds, Transfer Pricing, Management of Blocked Funds, Multinational Cash Management, Multinational Receivables Management, Multinational Inventory Management.

Unit 15: Foreign Direct Investment: Introduction, Global Trends in FDI, Factors Motivating FDI, FDI and Some Subsequent Decisions, FDI and Host Government View, FOI and Taxation Issues.

Unit 16: International Portfolio Investments: Introduction, Benefits of International Investing, International Diversification, Barriers to International Diversification, Vehicles for Overcoming Capital Flow Barriers, Asset Allocation Policy and Management Style, Portfolio Hedging Strategies.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO305.1	Understand	Develop critical and analytical skills and the ability to work independently.
CO305.2	Apply	Demonstrate the understanding of international financial theory and applications.
CO305.3	Analyse	Develop a frame of reference through which to identify, evaluate, and solve problems pertaining to international financial with or without complete information.
CO305.4	Evaluate	Demonstrate communication and written skills.

Suggested Reading:

1. International Economics,9/E, Robert Carbaugh, Cengage- South Western
2. International Business,12/E, John Daniels, Lee Radebaugh, Daniel Sullivan and Prashant Salwan, Pearson

Semester	3	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-306			Type	Specialization Course
Course Title	Security Analysis and Portfolio Management (SAPM)				

Course Description:

Security analysis and portfolio management course is to help students understand the investment field for sound investment decisions making. This course is designed to emphasize both theoretical and analytical aspects of investment decisions and deal with modern investment theoretical concepts and instruments. Security Analysis is the subject to study the composition and performance of stocks in capital market. The stocks are analyzed using tools of fundamental analysis and technical analysis. Portfolio management refers to the management or administration of a portfolio of securities to protect and enhance the value of the underlying investment. It is the management of various securities (shares, bonds etc.) and other assets (e.g. real estate), to meet specified investment goals for the benefit of the investors. It helps to reduce risk without sacrificing returns.

Course Objectives:

- 1) To be familiarized with the fundamentals of security analysis and portfolio management concept.
- 2) To provide a conceptual insight to the valuation of securities.
- 3) To provide an insight about the relationship of risk and return.
- 4) To be able to measure the return according to the expectations of the investors and portfolio management practices in India.

Course Outline:

Unit 1: Nature and Scope of Investments: Introduction: Investment- Meaning and Concept, Types of Investment, Securities, Financial System and Financial Market, Security Market.

Unit 2: Risk and Return: Measures of Return, Risk, Measuring the Risk of Expected Rate of Returns, Measuring Systematic Risk.

Unit 3: Security Market in India-I: Security Markets– Introduction, New Issue Market

(Primary Market), Stock Exchanges (Secondary Market), Derivative Market, Functioning of Security Market, Market Index, Regulation of Security Market in India

Unit 4: Security Market in India-II: Listing, Trading, Clearing and Settlement

Unit 5: Fundamental Analysis: Fundamental Analysis, Equity Valuation Process, Advantages of Fundamental Analysis, Disadvantages of Fundamental Analysis.

Unit 6: Technical Analysis: Technical Analysis, Technical Analysis vs. Fundamental Analysis, Types of Charts, Basic Technical Tools, Market Indicators, Dow Theory, Strengths and Weaknesses of Technical Analysis.

Unit 7: Equity Stock Valuation Models: Equity Valuation- Introduction, Approaches to Valuation of Equity Stock, Methods of Equity Stock Valuation.

Unit 8: Bond Valuation Models: Bond– Introduction, Valuation of Bond, Components of Bond Valuation.

Unit 9: Portfolio Management: Management of Investments, Portfolio Management– Basics, Portfolio Management Strategies, Portfolio Management Services.

Unit 10: Portfolio Theories and Portfolio Construction: Portfolio Theories– Introduction, Markowitz Portfolio Optimization Model, Sharpe Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory, Asset Allocation Strategies.

Unit 11: Portfolio Evaluation and Revision: Portfolio Evaluation, Portfolio Revision.

Unit 12: Investment Avenues: Investment Avenues, Classification of Various Financial Instruments, Real Estate, Commodities, Self-Assessment Questions.

Unit 13: Personal Financial Management: Personal Financial Management, Financial Planning Process, Personal Budget, Parameters to Choose your Financial Planner, Types of Other Financial Advisors, Asset Allocation.

Unit 14: Tax Planning: Tax planning- Introduction, Tax Avoidance vs. Tax Evasion, Tax Planning Basics, Consequences of Avoidance, Ways to do Tax planning, Income Tax, Tax Planning Benefits, Penalties Under Income Tax Act for Tax Evasion, Self-Assessment Questions.

Unit 15: Wealth Management: Wealth Management, Private Wealth Management, Discipline of Wealth, Wealth Management Customers, Market Models, Features/ Characteristics of Good Wealth Management, Importance of Wealth Management.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO306.1	Remember	Learn the basic terms of security market in India.
CO306.2	Understand	Learn the conceptual insights of portfolio management.
CO306.3	Apply	Apply the fundamental and technical analysis terminology for valuation of securities.
CO306.4	Evaluate	Match the expectation of the investors and portfolio management practices.
CO306.5	Analyse	Analyse self-financial management for choosing financial planner.
CO306.6	Create	Design self-financial planner.

Suggested Reading:

1. Avadhani, V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, New Delhi.
2. Bhalla, V.K., Security Analysis & Portfolio Management S.Chand& Co., New Delhi.
3. M. Ranganathan and R. Madhumathi: Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
4. Prasanna Chandra: Investment Analysis and Portfolio Management, Tata McGraw- Hill, Delhi.
5. Avadhani, V.A., Security Analysis & Portfolio Management, Himalaya Publishing House, New Delhi.
6. Bharti V. Phathak: Indian Financial System, Pearson Education, Delhi.
7. Fischer, D.E. & Jordan ,R,J. Security Analysis & Portfolio Management, Prentice Hall India, New Delhi.
8. M. Ranganathan and R. Madhumathi: Investment Analysis and Portfolio Management, Pearson Education, New Delhi.
9. Prasanna Chandra: Investment Analysis and Portfolio Management,

Semester-IV Generic Elective

Semester	4	Course	4	Specialization	NA
Course Code	OMBE-403	Credits		Type	Generic Elective
Course Title	Soft Skills				

Course Description:

Soft skills are today's power skills. They are a blend of interpersonal, communication, and social intelligence skills that are in high demand across all industries and jobs. Together, these skills will help build relationships and improve productivity with internal and external clients.

Course Objectives:

- 1) Develop awareness of appropriate communication strategies;
- 2) Analyze a variety of communication act sand ethically use, document and integrate sources; and
- 3) Prepare, present messages with a specific intent, and use effective communication in personal and professional success.

Course Outline:

Unit 1: Business Etiquettes & Listening Skills: Get the First Impression Well- Greet others & Introduce Yourself, Body Language- Speak Well, Dressing Sense- Appeals to others, Telephone Etiquettes-Dining Etiquettes, Art of Effective Listening, Barrier to Effective Listening.

Unit 2: Public Speaking: Persuasion, Speaking Skills, Delivery, Visual Communication, Interpersonal & Technical Skills.

Unit 3: Personal Branding: Understanding Personal Branding, How to Sell Yourself- Appearance, Voice Modulation, Emotional Intelligence, Empathy and Rapport, Image Building, Designing Your Future Strategy.

Unit 4: Teamwork: Importance of Teamwork, Stages of Team, Teamwork Skills, Tips for Better Teamwork

Unit 5: Problem Solving & Decision Making: Understanding Problem Solving, Developing Effective Problem Statements, Importance and Necessity of Decision Making, Process and

Practical Way of Decision Making, Weighing Positives & Negatives, Six-Hat Thinking.

Unit 6: Self Analysis: Self-Esteem: Meaning, Importance, Positive Self-Esteem & Negative Self-Esteem, Self-Worth, Self-Respect and Self-Esteem, Building High Self-Esteem for Personality Development.

Unit 7: Time management: Goal Setting, How to prepare the timeline and allocate time to complete different tasks, How to successfully follow the prepared time-schedule.

Unit 8: Public Speaking: Importance & Process of Public Speaking, Ethics in public speaking, Analyzing the Audience, Methods of Delivery, Verbal and Non-Verbal Communication.

Unit 9: Goal setting: Wishes and Desires, Short-term, long-term and lifetime goals, Setting goals according to the parameters like financial, physical, intellectual, spiritual etc.

Unit 10: Nurturing Leadership Skills: Meaning, Characteristics of a Good Leader, Styles of Leadership, Creativity, Decision Making.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO403.1	Remember	Learn the ideology of listening skills.
CO403.2	Understand	Solve problems through soft skills.
CO403.3	Apply	Apply the aspect of teamwork to build better organizational results.
CO403.4	Analyse	Implement positive and negative problem to solve and make decision.

Suggested Reading:

1. Bovee, Courtland L, John V. Thill & Barbara E. Schatzman. Business Communication Today: 10th Edition. New Jersey: Prentice Hall, 2010.
2. Kratz, Abby Robinson. Effective Listening Skills. Toronto: ON: Irwin Professional Publishing, 1995.
3. Lesikar, Raymond V and Marie E. Flatley. Basic Business Communication: Skills for Empowering the Internet Generation: 9th Edition. New Delhi: Tata McGraw-Hill, 2002.
4. Barun K. Mitra Personality Development and Soft skills, Oxford University Press

Semester	4	Course	4	Specialization	NA
Course Code	OMBE-404	Credits		Type	Generic Elective
Course Title	Business Ethics and Corporate Governance (BECG)				

Course Description:

The core of a successful management lies in its Clarity of Vision, Plan of Action and more importantly Execution of the Plan of Action– the real gamut of operations as it were, and it is here that the importance of Corporate Governance and Ethics comes into being. The purpose of this course is to strengthen the ability to anticipate, critically analyze, appropriately respond to, and provide leadership regarding, ethical issues that students will confront as employees and eventually as managers of people, projects and enterprises.

Course Objectives:

- 4) To apply general ethical principles to particular cases and practices in business;
- 5) To think independently and rationally about contemporary moral problems;
- 6) To recognize the complexity of problems in practical ethics; and
- 7) To demonstrate how general concepts of governance apply in a situation or in a given circumstance.

Course Outline:

Unit1: Business Ethics: An Overview: What is Business Ethics? Principles of Personal and Professional Ethics, Entrepreneur vs. Professional Managers, Values and Ethics in Business, Changing Business Environment and Ethical Challenges.

Unit 2: Ethical Dilemmas and Ethical Decision-making: What is Ethical Dilemma?, How to Resolve Ethical Dilemmas?, The Process of Making Good Ethical Decisions.

Unit 3: Gandhian Philosophy of Wealth Management: Philosophy of Trusteeship, Gandhiji's Seven Greatest Social Sins.

Unit 4: Corporate Social Responsibility: Social Responsibility of Business With Respect to Different Stakeholders, Arguments For and Against Social Responsibility of Business, Social Audit.

Unit 5: Globalisation and Business Ethics: International Business Issues, Key Global Issues for Business, Ethics and Indian Business, Whistle Blowing.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO404.1	Remember	Learn ethical values and ethics in business.
CO404.2	Understand	Understand the ethical dimensions of business for a working environment.
CO404.3	Apply	Apply various philosophies of some personalities.
CO404.4	Analyse	Analyse corporate social responsibility in a work culture.
CO404.5	Create	Create ethical values for good results.

Suggested Reading:

- 1) Corporate Governance in India-An Evaluation by S.C.Das, PHI Eastern Economy Edition
- 2) Business Ethics-An Indian Perspective by Ronald Francis and Mukti Mishra, TMGH
- 3) Business Ethics in India -An Indian Perspective by A.C.Fernando, Pearson Publication
2ndEdition.

Semester-IV Project Work

Semester	4	Course	8	Specialization	NA
Course Code	OMBP-405	Credits		Type	Core Activity
Course Title	Project Work Report				

Project Work Description:

Significance of the Project Report: Many learners underestimate the significance of a project report and make a mistake of thinking that excellent marks can be scored by simply producing a good lay-out. This is fundamentally not the case as many projects are graded well below their potential because of an indifferent or poor write-up. In order to acquire the right balance, a learner should consider the aim behind making a good project. It provides the opportunity for a learner to demonstrate independence and originality, to plan and organize the project work, and to put into practice some of the techniques a learner has been taught throughout the program.

Meaning of a Project: The word project actually means something that comes before anything else is done. A project can be defined as a temporary endeavour undertaken to achieve a particular aim or it is a study of factual information for comprehending and applying the various concepts of the course into practice. In simple words, a project can be understood as a practice of verification or demonstration of concepts or processes learnt.

Learners are allowed to take up any topic of their interest and choice for project work. It is also a technique of self-learning and learning by doing. It has a practical value. The purpose of the project is not to generalize but to study the situation with a practical orientation.

Complete guidelines for a project work proposal, guide, approval of the project, actually carrying project work, report writing, submission details will be provided by the Institute at the appropriate time.

Semester-IV Marketing Management Specialization

Semester	4	Course	4	Specialization	Marketing Management
Course Code	OMBM-401	Credits		Type	Specialization Course
Course Title	International Marketing (IM)				

Course Description:

International marketing is the export, franchising, joint venture or full direct entry of a marketing organization into another country. This can be achieved by exporting a company's product into another location, or entry through a joint venture with another firm in the target country, or foreign direct investment into the target country.

Course Objectives:

- 1) To consider the basic concepts of international marketing;
- 2) To get an insight on the various activities necessary for international marketing planning, the beginning of international marketing activities to be conducted by a domestic firm, and relevant issues on strategy and marketing management relevant to expanded global operations;
- 3) To analyze the environmental variables that influence international marketing;
- 4) To describe the strategies and tactics that can lead to successful international marketing given those environmental constraints;
- 5) To discuss the more typical management decisions and problems faced, highlighting those peculiar to the international arena.

Course Outline:

Unit 1: Scope & Size of International Markets: Introduction, Definitions, Reasons and Motivations Underlying International Trade and International Business, Exchange Rate & Balance of Payments, Basic Modes of Entry, Nature of International Marketing, World Trade: An Overview, India's Foreign Trade.

Unit 2: Conceptual Framework: Introduction, Global and Domestic Marketing.

Unit 3: Institutional Framework: Introduction, Institutional Bodies, Advisory Bodies, Commodity Organizations, Service Information, Government Participation in Foreign Trade, States Initiatives in Promoting Exports.

Unit 4: Cultural Environment: Introduction, Definition of Culture, Elements of Culture, Cultural Analysis.

Unit 5: Political & Legal Environment: Introduction, Political Risk: A Definition, Assessing and Managing Political Risk, Management of Political Risk, International Marketing and the Legal Environment, The Development and Scope of International Law, Incoterms, World Trade Organization (WTO.)

Unit 6: Economic Environment: Introduction, World Trade: A Temporal Analysis, The Debt Problem, Major Developments in the International Economic Environment, IMF and World Bank, Regional Economic Groupings.

Unit 7: India's Export-Import Policy: Introduction, India's Exim Policy: A Backdrop, The Foreign Trade Regime: Analytical Phases and Changes Over Time, India's Exim Policy: Phases of Changes, Export Import Policy 2002-07: Objectives, General Provisions Regarding Imports and Exports, Promotional Measures, Duty Exemption/Remission Scheme, Export Promotion Capital Goods Scheme, EOUs, EPZs, EHTPs, STPs, Deemed Exports.

Unit 8: Export –Import Documentation: Introduction, Need, Kinds of Documents, Principal Export Documents, Auxiliary Documents, Documents in Import Trade, Export Documentation & Procedures– Step by Step.

Unit 9: International Product Policy and Planning: Introduction, International Product Life Cycle, International Product Policy, Standardization vs. Adaptation, Planning the International Product Mix, Branding, Labelling, Packaging and Product Warranties and Services.

Unit 10: International Advertising: Introduction, International Advertising Strategy, Standardization or Adaptation, Elements of Advertising Strategy, Media Strategy, Advertising Agency, International Advertising Scene.

Unit 11: International Pricing Policy: Introduction, Components of Price, The Process of Price Selling, Pricing in International Market, Information for Pricing Decisions, Sources of Price Information, Issues in International Pricing, Trade Finance in India

Unit 12: International Distribution & Sales Policy: Introduction, International Distribution Channels, International Distribution Policy, Selecting Distribution Channels and Channel Members, International Physical Distribution Management.

Unit 13: International Market Selection: Introduction, Factors influencing international Market Selection, The Process of Market Selection, Some Strategies.

Unit 14: International Marketing Research: Introduction, Marketing Research: The Global Scene, The Scope of International Marketing Research, International Marketing Research Procedure, Techniques of International Marketing Research, Survey Research, Techniques of International Marketing Research, Analysis of Filed Data, Preparation of Research Report.

Unit 15: International Marketing Planning & Control: Introduction, Developing an International Marketing Plan, Issues in Framing International Marketing Plan, Organization of International Marketing, Framework for International Marketing Planning, International Marketing Control, Control Sequence.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Learn marketing activities for international trade and practices.
CO401.2	Understand	Understand the basic concepts of international marketing.
CO401.3	Apply	Manage international policy and planning.
CO401.4	Analyse	Analyse the environmental factors to influence international marketing.
CO401.5	Evaluate	Exhibit the strategies and tactics successfully.

Suggested Reading:

7. Theodore Levitt, 'The Globalization of Markets', Harvard Business Review, 1983, May–June.
8. Peter Buckley and Pervez Ghauri, 'Globalization, Economic Geography and Multinational Enterprises', Journal of International Business Studies, 2004
9. Firat Fuat, 'Educator Insights: Globalization of Fragmentation – A Framework for Understanding Contemporary Global Markets', Journal of International Marketing.
10. Borderless Management: Companies Strive to Become Truly Stateless', Business Week, 23 May 1994.
11. David A. Ricks, Blunders in International Business (Cambridge, Mass.: Blackwell Publishers, 1993).

Semester	4	Course	4	Specialization	Marketing Management
Course Code	OMBM-402	Credits		Type	Specialization Course
Course Title	Integrated Marketing Communication (IMC)				

Course Description:

During this course, students will explore and understand the scope of marketing communications. More specifically, the module will introduce key terms, definitions, concepts, current theories, and practices used in Integrated Marketing Communications. It will explain the communication process and explore the use of main promotional tools of advertising, public relations, sales promotion, direct marketing, event marketing, and online marketing.

Course Objectives:

- 1) To analyze and respond appropriately to key issues in marketing communications within a given context;
- 2) To determine and evaluate marketing information required to plan and manage integrated marketing communications campaigns;
- 3) To analyze and evaluate data and present coherent recommendations that informs creative and effective marketing communications decisions;
- 4) To evaluate the applicability of academic/abstract models/theories/frameworks to contextualized marketing communications issues on contemporary media and communication strategies; and
- 5) To develop application of literacy, ability to deliver ideas, concepts and related with clarity, focus and cogency via written work and oral means.

Course Outline:

Unit 1: Marketing and Marketing Communications Overview: What is Integrated Marketing Communications, The Key drivers of IMC, Creating the Pull and Push, The Principles of IMC, How IMC Plays a Role in the Overall Marketing Plan, The Features of IMC, The Five Step IMC Planning Process, and Desired Outcomes of IMC.

Unit 2: The Communications Model: Communication M Models, The IMC Plan, IMC Planning Models

Unit 3: Fundamental IMC Decisions: Targeting Consumers and Prospects, Segmentation and

Target Marketing, Defining the Target Audience, Behaviour Graphic Targeting, Forms of Behavioral Segmentation, Psychographic Targeting, Demographic Targeting, Geographic Targeting, Positioning, Setting Marcom Objectives, Hierarchy of IMC Effect, Criteria for Setting IMC Objectives, IMC Budgeting.

Unit 4: Buying Behavior: Targeting Consumers and Prospects, Factors that Influence Buyer Behavior, Buying Motives, Buying Situations, Buying Process, Business Buyers, Participants in the Business Buying Process, Major Influences on Business Buyers, Organizational Buying/Purchasing/Procurement Process.

Unit 5: Message and Response: The Message, Message Strategies, Message Models, means–End Chaining, Perception, Learning & Attitudes.

Unit 6: Brands: The Importance of Brands in the Market Today, What is a Brand? , What are the Benefits of Branding, Types of Brands, Brand Building, Situation Analysis, Brand Identity, Brand Identity Elements, Positioning, Verbal, Visual, Brand Personality, How IMC creates brands?

Unit 7: Participants In The IMC Process: The Organization or Company, Participants, Advertising Agencies, PR Agency, Event Management Company, Direct Marketing Agency/Digital Marketing Agency, Photographers, Production Company, Design Agency.

Unit 8: Planning the IMC Campaign: The Five-Step Model, Establishing the Budget.

Unit 9: IMC Tools – Advertising: Types of Advertising, Strategic Advertising Approaches, Creative Strategy, Effective Advertising, Media, Media Vocabulary, Which Medium should be Used?, Media Selection and Buying, New Media.

Unit 10: Public Relations & Corporate Communications: What is a Public Relations?, Proactive Marketing Oriented Public Relations, Reactive Marketing Oriented Public Relations, Scope of PR, The Role of the PR Practitioner, Corporate Communications.

Unit 11: Web Marketing and Digital Marketing: Websites, Generating Website Traffic, Social Media, Mobile Marketing, Email Marketing, Web Vocabulary.

Unit 12: Sponsorships, Events, Exhibitions/Tradeshows/Expositions: Sponsorships, Events, and Exhibitions/Tradeshows/Expositions.

Unit 13: Packaging, Merchandising: Packaging, Product design, Merchandising.

Unit 14: Direct Marketing & Sales Promotion: Direct Marketing, Database Marketing, Sales Promotion.

Unit 15: Other Tools of Communication: Product Placement, Word of Mouth, Customer Experience Management, Corporate Identity.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the integration of all marketing perspectives.
CO402.2	Understand	Understand the key issues in promotional campaigns.
CO402.3	Analyse	Easily analyse the marketing information for integration.
CO402.4	Create	Develop skill of effective marketing communication.

Suggested Reading:

1. Marketing Communications - An Integrated Approach by PA Smith & Jonathan Taylor
2. Advertising and Promotion, An IMC Approach by Shimp
3. Integrated Advertising, Promotion and Marketing Communications by Kenneth Clow, Donald Baack.

Semester-IV Human Resource Management Specialization

Semester	4	Course	4	Specialization	Human Resource Management
Course Code	OMBH-401	Credits		Type	Specialization Course
Course Title	Strategic HR (SHR)				

Course Description:

This course contains the detail about the different HRM strategic methods of recruitment. This course is designed to identify the role of human resources; the processes, and activities used to strategically formulate and implement human resources objectives, practices, and policies to meet the short- and long-range organizational needs and opportunities; human resources contributions to organizational effectiveness.

Course Objectives:

- 1) To understand the role of human resources in formulating the strategies of the organization;
- 2) To learn the different HR strategy to develop the organization; and
- 3) To learn the policies for defining organizational needs and opportunities.

Course Outline:

Unit 1: Introduction to Strategic HRM: Definition, Need and Importance, Evolution of SHRM, Business and Corporate Strategies, Integrating HR with Business Strategies, Developing HR Plans and Policies.

Unit 2: Introduction to Strategic HRM: Technology and Structure, Work Force Diversity, Demographic Shifts, Temporary Contract Labour, Global Environment of Business: New Paradigms for International, Global Sourcing of Labour, WTO and Labour Standards.

Unit 3: Strategic approach for Building HR: Influences on Staffing, Sources of Recruitment, Methods of Recruitment, New Approaches to Recruitment, Staffing Process: Recruitment and Selection Employees, Strategic Recruitment and Selection, Hiring is a Diverse Force.

Unit 4: Developing HR Strategy: Critical Areas, Planning and Managing HR Strategy Development, Strategy Issues, Implementing HR Strategy, Strategic Issues of Organizational Improvement, Internal Benchmarking, Strategic HR Programme, The Role of HR – MATRIX.

Unit 5: Strategic Approach to Human Resource Evaluation (HRE): Human Resource Evaluation– Genesis, HRE- Definition & Overview, Rationale for HRE, Measures of HRM Performance, Approaches to HRE.

Unit 6: HR and Retention Strategies: Executive Education, Flexi Timing, Telecommuting, Employee Empowerment & Involvement, Autonomous Work Teams.

Unit 7: Training and Developing Strategies: Training as a Strategic Organizational Activity, Competency Mapping, Creating Learning Organizations, Multi Skilling, Succession Planning, Cross Cultural Training, Training Techniques.

Unit 8: Designing and Initiating Strategic HRM: Orientation of HRM, Pragmatic Steps for Implementation, Reorganizing the Personnel Function, Strategies in Action, HR Competencies, Diagnosing Needs, and Structuring HR.

Unit 9: Reward and Compensation Strategies: Performance Based Pay, Skill Based Pay, Team Based Pay, Profit Sharing, Executive Compensation, Broad Branding.

Unit 10: Measuring the Impact of Strategic HRM Strategies: Identification Consideration for Employee Needs, How Can HR Add Value, Benchmarking, Building Competitive Advantage, Predictions of Business Outcome, Alignment Through Organization Development.

Unit 11: Human Aspect of Strategic Implementation: Behavioural Issues in Strategic Implementation, Matching Culture with Strategic, Human Side of Mergers Acquisitions, Leadership Power and Policies, Employees Morale, Personal Values in Business Ethics, Development of HR as a Value Addition Function.

Unit 12: The Context of Strategic Change: Changing Business Environment, Changing Managerial Strategies, Cultural Changes, Resistance to Change, Facet of Change Management, Checklist of Managing Change

Unit 13: Managing HR in Merger and Down Sizing: Motive Behind Mergers Acquisition and Which is the Best, Macro Economic Factors Effecting Mergers, Why Alliance Take Place, Consideration for Mergers and Acquisition, Industry Determinants of the Mergers, Versus Alliances Discussion, Role of Human Resource Management in Mergers/Acquisition, Effects of Downsizing, Managing HR in Down Sizing.

Unit 14: Mentor Relationship: Perspective of Mentoring, Mentoring vs. Coaching, Training and Counselling, Roles of Mentors, Relationship– Formal- Informal Mentoring, Outcome of Mentoring Programmes, Barriers to Mentoring, Mentoring Relationships SHRM Approaches.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Learn the policies to define organizational opportunities.
CO401.2	Understand	Understand the basic concepts of Strategic Human Resource Management.
CO401.3	Apply	Generate the opportunities of human resource into an organization.
CO401.4	Analyse	Develop an organization by learning strategies.

Suggested Reading:

1. Strategic Human Resource Management **Paperback** – by Catherine Truss , David Mankin , ClareKelliher
2. Armstrong's Essential Human Resource Management Practice: A Guide to People Management (Paperback) by Michael Armstrong

Semester	4	Course	4	Specialization	Human Resource Management
Course Code	OMBH-402	Credits		Type	Specialization Course
Course Title	HR Audit (HRA)				

Course Description:

This course will give the understanding of HR Audit concept and knowledge. This course will help to evaluate the efficacy of present human resources in an organization.

Course Objectives:

- 1) To learn the concepts and framework of HR audit;
- 2) To implement the knowledge of HR Audit in business development; and
- 3) To learn the concept of HRIS.

Course Outline:

Unit 1: Preface to HR Audit: Research Evidence for Good HR Practices Relating to Business Improvement, Impact of Good HR Practices: The Indian Experience, Linkages Between HRD Instruments, Processes, Outcomes and Organizational, Effectiveness, Elements for Good HRD: Need for Realignment, Approaches to Evaluate the HR Function and Its Impact.

Unit 2: HR Audit: Concept of HRD Audit, Why do companies want HRD Audit?, Role of HRD Audit in Business Improvement, Limitations of HRD Audit.

Unit 3: Linkages of HR Strategies With HR Audit: Challenges of a World Class Organization Due to Globalization, How to Create a World Class Organization?, HR Strategies at Corporate Level, HR Implications of Restructuring, HR Strategies in Service Sector, The Need for HRD in the Services Sector, Auditing HR Strategies, Linking Strategy Audit with the HRD Score Card.

Unit 4: Linkage of HR Styles and Culture With HR Audit: OCTAPACE Culture, Top Management Styles in Building Culture, Auditing HR Culture, Auditing the Styles of Top Management.

Unit 5: Linkage of HR Audit With HRD Structures: Current HR Structures and Structural Alternatives, Assessing the HRD Activities and their Relevance, Auditing HR Structure.

Unit 6: Linkage of HR Audit with HR Systems: HR Systems and Subsystems, A More Rationalized Systems Approach, Auditing HR Systems.

Unit 7: Linkage of HR Audit with HR Competencies: Challenges for HR Professionals, Myths and Realities Affecting HR Profession, Six Principles of HR Effectiveness, Competencies Needed by HR Managers, Auditing HR Competencies.

Unit 8: HR Audit Methodology: Interviews, Observation, and Questionnaires

Unit 9: HRD Score Card and Audit Report: HR Systems Maturity, HR Competencies in the Organization, HR Culture and Values, HR Linkage to Business Goals, Writing the HR Audit Report.

Unit 10: Designing & Using HR Audit For Business Improvement: Who Should Conduct HR Audit?, Preparation of HR Audit, Role of CEO, Top Management, Line Managers, HR & Unions, Competencies and Qualifications of Auditors, Ethics & Values, How to Use HR Audit?

Unit 11: Human Resource Information Systems (HRIS): Concept of HRIS, Need of HRIS, Effectiveness of HRIS, Designing and implementing of HRIS, HRIS as a Tool, HRIS Leadership.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the process of human resource information system.
CO402.2	Understand	Understand the HR audit as a reward management.
CO402.3	Apply	Implement the knowledge of audit in business.
CO402.4	Understand	Understand the basic concepts of HR audit.

Suggested Reading:

1. HR Focus - May 2003: What Are the Top HRIS Issues in 2003?
2. Davenport, T. H. (1998), "Putting the Enterprise into the Enterprise System" Harvard Business Review, July/August.

Semester-IV Finance Management Specialization

Semester	4	Course	4	Specialization	Finance Management
Course Code	OMBF-401	Credits		Type	Specialization Course
Course Title	Project Finance and Budgetary Control (PFBC)				

Course Description:

This course will help you understand the "macro" big picture and "micro" line item context and trends of finance—as well as the mechanics of developing budgets. It will give the students the necessary tools to make sound financial decisions for your business Unit. Whether the goal is to stay on budget, increase overall cost savings or meet specific profitability targets, real-world exercises will help students become familiar with the standard financial documents, and use budget and estimating methods and tools more effectively. Specifically, they will review and discuss commonly used financial metrics to not only understand the numbers, but also to explore the not-so-obvious financial impacts of typical operating decisions and actions—from a project to organizational level.

Course Objectives:

- 1) To be able to describe the concept, components of project finance and linkage between planning, analysis and selection of project;
- 2) To know the key parties to project finance and the documentation process involved in it;
- 3) To gain knowledge of sources of finance available for projects;
- 4) To describe the strategies employed in managing risk; and
- 5) To be able to solve simple cases.

Course Outline:

Unit 1: Introduction to Project Finance: Characteristics of a Project, What is Project Finance?, Essentials of Project Financing, Importance of Project Financing, Project Financing Structures, Project Financing in India, Key parties to a Project Financing, Key Documents in a Project Financing, Risks in Project Financing.

Unit 2: Projects- Financial Structuring: Common Objectives of the Project, The Promoters Role, Capital Investment Decision, Investment Criteria.

Unit 3: Projects – Sources of Finance: Sources of Capital.

Unit 4: Project Financing- Cost of Capital: Introduction, Investors in a Project, Financing Decision, Definition of Cost Capital, Measurement of Cost of Capital, Cost of Debt, Cost of Equity, Cost of Retained Earnings, Weighted Average Cost of Capital (WACC), Financing Structure.

Unit 5: Projects - Market, Technical & Financial Feasibility: Market Feasibility, Technical Feasibility, and Financial Feasibility.

Unit 6: Financial Estimates and Projections: Objectives of Financial Statements, Users of Financial Statements, Profit & Loss Statement/Operating Statement, Balance Sheet, Funds Flow Statement, Cash Flow Statement, Ratio Analysis, Significance of Ratio Analysis, Limitations of Ratio Analysis.

Unit 7: Projects - Lenders' Appraisal: Financial Feasibility Analysis, Technical Feasibility Analysis, Economic Feasibility Analysis, Management Competency Appraisal, Risk Analysis by Lenders, Restrictive Covenants, Non- Recourse and Recourse Financing, Why do Projects Fail?

Unit 8: Project Risk Analysis: Sources of Risk, Project Risk Identification, Operating Risk, Risk Management.

Unit 9: Financing Infrastructure Projects: Characteristics of Infrastructure Finance, Infrastructure Project Finance vs. Traditional Finance, New Approach for Infrastructure Projects, Infrastructure Project Finance— Advantages, Infrastructure Project Finance— Participants, Financing Mechanism, Steps in Infrastructure Project Finance, Risks and Its Mitigation

Unit 10: Budgetary Control: Definition of Budgetary Control, Advantages and Limitations of Budgetary Control, Types of Budget, Master Budget, On the Basis of Capacity, Preliminaries in the Installation of Budget System.

Unit 11: Standard Costing: Meaning of Standard Costing, Relation Between Budgetary Control and Standard Costing, Advantages of Standard Costing, Disadvantages of Standard Costing, Suitability of Standard Costing as a Management Tool, Relationship of Standard Costing and Budgetary Control.

Unit 12: Variance Analysis: Material Variances, Labour Variances, Overhead Variances, Sales Variances.

Unit 13: Zero-Base Budgeting, Performance Budgeting: Basic Steps in the Implementation of Zero Base Budgeting, Advantages of Zero Base Budgeting, Disadvantages of Zero Base Budgeting, Performance Budgeting, Steps in Performance Budgeting.

Unit 14: Capital Budgeting Methodologies: Meaning of Capital Budgeting, Capital Budgeting Methodologies.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Learn the basic concepts of Project finance
CO401.2	Understand	Understand the documentation process pertaining to project finance.
CO401.3	Apply	Able to select a project by understanding the basic concept.
CO401.4	Evaluate	Differentiate risk and returns with strategic analyses.
CO401.5	Analyse	Grab the opportunities with available project.

Suggested Reading:

1. Projects- Planning, Analysis, Selection, Financing, Implementation and Review by Prasanna Chandra; Tata McGraw-Hill Publishing Co. Ltd. 7th Edition
2. Project Management by Bhavesh Patel; Vikas Publishing House Pvt. Ltd. Second Edition.
3. Financial Management by Ravi M. Kishore; Taxman Allied Services(P) Ltd. 6th Edition.
4. Banking Strategy, Credit Appraisal and Lending Decisions by Hrishikesh Bhattacharya; Oxford University Press.

Semester	4	Course	4	Specialization	Finance Management
Course Code	OMBF-402	Credits		Type	Specialization Course
Course Title	Insurance and Risk Management (IRM)				

Course Description:

Risk management course is of importance to business students expecting to deal with business and professional lives in the future. This subject is designed to introduce and discuss various risk management concepts, tools, and techniques in global context. Using integrated approaches, the course will emphasize discussion on the design and implementation of risk management practices. Basically, it purports to help students realize, understand, and master various state-of-the-art risk management theories and practices for their advancement in the future.

Course Objectives:

- 1) To provide a broad understanding of risk and insurance as a tool to manage it;
- 2) To form the foundation to facilitate the students for their further studies on insurance;
- 3) To understand the principles of risk management and insurance;
- 4) To be able to manage personal risks and deal effectively with the insurance mechanism;
- 5) To be able to analyze the issues and concerns pertaining to claims management and the documents requirement for putting up a claim.

Course Outline:

Unit 1: Introduction to Insurance and Risk Management: Insurance Business Lines & Importance of Insurance, Distribution Channels of Insurance, History of Risk, Meaning and Definition, Risk and Insurability, Categories of Risk, Insurance as Risk Management Tool.

PART A. LIFE INSURANCE

Unit 2: Basic Elements of Life Insurance (Part A–Life Insurance): Life insurance-A Brief History, Needs and Advantages of Life Insurance, Concept of Life Insurance, General Principles of Life Insurance, Fundamental Principles of Life Insurance, Risk, Peril and Hazard.

Unit 3: Life Insurance Products: Term Insurance Plans, Whole Life Plans, Endowment Plans, Money Back Policies, Child Plans, Annuity Plans, Group Insurance, Unit Linked Insurance Plans (ULIPs), Riders, Needs and Life Insurance.

Unit 4: Life Insurance Underwriting: Underwriting: Concept, Objectives & Principles, Medical Underwriting, Financial Underwriting, Underwriting Process, Classification of Lives,

Assessment of Risk and Underwriting Decisions, Life Insurance Agent: Primary Underwriter, Individual & Group Underwriting: Comparison, Data Required for Underwriting, Occupational Ratings.

Unit 5: Channels of Distribution: Life Insurance is Sold, Not Bought, Traditional Distribution Channels, Individual Agent: The Main distributor, Advantages & Limitations of Traditional Distribution Channels, Multi-Distribution Channels: The Win-Win Relationship, Banc Assurance, Insurance Broking, Corporate Agent, Emerging Alternate Channels.

Unit 6: Life Insurance Claims Management: Meaning & Types of Life Insurance Claims, Claim Adjudicator's Concerns, Special Cases in Claims, Rider Claims, Claim Process: Steps, Foundation for Claim Settlement: Utmost Good Faith, IRDA & Grievance Redressal.

PART B. GENERAL INSURANCE

Unit 7: Basic Elements of General Insurance (Part B. General Insurance): History of General Insurance in India, Hazards, Insurance Contracts, Principle of Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Contribution, Doctrine of Proximate Cause, Marine Insurance– Principles.

Unit 8: General Insurance Products: Personal Insurance, Commercial Insurance, Industrial Insurance, and Liability Insurance.

Unit 9: General Insurance Claims: Claims Management in General Insurance- Issues & Concerns, Various Classes of General Insurance: Claims Procedure & Documentations, Marine Insurance Claims– Discussion of Legal Judgments.

PART C. RISK MANAGEMENT

Unit 10: Risk Management: Need & Process: The Need for Risk Management, Retirement Needs and Risk Management, Enterprise Risks: Need for Integrated Risk Management, Steps for Risk Management Process.

Unit 11: Non-Insurance Methods of Risk Management: Non-Insurance Methods of Risk Management, Risk Avoidance, Loss Control, Theories of Accident Causation, Risk Retention, Risk Transfer & Instruments of Risk Transfer, The Value of Risk Management.

Unit 12: Risk Management through Insurance Methods: Retirement Issues, Three Pillars of Retirement, Indian Annuity Market: Structure and Challenges, Retirement planning and Financing Strategies, Managing New Risks: Reinsurance, White Labeling& Government Actions, Employee Benefits, Employee Health Insurance Benefits.

Unit 13: Reinsurance: Reinsurance: Meaning, Definition and Concept, History of Reinsurance, Risk Distribution through Reinsurance, Risk Management Through Reinsurers, Benefits of Reinsurance, Categories of Reinsurance, Proportional Reinsurance, Non-Proportional Reinsurance: Excess of Loss (XL) Reinsurance, Transfer of Risks: From Insurers to Reinsurers.

PART D. INSURANCE REGULATIONS, CONSUMER SATISFACTION & BUSINESS ETHICS

Unit 14: Government Regulation of Insurance Industry: Need for Regulation of Insurance Industry, The Legal Background of Insurance Regulation, Responsibilities of the Insurance Regulators, Regulations Concerning Insurance Intermediaries, Regulations Concerning Insurance Advertisements, Regulations for Consumer Protection, IRDA Regulations for Rural and Social Sector Obligations, Regulation of Rates, Expenses & Contractual Wordings.

Unit 15: Consumer Satisfaction and Business Ethics: Consumer Satisfaction–Definitions and Analysis, Buying Indecisions, Consumer Dissatisfaction, Ethical Behaviour in Insurance, Insurance Ombudsman, Consumer Protection.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the basic concepts of insurance and risk management
CO402.2	Understand	Able to understand risk and insurance.
CO402.3	Apply	Grab the opportunities in insurance sector.
CO402.4	Analyse	Differentiate the personal risk and professional risk.
CO402.5	Create	Easily claim management and its documentation.

Suggested Reading:

1. Essentials of Insurance – A Risk Management Perspective: Emmett Vaughan, Therese Vaughan
2. Marketing Life and Health Insurance: Nancy E. Strickler; Life Management Institute
3. Marketing Financial Services: Donnelly/ Berry/ Thompson
4. Insurance New Product Introduction: Challenges & Solutions: Sanjaya Kumar, Muthu Subramanian, John Streatfeild; Viewpoint/Infosys Technologies; 2007
5. The Economics of Insurance - How Insurers Create Value for Shareholders: Swiss Re, 2001

Semester-IV Information and Technology (IT) Specialization

Semester	4	Course	4	Specialization	Information Technology Management
Course Code	OMBI-401	Credits		Type	Specialization Course
Course Title	Software Project Management (SPM)				

Course Description:

This course will provide you with a working knowledge of creating projects using MS Project. It will also give you an idea about how to create project plans, create tasks and organize them, setup work resources and assign tasks.

Course Objectives:

- 1) Define the scope of software project management;
- 2) Distinguish software and other types of project development and various stages of a software project and role management; and
- 3) Problems and concerns of software project management.

Course Outline:

Unit 1: Software Project Management Framework: Project Attributes, Project Constraints, Features of Projects, Project Management Function, Defining Software Project Management, Umbrella Activities under Software Project Management, The Role of the Software Project Manager, Project Management Life Cycle, Project Closure.

Unit 2: Software Risk Management: Risk Management Process, Risk Management Planning, Common Sources of Risk for Information Technology Projects, Risk Management, Create a Risk Management Plan.

Unit 3: Software Cost Estimation Technique: Project Cost Management, Basic Principles of Cost Management, Resources Planning, Cost Estimating, Parametric Models, Cost Budgeting, Functional Point Analysis, Delphi Cost Model.

Unit 4: Software Time Estimation Technique: Organizing Information Before You Build a Timeline, Work Break Down Structure, Schedule Development.

Unit 5: Software Testing and Maintenance: Testing Principles, Verification & Validation,

Testing Strategy, Level of Testing, Software Maintenance.

Unit 6: Software Configuration Management and Quality Assurance: Configuration Management, Configuration Management Plan, Software Quality Assurance, Software Quality Assurance Activities.

Unit 7: Software Quality Management: Quality Planning, Quality Assurance, Quality Control, Modern Quality Management, Improving Information Technology Project Quality, Maturity Models.

Unit 8: Team Management: Characteristics of Performance Management, An Effective Performance Management Process, Team Structure, Group Behavior, Stages of Group Development, Group Behavior Model, Intergroup Dynamics and Behavior, Team and Team working, Decision Making, Managing Customer Expectation.

Unit 9: Role of User in Project: Defining User Types, What is the Role of the End-User in IT Projects?, The Changing Role of the User in the Development of Application Software, Software Implementation, Implementation.

Unit 10: Communication Management: The Importance of Project Communications Management, Communications Planning, Information Distribution, Understanding Human and Individual Communications Needs, Performance Reporting, Suggestions for Improving Project Communications.

Unit 11: Software Release Management: Release Management Process Overview, Release Building, Acceptance Testing, Release Preparation.

Unit 12: Project Procurement Management: Procure Management Process, Tools and Techniques for Procurement Planning: Outputs from Procurement Planning, Requesting Seller Responses (Solicitation), Source selection, Contract Administration, Using Software to Assist in Project Procurement Management.

Unit 13: Implementation Management: Implementation Process, Deploy, Approaches of Project Implementation, Evaluating Project Success.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Learn the scope of software management.
CO401.2	Understand	Easily learn the types of project development.
CO401.3	Apply	Differentiate problems and manage solutions.
CO401.4	Analyse	Learn the basic concepts of software project management.

Suggested Reading:

1. Release Management Process by Fermi National Laboratory
2. Schwalbe 2006, Information Technology Project Management, 4th Edition, Thomson Course Technology
3. Project Management Institution, 2004 Project Management Body of Knowledge
4. Ian Sommerville Software Engineering, 6th edition Pearson Education Asia, 2001.
5. Ivan Jacobson, Grady Booch, James Rum Baugh: The Unified Software Development Process– Pearson Education 2007. M.A. Parthasarathy: Practical Software
6. Estimation, Pearson Education, 2007.
7. Steve MC Connell: Software Estimation, Demystifying the Black Art, Microsoft Press, 2006.

Semester	4	Course	4	Specialization	Information Technology Management
Course Code	OMBI-402	Credits		Type	Specialization Course
Course Title	Emerging Trends in Information and Technology (ETIT)				

Course Description:

The Latest Trend of Information Technologies is: Cloud Computing, Internet of Things (IoT), Big Data, Cyber Security, Context-Rich Systems, Increased Automation, continued mobile pervasiveness, Web-Scale IT, 3D printing. By learning the course students will be able to understand the various terms related to information technology.

Course Objectives:

- 1) To make students aware of the changes in technologies, applications and Systems around us;
- 2) To use the current trends and technologies as per the demand;
- 3) Students will be able to understand the day to day growth; and
- 4) One is able to perform as per the new trends.

Course Outline:

Unit 1: E-Commerce: Overview of E-Commerce, Models of E-Commerce, Scope of E-Commerce, Advantages and Disadvantages of E-commerce, Creation of E-Commerce Sites, BPR & E-Commerce, Ethics & E-Commerce.

Unit 2: M-Commerce: Overview of Mobile-Commerce attributes of M-Commerce, Drivers of M-Commerce, M-Commerce Security Issues, and Separating Mobile Commerce from Electronic Commerce, Applications of M-Commerce.

Unit 3: Customer Relationship Management: Marketing Management, Marketing Strategy, Service Management, Business Process Outsourcing, and Business Continuity Plan.

Unit 4: E-Banking: What is E-Banking? Advantages of E-Banking, Securities in E-Banking, Electronic Payment System, Services Provided in E-Banking, Electronic Clearing System.

Unit 5: E- Logistics: What is E-Logistics, Logistics & Supplier Chain Management, Warehousing Management, Transportation/Distribution Management.

Unit 6: E-Learning: Features of e-Learning (Advantages), e- Learning Models, Different Types of Learning, e-Learning Tools and Technologies, Standards for e-Learning.

Unit 7: GIS: What is GIS?, Nature of Geographic Data, Spatial Objects & Data Models, Getting Map on Computers, GIS Standards & Standardization Process of GIS Development, Implementation and Deployment Phases.

Unit 8: Knowledge Management: Components and Type of Knowledge, Knowledge Management, Cycle & Knowledge Management Architecture, Knowledge Management Tools, Knowledge Management Approaches.

Unit 9: E- Governance and E- Agriculture: Challenges to E-Governance, Strategies and Tactics for Implementation of E-Governance

Unit 10: Biometric Technologies: RFID, Retina Scanning, Facial Reorganization, Fingerprint scanning, Hand geometry, DNA (Working principles) Application Area.

Unit 11: Enterprise Content Management: Process, Types of Content.

Unit 12: Social Networking: Types of Social Networking Sites, Niche Advantages of Social Networking Sites, Drawbacks of Social Networking Sites, *Social* Networking Sites for Business, Security Issues with Social Networking Sites

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the laws and regulation of information technology
CO402.2	Understand	Learn changes in technology and applications.
CO402.3	Apply	Able to use current trends and technology.
CO402.4	Analyse	Exhibit the level of growth.
CO402.5	Create	Perform the task as per the latest trends.

Suggested Reading:

1. Multimedia Communications: Applications, Networks, Protocols and Standards, Fred Halsall, Addison Wesley Publications.
2. Multimedia Communications: Protocols and Applications, Franklin F Kuo, J.Joaquin Garcia, Wolf Gang Effelsberg, Prentice Hall Publications
3. E-Commerce: Implementing Global Marketing Strategies by Bohdan O. Szuprowicz.
4. Electronic Commerce: Opportunities and Challenges by Syed Mahbubur Rahman, Mahesh Raisinghani
5. J. Schiller, "Mobile Communications", Addison Wesley, 1999
6. D. Johnson, D Maltz, "Protocols for Adaptive Wireless and Mobile Networking", IEEE Personal Communication, 3(1), February 1996
7. R. Caceres, L. Iftode, "Improving the Performance of Reliable Transport Protocols in Mobile Computing Environments", IEEE J. Selected Areas of Communications, June 1995

Semester-IV Project Management (PM) Specialization

Semester	4	Course	4	Specialization	Project Management
Course Code	OMBP-401	Credits		Type	Specialization Course
Course Title	Quantitative Methods in Project Management (QMPM)				

Course Description:

This course reviews descriptive statistics, exploratory data, and probability distributions. We will then examine the theory and methods of statistical inference, emphasizing those applications most useful in modeling business problems. Topics include sampling theory, estimation, hypothesis testing, linear regression, analysis of variance, and several advanced applications of the general linear model.

Course Objectives:

- 1) Conduct a comparative evaluation of quantitative, qualitative, experimental, and survey research methods;
- 2) Design research based upon the research question and constraints;
- 3) Conduct descriptive and inferential statistical analysis using various tests;
- 4) Generate research questions and use statistical tools learned in the class to answer the questions.

Course Outline:

Unit 1: Quantitative Methods in Project Management: The History of Statistics & Operations Research, Nature of Statistics & Operations Research, Operations Research Approach to Problem Solving, Methodology of Operations Research, Applications of Quantitative Methods in Projects.

Unit 2: Data Presentation using Tables & Charts: Statistics for Projects, Classification of Data, Tabulation of Data, Graphical Presentation of Data, Good & Bad Data Presentation.

Unit 3: Properties of Numerical Data: of Central Tendency, Measures of Dispersion.

Unit 4: Correlation Analysis: Covariance and Correlation in Projects, Correlation Analysis using Scatter Plots, Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation

Coefficient.

Unit 5: Simple and Multiple Regressions: Simple Regression Analysis, Multiple Regression Analysis, Assessing the Regression Equation.

Unit 6: Probability: Notation and Terminology from Set Theory, Addition Theory of Probability, Conditional Probability, Multiplication Theory of Probability, Applications of Bayes' Theorem.

Unit 7: Probability Distribution: Random Variables and Their Functions in Projects, Probability Distributions for Project Managers, Binomial Distribution, Poisson Distribution, Normal Distribution, The "S" Curve

Unit 8: Estimation and Sampling Distributions: Point Estimation for Population Parameter, Interval Estimation for Population Parameter, Law of Large Numbers and the Central Limit Theorem, Standardized Sampling Distributions, Confidence Intervals, Determination of Sample Size.

Unit 9: Parametric Hypothesis Testing for Projects: The Type 1 and Type 2 Error, Interval of Acceptance, Testing for the Validity of the Hypothesis, Large Sample Test for Population Mean, Small Sample Test for Population Mean, The Comparison of Two Populations, Analysis of Variance.

Unit 10: Non-Parametric Hypothesis Testing for Projects: Runs Test for Randomness of Data, Mann-Whitney U Test, Wilcoxon Matched-Pairs Signed Rank Test, Kruskal-Wallis Test, Spearman's Rank Correlation, Chi Square Tests.

Unit 11: Linear Programming Problem (LPP): Variables, Constraints, Linear Programming–Formulation, Graphical Solutions to LPP, Simplex Solutions to LPP, Transportation Models as Special Case of LPP, Assignment Models as Special Case of Transportation Models.

Unit 12: Single Server Queuing Theory: Analyzing Queuing Process, Constituents of Queuing System, Service Facility, Queuing Discipline, Kendall Notations, Applications of Single Server Model in Projects.

Unit 13: Monte Carlo Simulation: Simulation Procedure, Applications of Simulation in Projects.

Unit 14: Games Theory: Fundamental Principles of Game Theory, Reducing by Dominance, Saddle Point, Strictly Determined Game, Mixing Strategies, Flow of Solution, Assumptions for Games Theory, and Applications of Games Theory in Projects.

Unit 15: Decision Theory: Decision-making Process, Decision Making under Certainty, Decision Making under Uncertainty, Decision Making under Risk, Decision Tree.

Unit 16: Six Sigma for Project Management: Six Sigma Methodologies, Meaning of 3.4 Defective Parts per Million, Six Sigma and Process Capability, Quality Function Deployment, Validating the Quality Function Deployment Analysis.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Understand	Understand various tools to test statically analyses.
CO401.2	Analyse	Able to generate research questions for testing.
CO401.3	Apply	Easily conduct a comparative evaluation of research methods.
CO401.4	Create	Able to design research questions and constrains.

Suggested Reading:

1. Quantitative Methods in Project Management – John C. Goodpasture – J. Ross Publishing, Inc.
2. A Guide to the Project Management Body of Knowledge (PMBOK Guide) — 2000 Edition, Project Management Institute, Newtown Square, PA.
3. Good Pasture, John C., Managing Projects for Value, Management Concepts, Vienna, VA, 2001.
4. Downing, Douglas and Clark, Jeffery, Statistics the Easy Way, Barrons Educational Series, Hauppauge, NY, 1997.
5. Operations Research: Theory and Applications – J. K. Sharma - Macmillian Operations Research: Problems and Solutions – J. K. Sharma – Macmillian
6. Business Statistics – Naval Bajpai – Pearson Education
7. Statistical Methods – S.P. Gupta
8. Statistics for Management – Levin and Rubin – Pearson Education
9. Statistics for Business – Stine and Foster – Pearson Education

Semester	4	Course	4	Specialization	Project Management
Course Code	OMBP-402	Credits		Type	Specialization Course
Course Title	Project Quality Management (PQM)				

Course Description:

This course reviews descriptive statistics, exploratory data, and probability distributions. We will then examine the theory and methods of statistical inference, emphasizing those applications most useful in modeling business problems.

Course Objectives:

- 1) Examine the roles of business process and project quality management in an organizational culture;
- 2) Identify the benefits of common continuous quality approaches;
- 3) Comprehend and apply quantitative methods for quality improvements;
- 4) Evaluate and recommend best practices for implementing project quality management;
- 5) Demonstrate an understanding of business process and project quality management; and
- 6) Identify industry standards and best practices used in business process and project quality management.

Course Outline:

Unit 1: Project Quality Management: Evolution of Project Quality Management, Need of Project Quality Management, Understanding Quality in Project Management, Brief View of Quality, Benefits of Quality.

Unit 2: Concept of Project Quality: Project Quality Management Process, Project Statement, Elements of the Project Statement, The Concept Phase.

Unit 3: Project Quality Initialization: Customer Satisfaction, Define Team Operating Principle, Developing and Adapting Quality Policy, Manage Project Team, Roles and Responsibilities in Project, Stakeholders.

Unit 4: Quality Management at Different Stages of Project: The Traditional Approach, Project Phases, Phase to Phase Relation, Process and Procedure, Issues in Management Procedure, Project Control Systems.

Unit 5: Progression of Quality and Its Current Application to Project: Customer and

System, Scientific Management System, Introduction to Japanese Quality System, Continuous Improvement Program (Kaizen), Training, Development and Leadership.

Unit 6: Tools for Managing Project Quality: Collecting and Understanding Project Data, Tools for Collecting Data, Tools for Understanding Data, Representing & Scheduling Techniques, Histogram, Graph, and Pareto Chart.

Unit 7: Formulating Project Process: Analysing Project Process, Tools and Techniques for Understanding Process, Flow Chart, Control Chart, Run Chart, Cause and Effect Diagram.

Unit 8: Project life Cycle and Organization: Project Life Cycle- Overview, Distinctive Factors of Project Life Cycle, Various Project Phases, Organization Structure.

Unit 9: Quality Management Systems: Quality Planning, Quality Assurance, Quality Control, Role of Inspection, Improvement Methodology.

Unit 10 Project Risk Management: Definition of Risk Management, Types of Risk, Decision-Making Under: Certainty, Risk and Uncertainty, Risk identification, Qualitative Risk Analysis, Quantitative Risk Analysis, Risk Management Methodology.

Unit 11: Total Quality Management: Quality Management Plan, Primary Elements of TQM, Quality Planning, Quality and Responsibility, Implementing Steps for TQM, Characteristics of Successful TQM Planning.

Unit 12: Project Closure: Project Participation, Acquire and Develop the Project Team, Enable Program Capability, Collect and Share Project Closure Lessons, Identify and Reward Project Participators.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the best practices used in business process.
CO402.2	Understand	Develop the skills of quality improvement.
CO402.3	Create	Easily identify the benefits of quality approach.
CO402.4	Apply	Examine project quality management into organization.



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Suggested Reading:

1. Project Quality Management By Rose Kenneth
2. A Guide to Passing Operations, Project and Quality Management By Rigard Steenkamp
3. Project Management and Product Development By Blanton Godfrey
4. Total Quality Through Project Management By Leavitt, Philip
5. Reward Management By Armstrong and Micheal
6. Strategic Reward Management By Robert , Henry M

Semester-IV Operations Management (OM) Specialization

Semester	4	Course	4	Specialization	Operations Management
Course Code	OMBO-401	Credits		Type	Specialization Course
Course Title	Work System Design (WSD)				

Course Description:

Work System Design deals with the systematic examination of the methods of doing work with an aim of finding the means of effective and efficient use of resources and setting up of a standard of performance for the work being carried out. The systematic examination of work involves what is done and how it is done. As well as what is the standard time to do the work. This is required to have an in-depth analysis of all the elements, factors, resources and relationships affecting the efficiency and effectiveness of the work being studied. The course also aims at scientifically establishing the time required for a qualified worker to carry out a work element at a defined rate of working. Ergonomic aspects of work system design are also included in the course contents. The scope of this course is not only limited to the manufacturing applications, but it is also relevant for service sector industry.

Course Objectives:

- 1) The student should be able to document information system requirement and propose an information system design for a real organization;
- 2) The student should be able to understand and implement the proper structure of work system what they learn; and
- 3) Learn the problem-solving techniques and operations analysis which will be useful to create a proper and appropriate work environment.

Course Outline:

Unit 1: Introduction to Work System Design: Definition of Work System, Special Cases, Work System Framework, Work System Life Cycle Model, Work System Method, A Problem-Solving Approach, Work Design & Productivity, Productivity Models, Models of National Economy, The Workplace Design.

Unit 2: Problem-Solving Tools: Exploratory Tools, Recording and Analysis Tools, Quantitative Tools, Worker Machine Relationship.

Unit 3: Operations Analysis: Operations Purpose, Part/Product Design, Specification and Tolerance, Manufacturing and Process Sequencing, Setup and Tools, Material Handling, Work Design.

Unit 4: Design of Manual Work, Workplace, Equipment and Tools: Anthropometry & Design, Principles of Work Design, Principles of Workplace Design, Principles of Machine and Equipment Design, Principles of Tool Design, Cumulative Trauma Disorders (CTD.)

Unit 5: Design of the Work Environment: Impact of Temperature, Role of Ventilation, Noise and Its Impact, Lighting, OHSAS 18001:2004.

Unit 6: Design of Cognitive Work: Information Theory, Human Information Processing Model, Perception and Signal Detection Theory, Coding of Information: General Design Principles, Display of Visual Information, Display of Auditory Information, Environmental Factors, Dissociating the Signal from Noise, Human Computer Interaction: Hardware Considerations, Pointing Devices, Human Computer Interaction: Software Considerations.

Unit 7: Anthropometry & Work Design: Using design Limits, Avoiding Pitfalls in Applying Anthropometric Data, Solving a Complex Sequence of Design problems, Need for Indian Anthropometry, Guidelines for Design Use, Percentile Selection for Design Use, Use of Average, Concept of Male-Female Combined Data for Design Use, Practical Applications.

Unit 8: Muscular System and Work: Characteristics of Health Problems, Basic Risk Factors for the Development of Musculoskeletal Disorders, Factors Contributing to the Development to Musculoskeletal Disorders, Factors to be Considered in Prevention, Guidance on Main Risk Factors, Basic Rules for Preventive Actions in Practice.

Unit 9: Thermal Environment: Physiological Measurements, Thermal Balance, Thermal Indices, Heating Systems.

Unit10: Standard Data and Formulas: Standard Time Data Development, Tabular Data, Using Nomograms and Plots, Formula Construction from Empirical Data, Plot Data and Compute Variable Expressions, Analytical Formulas, Standard Data Usage.

Unit11: Occupational Noise Environment: The Risk Factor and Its Health Outcome, Health Outcomes to Include in the burden of Disease Assessment, Exposure Indicator, Estimating Relative Risks for Health Outcomes, By Exposure Level, Estimating the Attributable Fraction and the Disease Burden, Uncertainty in Exposure Estimates, Policy Implications.

Unit 12: Occupational Vibrations: Vibration, whole-body, Vibration Measurement, Vibration Limits, Identification of Risks Areas, Vibrations Prevention and Control, Vibration Control in the Working Environment, Vibration Measurement System.

Unit 13: Creating High Performance Work System: Principle of Shared Information and Knowledge Development, The Principle of Performance- Reward Linkage and Egalitarianism, Anatomy of High-Performance Work Systems, Fit it all Together, Implementing the System, Navigating the Transition to High-Performance Work Systems, Outcomes of High-Performance Work Systems.

Unit 14: Workstation, Work Study and Ergonomics: Method Study, Charts and Diagram used in Method Study, Occupational Overuse Syndrome, Job Design, Work Measurement.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Recall problem solving tools.
CO401.2	Understand	Easily understand document information system.
CO401.3	Apply	Implement the proper structure of work system.
CO401.4	Analyse	Learn the work system for operational activity.
CO401.5	Apply	Use problem solving techniques and operation.

Suggested Reading:

1. Genesca, G.E.; Grifell, T. E. (1992) "Profits and Total Factor Productivity: A Comparative Analysis". Omega, the International Journal of Management Science 20 (5/6): 553–568
2. Gollop, F.M. (1979). "Accounting for Intermediate Input: The Link Between Sectoral and Aggregate Measures of Productivity Growth". Measurement and Interpretation of Productivity, (National Academy of Sciences)
3. Kendrick, J.W. (1984). Improving Company Productivity, The Johns Hopkins University Press
4. Kurosawa (1975), "An aggregate index for the analysis of productivity", Omega 3 (2): 157–168
5. Loggerenberg van, B.; Cucchiaro, S., (1982), "Productivity Measurement and the Bottom

Line", National Productivity Review 1 (1): 87–99

6. Pineda, A. (1990). A Multiple Case Study Research to Determine and respond to Management Information Need Using Total-Factor Productivity Measurement (TFPM). Virginia Polytechnic Institute and State University
7. Resnick, M. L., Zanotti, A. (1998). Using ergonomics to target productivity improvements. *Computers and Industrial Engineering*, 33, 1-2.
8. Saari, S. (2006), "Productivity, Theory and Measurement in Business" (PDF), Espoo, Finland: European Productivity Conference
9. Saari, S. (2006a). Productivity, Theory and Measurement in Business, *Productivity Handbook* (In Finnish), MIDO OY, pp. 272
10. Wells, M (2000) Office clutter or meaningful personal displays: The role of office personalization in employee and organizational well-being. *Journal of Environmental Psychology*, 20, 3

Semester	4	Course	4	Specialization	Operations Management
Course Code	OMBO-402	Credits		Type	Specialization Course
Course Title	Technology Management (TM)				

Course Description:

This course guides senior undergraduates through the technology development process and is intended to appeal to those interested in the evolution, managing technology-oriented firms, creating technology-driven start-ups, or consulting to such firms. Students will understand how to better select technological opportunities and understand organizational challenges that prevent these technologies from being successful. The class consists of case studies, and storytelling among students.

Course Objectives:

- 1) Develop an awareness of the range, scope, and complexity of technological innovation and the issues related to managing technological change;
- 2) Understand different approaches to managing innovation;
- 3) Clearly identify drivers and barriers to technological innovation within an organization; and
- 4) Understand what it takes to manage technological innovation.

Course Outline:

Unit 1: Introduction to Technology: Concept and Meaning of Technology, Nature of Technology, History of Technology, Management of Technology, Types of Technology, Impact of Technology on Society and Business.

Unit 2: Nature of Technological Change: Concept of Technological Change, Inventions, Life Cycle of Technology, Technological Progress, Technological Transition.

Unit 3: Economics of Technology: The Link to Economic Prosperity, Cost of Capital, How Firms Can Improve Their Economic Performance, Opportunity Costs and Technology, Technology Investment Decisions by the Private Sector, Tax Policy of Government and Investments in R&D by Private Enterprise, Uncertainty and Technology, Government Policies and Technology Changes, Technology and Individual Income, Economies of Scale and Technology, Production Possibilities Curve, Case study of Digital Fabrication Technology.

Unit 4: Technology and Competition: Using Technology to Stay Competitive, Product, New Product Development, New Product Review System, Product Design, Modern approaches to Design & Development, Case study (Technology and Competitiveness), Government Policies and Technology Improvements

Unit 5: Technology Forecasting: Technology Monitoring, Technology Forecasting, Technology Forecasting Tools, Technology Roadmaps, Morphological Analysis and Relevance Tree, Mission Flow Diagram.

Unit 6 Technology Assessment: Choice of Technology, Choice of Technology at National level, Market Forces and Technology Choice, Points of Consideration for Choice of Manufacturing Technology, Technology Leadership, Technology Acquisition, Innovation and Creativity, Management of Innovation.

Unit 7 Technology Strategy: Strategy, Hunger and Wheelan's Strategy Formulation Model, Setting of Strategy, Strategic Plan, Technological Strategy, Business Driven Technological Strategy, Technology Crisis – A Case Study.

Unit 8: Diffusion and Adoption of Technology: Technology Diffusion, Technology Adoption, The Role of Social Systems in Diffusion, Diffusion of New Technology, Rate of Technology Diffusion, Need-Based Diffusion Strategies, Case Study – Diffusion of “Face Book.”

Unit 9: Technology Transfer: Technology Transfer, The Technology Transfer Framework, Reconfiguration of Technology, The Ideal Technology Selection Process, Assessing the Appropriateness of a Technology, Risk in Technology Transport, Outsourcing, Technology sourcing, Process of Technology Transfer.

Unit 10: Managing New Technologies: New Technologies, Emerging Technologies, Evaluation of Emerging Technology, Implementing Emerging Technology, Managing Lead Time for New Technology, Technology Partnerships.

Unit 11: Technology and Human Resource: Technology Integration, Technology Integration in Education, The Growing Importance of Technology, Human Resource and Technology, Impact of Technology on HR, Psychology and Technology, Internet Addiction– A Case Study, Resistance to Change, Technology and Organizational Structure.

Unit 12: Social Issues of Technology: Impact of Technology on Society, Effect of Technology on Children, Social Impact of Computers, Technology for Social Control, Technological Change

and Employee Relations in India, Technology and Environment.

Unit 13: Technology Management in Indian Industries: Current Trends, Current Position of Indian Software Industry, Technology in Indian Railways, L&T, Infosys, Indian Government's Initiatives in R&D.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the basic concepts of technology management.
CO402.2	Understand	Identify the barriers to technological innovations.
CO402.3	Apply	Grab the tools to manage technological innovation.
CO402.4	Analyse	Manage innovations in operation management.

Suggested Reading:

1. Management of Technology - Khalil Tarek.
2. Handbook of Technology Management – Gaynor, McGraw-Hill
3. An Evolutionary Theory of Economic Change – By Richard R. Nelson, Sidney G. Winter
4. Technological Change – Edwin Mansfield

Semester-IV Hospital Administration and Healthcare Management (HAHM)**Specialization**

Semester	4	Course	4	Specialization	HAHM
Course Code	OMBHA-401	Credits		Type	Specialization Course
Course Title	Hospital Administration & Bio-medical Waste Management (HABWM)				

Course Description:

This course will give the in-depth knowledge about hospital administration and bio medical waste management, medical tourism.

Course Objectives:

- 1) To understand the human resource requirement of the hospital and to plan the human resource requirement of the hospital;
- 2) To understand the human resource challenges in health care services; and
- 3) To learn the role of hospital in primary health care.

Course Outline:

Unit 1: Introduction to Hospital and Health Care Management: Rationale and Importance of Hospital Management, What Is A Hospital? Evolution of Hospitals, Role of Hospital, Classification of Hospitals, Challenges of Hospitals, Looking Ahead.

Unit 2: Role of Hospital Administrator: Hospital Organization and Administration, Indian Scenario, Duties of a Hospital Administrator, Skills of a Hospital Administrator, Attributes of a Hospital Administrator, Role Profile of a Hospital Administrator.

Unit 3: Role of Hospitals in Primary Health Care: Definition of Primary Health Care, Rationale for Adopting Primary Health Care, Brief History of Primary Health Care, Elements of Primary Health Care, Goals of Primary Health Care, Objectives of Primary Health Care, Pillars of Primary Health Care, Principles of Primary Health Care, Strategies of Primary Health Care, Problems of Implementation of Primary Health Care Programme, Why Should Hospitals Be Involved in Primary Health Care Delivery?, What is the Ideal System of Health Care Delivery?, How to Integrate Primary Health Care Into Hospital System?

Unit 4: Medical Insurance: Tax Based System or Social Insurance, International Scenario, Indian Scenario, Key Stakeholders, Types of Health Insurance, Cashless TPA, IRDA, CBHI,

Private Health Insurance Schemes, Risks in Health Care Insurance, Some Important Issues in Health Care Insurance in India, The Road Ahead.

Unit 5: Medical Tourism: History, Scope, Medical Tourism Process, The International Scenario, Medical Tourism Market Drivers, Benefits of Medical Tourism, Growth Barriers of Medical Tourism, Medical Tourism: Recent Trends, Issues in Medical Tourism, Medical Tourism in India, Driving Factors of Medical Tourism in India, SWOT Analysis of Medical Tourism in India, Future of Medical Tourism in India.

Unit 6: Human Resource Management in Hospitals: Nature of Human Resource Management, Human Resource Management Activities, Important Terms, Human Resource Management, Human Resource Development, Personnel Management, Human Resource Management roles, HR Functions in Health care, JCI and Human Resource Management, Principles of JCI and Human Resource Management, JCI and Human Resource Management Theories, JCI and Human Resource Management Performance Chain-Meso Framework, The Concept Of Organizational Climate, Assumption of Human Resource Management, HR Utilization, Characteristics Of Human Resource Management, Functions Of Human Resource Management, Importance Of Human Resource Management, Role Of Human Resource Manager, Causes For Poor Human Resource Management, Human Resource Accounting, Auditing And Research.

Unit 7: High Performance Work Practices (HPWP) and Quality of Care in Hospitals: Human Resource Challenges In Health Care, Classification of High Performance Work Practices (HPWP), Facilitators of HPWP, HPWP Category 1: Organizational Engagement Practices, Organizational Engagement Practices-A Case Study, HPWP Category 2: Staff Acquisition and Development Practices, HPWP Category 2: Staff Acquisition And Development Practices-A Case Study, HPWP Category 3: Frontline Empowerment Practice, HPWP Category 3: Frontline Empowerment Practice-A Case Study, HPWP Category 4: Leadership Alignment/Development, HPWP Category 4: Leadership Alignment/Development-Case Study, Facilitating the Adoption of High-Performance Work Practices, Organizational Assessment-Checklist.

Unit 8: Manpower Planning in Hospitals: Nature and Scope of Manpower Planning, Objectives of Manpower Planning, Need for Manpower Planning, Benefits of Manpower Planning, Problems and Limitations of Man Power Planning, Ingredients of Sound Manpower Planning, Techniques of Man Power Planning, Manpower Planning Steps, Planning Job Requirements and Job Descriptions, Human Resource Requirements in Hospitals.

Unit 9: Staffing Norms-Human Resource Requirement in Hospitals: Manpower Forecasting, Techniques for Forecasting of Human Resource Needs, Application of Manpower Forecasting Techniques in Hospitals, Staffing Norms.

Unit 10: Training and Development in Hospitals: Need and Rationale of Training, Definition of Training and Development, Symptoms for Training and Development, Elements of Training, Objectives of Training, Training, Development and Education, Benefits of Training, Advantages of Training and Development, Changing Facets of Training, Roles and Responsibilities for the Trainers.

Unit 11: Training Needs Assessment in Hospitals: Designing a Training Programme, Training Need Analysis, Essentials of Good Training, Training Principles, Techniques Used to Determine Training Needs, Phases in Training Process, Training and Development Techniques, Training Operations, Tips to Make a Successful Training Program in Hospital.

Unit 12: Management Development: Management Development Programmes, Principles of Management Development, Grooming Leaders, Management Development Methods, Line and Staff Responsibilities in Management Development, Newer Methods.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Understand	Understand human resource challenges.
CO401.2	Apply	Develop human resource requirement of the hospital.
CO401.3	Analyse	Plan human resource requirement of the hospitals.
CO401.4	Create	Develop a skill to learn the role of hospital in primary healthcare.

Suggested Reading:

1. Ghei, P. N. Hospital Management Training in India.
2. Lyton, Rolf P. and Pareek, Udai. 1978 Training for Development.
3. McGhee, William and Thayer, Paul W. (1961) Training in Business and Industry
4. Akinyele, D. K. 1999. Principles and Practice of Management in Healthcare Services
5. Dunn, R. T. 2007. Haimann's Healthcare Management.
6. Goyal, R. C. 2006. Hospital Administration and Human Resource Management.
7. Hospital Administration C M-Francis
8. Hospital Administration-Joshi & Joshi

Semester	4	Course	4	Specialization	HAHM
Course Code	OMBHA-402	Credits		Type	Specialization Course
Course Title	Operations Management in Hospitals (OMH)				

Course Description:

This course will inculcate the detailed knowledge about operation management in hospitals. It will improve the process of hospital in facilitating patient care.

Course Objectives:

- 1) To learn the hospital process and its system;
- 2) To learn the designing of the hospital and its process; and
- 3) To improve the process of hospital and patient care.

Course Outline:

Unit 1: Introduction to Operations Management: Why Learn Operations Management? The Historical Evolution of Operations Management, Operations Today, Key Issues for Today's Business Operations, Important Concepts, Goods and Service.

Unit 2: Production and Operations Management: Classification of Production System, Production Management, Operations Management, Strategic Role F Operations, Strategic Planning, Production System Vs. Operations Management, International Dimensions of Productivity, Supply Chain Management-The Need.

Unit 3: Operations Management and Decision Making: Characteristics of Decisions, Framework for Decision Making, Decision Making Methods, Decision Support System, Systems Approach, Break Even Analysis.

Unit 4: Service Operations Management: Stages in Service Operations Management, Stage 1- Service Awakening, Stage Two- Breaking Free From Product Based Roots, Stage 3-SERVICE Management Era, Stage 4- The Mature Stage, Service Operations Management Agenda.

Unit 5: Operations Management in Health Care Industry: What is Operations Management in Hospitals?, Need for Operations Management in Health Care, Issues in Health Care, Responsibilities of Operations Management, Challenges-Solutions Through Operations Management, Systems Approach to Hospital Operations Management.

Unit 6: Operations Management of Outpatient Services Protocols: Scope of Protocol, Staff

Development & Training, Information and Communication Technology (ICT), Clinical Priority & Chronological Management, Maximum Waiting Time, Capacity Analysis & Management, Protecting Capacity & Cancellation/Reduction of Clinics, Appointment/Booking Systems, Calculation of the Outpatient Waiting Time, The Management of Appointments, Transfers Between Hospitals or to Alternative Providers.

Unit 7: Designing Operational management in Accident and Emergency Department: What Is Operations Management In Hospitals? Need for Operations Management in Health Care, Issues in Health Care, Responsibilities of Operations Management, Challenges-Solutions Through Operations Management, Systems Approach to Hospital Operations Management.

Unit 8: Product, Process Designing, Facility Location and Layout Effective Product Design: Product Development Process, Process and Design Analysis, Essentials of Design Process, The Design Process, Facility Planning, Objectives of Facility Planning, Facility Planning Process.

Unit 9: Capacity Planning: Need for Capacity Planning, Process of Capacity Planning, Importance of Capacity Decisions, Aggregate Planning, Strategic Capacity Planning, Design and Systems Capacity, Improving Hospital Operational Efficiency By Appropriate Capacity Comparison.

Unit 10: Facility Planning and Designing of A Hospital: Factors Affecting Utilization of Hospital Services, Data Required in Planning the Hospital, Guiding Principles in Facility Planning of a Hospital, Essential Features of Hospital Designing, Emerging Issues in Hospital Design, Phases of Hospital Project, Project Planning and Implementation, Guidelines in the Planning and Design of a Hospital and other Health Facilities, Guidelines in Facility Designing of a Hospital for Physically Challenged.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the basic concepts of operations management in hospitals.
CO402.2	Understand	Learn the hospital process and its system.
CO402.3	Apply	Design the hospitals and its process.
CO402.4	Analyse	Improve the process of hospital and patient care.



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Suggested Reading:

1. Everett, E. Adam, Jr., Ronald J. Ebert, Production and Operations Management,
2. R. Pannerselvam, Production and Operations Management, Prentice-Hall of India Private Limited, 9th print, 2004.

Semester-IV International Business Management (IBM) Specialization

Semester	4	Course Credits	4	Specialization	International Business Management
Course Code	OMBIB-401			Type	Specialization Course
Course Title	Foreign Exchange Management (FEM)				

Course Description:

This course addresses the problems faced by small business firms in handling foreign exchange (FX) transactions. The first part of the course examines the working of FX markets and the settlement systems used by small companies. The second section of the course investigates how exchange rates are determined and if changes in the exchange rate can be predicted. The third part of the course studies why firms position against exchange risk and how to measure exposure to exchange rates. In the fourth section of the course, we examine the valuation of international products and the financial risk faced with delays in foreign exchange settlements.

Course Objectives:

- 1) To create an understanding on foreign exchange market in India and rate mechanism;
- 2) To learn about Financial Institute, Exchange Control Regulation, and FEMA;
- 3) To be able to manage foreign exchange risk;
- 4) To explain techniques that can be used to hedge risk in foreign exchange market; and
- 5) To understand the principles of currency valuation.

Course Outline:

Unit 1: Introduction to International Finance: Meaning and Scope of International Financial Management, Meaning and Scope of Foreign Exchange Management, International Capital Markets, International Financial System, International Monetary System, Multinational Corporations (MNCs), Overview of India's Foreign Trade.

Unit 2: International Monetary and Financial Institutes: International Monetary Fund (IMF), International Bank for Reconstruction and Development (IBRD), International Development Agency (IDA), Asian Development Bank (ADB), Bank for International Settlement (BIS), General Agreement on Tariffs and Trade (GATT), World Trade Organization (WTO),

International Chamber of Commerce (ICC). International Finance Corporation (IFC).

Unit 3: Indian Monetary and Financial Institutes: Reserve Bank of India (RBI), Export Import Bank of India (EXIM Bank), Export Credit Guarantee Corporation (ECGC), Foreign Exchange Dealers Association of India (FEDAI), Director General of Foreign Trade (DGFT), Directorate General of Economic Enforcement.

Unit 4: Exchange Control Regulations and FEMA: Foreign Exchange Management Act (FEMA), Foreign Exchange Management (Current Account Transactions) Rules, 2000, Exchange Control Regulations for Exports, Exchange Control Regulations for Imports.

Unit 5: Exchange Rate Mechanism: Meaning of Exchange Rate, Evolution of Exchange Rate Policy, Types of Exchange Rate Policies, Factors Affecting Exchange Rate, Demand and Supply Theory, Balance of Payment Theory, Purchase Price Parity Theory, Interest Rate Parity Theory, Appreciation and Depreciation of a Currency, Intervention by RBI in Exchange Rate, Foreign Exchange Reserve Management.

Unit 6: Foreign Exchange Markets: Meaning and Importance of Foreign Exchange Market, Features of Foreign Exchange Market, Players in the Foreign Exchange Market, Types of Exchange Rate Quotations in the Market, Glossary of Foreign Exchange Market Terms, Mid-Rate, Spread and Profit Margins, Cross Rate or Chain Rule, Spot Rate and Forward Rate, Arbitration, Squaring Up of Positions by Authorized Dealers, Movement of Exchange Rates in India Over a Period of Time.

Unit 7: Foreign Exchange Risks: Meaning and types of Risk, Foreign Exchange Rate Risk, Foreign Exchange Exposure Risk, Foreign Exchange Transactions Risk, Foreign Exchange Economic Exposure Risk, Accounting Standards on Foreign Exchange by ICWAI, Interest Rate Risk, Default Risk, Liquidity Risk, Operations Risk, Country Risk.

Unit 8: Foreign Exchange Risk Management-Derivatives: Meaning and Concept of Derivatives, Types of Derivatives, Forward Contracts, Future Contracts, Put Options, Call Options, Currency Swaps, Interest Rate Swaps, Other Tools of Exchange Risk Management.

Unit 9: Export and Import Finance: Methods of Payments in International Trend, Non-Fund Facilities, Letter of Credit, UCPDC 600, Bank Guarantee, International Working Capital Assessment, Factoring & Forfaiting, Export Finance & Import Finance.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO401.1	Remember	Learn the basic concepts of foreign exchange market.
CO401.2	Understand	Learn about Financial Institutes.
CO401.3	Apply	Manage foreign exchange risk.
CO401.4	Evaluating	Understand techniques to hedge risk in foreign exchange market.

Suggested Reading:

1. Foreign Exchange (practice, concepts and control) - C.Jeevanandam, Sultan Chand & Sons Publications.
2. International Economics Theory and Policy, 6/E Paul Krugman, Maurice Obstfeld, Pearson Education
3. Foreign Exchange Management Manual–Ashok Sexena Jain Book Publications 2011
4. Foreign Exchange, International Finance and Risk Management - A.V. Rajwade and H.G.Desai, Shroff Publishers and Distributors
5. Foreign Exchange and Risk Management - C. Jeevanandam, Jain Book Publications 2017
6. Documentary Credits - D.C. Gardener Macmillan India, 1998

Semester	4	Course Credits	4	Specialization	International Business Management
Course Code	OMIBE-402			Type	Specialization Course
Course Title	Insurance and Risk Management (IRM)				

Course Description:

Risk management course is of importance to business students expecting to deal with business and professional lives in the future. This subject is designed to introduce and discuss various risk management concepts, tools, and techniques in global context. Using integrated approaches, the course will emphasize discussion on the design and implementation of risk management practices. Basically, it helps students realize, understand, and master various state-of-the-art risk management theories and practices for their advancement in the future.

Course Objectives:

- 1) To provide a broad understanding of risk and insurance as a tool to manage it;
- 2) To form the foundation to facilitate students for their further studies on insurance;
- 3) To understand the principles of risk management and insurance;
- 4) To be able to manage personal risks and deal effectively with the insurance mechanism;
and
- 5) To be able to analyze the issues and concerns pertaining to claims management and the documents requirement for putting up a claim.

Course Outline:

Unit 1: Introduction to Insurance and Risk Management: Insurance Business Lines & Importance of Insurance, Distribution Channels of Insurance, History of Risk, Meaning and Definition, Risk and Insurability, Categories of Risk, Insurance as Risk Management Tool.

PART A. LIFE INSURANCE

Unit 2: Basic Elements of Life Insurance (Part A–Life Insurance): Life Insurance-A Brief History, Needs and Advantages of Life Insurance, Concept of Life Insurance, General Principles of Life Insurance, Fundamental Principles of Life Insurance, Risk, Peril and Hazard.

Unit 3: Life Insurance Products: Term Insurance Plans, Whole Life Plans, Endowment Plans, Money Back Policies, Child Plans, Annuity Plans, Group Insurance, Unit Linked Insurance Plans (ULIPs), Riders, Needs and Life Insurance.

Unit 4: Life Insurance Underwriting: Underwriting: Concept, Objectives & Principles, Medical Underwriting, Financial Underwriting, Underwriting Process, Classification of Lives, Assessment of Risk and Underwriting Decisions, Life Insurance Agent: Primary Underwriter, Individual & Group Underwriting: Comparison, Data required for Underwriting, Occupational Ratings.

Unit 5: Channels of Distribution: Life Insurance is Sold, Not Bought, Traditional Distribution Channels, Individual Agent: The Main distributor, Advantages & Limitations of Traditional Distribution Channels, Multi-Distribution Channels: The Win-Win relationship, Banc Assurance, Insurance Broking, Corporate Agent, Emerging Alternate Channels.

Unit 6: Life Insurance Claims Management: Meaning & Types of Life Insurance Claims, Claim Adjudicator's Concerns, Special Cases in Claims, Rider Claims, Claim Process: Steps, Foundation for Claim Settlement: Utmost Good Faith, IRDA & Grievance Redressal.

PART B. GENERAL INSURANCE

Unit 7: Basic Elements of General Insurance (Part B. General Insurance): History of General Insurance in India, Hazards, Insurance contracts, Principle of Utmost Good Faith, Insurable Interest, Indemnity, Subrogation, Contribution, Doctrine of Proximate Cause, Marine Insurance – Principles.

Unit 8: General Insurance Products: Personal Insurance, Commercial Insurance, Industrial Insurance, and Liability Insurance.

Unit 9: General Insurance Claims: Claims Management in General Insurance- Issues & Concerns, Various Classes of General Insurance: Claims Procedure & Documentations, Marine Insurance Claims– Discussion of Legal Judgments.

PART C. RISK MANAGEMENT

Unit 10: Risk Management: Need & Process: The Need for Risk Management, Retirement needs and risk management, Enterprise Risks: Need for Integrated Risk Management, Steps for Risk Management Process.

Unit 11: Non-Insurance Methods of Risk Management: Non-Insurance Methods of Risk Management, Risk Avoidance, Loss Control, Theories of Accident Causation, Risk Retention, Risk Transfer & Instruments of Risk Transfer, The Value of Risk Management.

Unit 12: Risk Management Through Insurance Methods: Retirement Issues, Three Pillars of Retirement, Indian Annuity Market: Structure and Challenges, Retirement planning and

Financing Strategies, Managing New Risks: Reinsurance, White Labeling & Government Actions, Employee Benefits, Employee Health Insurance Benefits.

Unit 13: Reinsurance: Reinsurance: Meaning, Definition and Concept, History of Reinsurance, Risk Distribution Through Reinsurance, Risk Management Through Reinsurers, Benefits of Reinsurance, Categories of Reinsurance, Proportional Reinsurance, Non-Proportional Reinsurance: Excess of Loss (XL) Reinsurance, Transfer of Risks: From Insurers to Reinsurers.

PART D. INSURANCE REGULATIONS, CONSUMER SATISFACTION & BUSINESS ETHICS

Unit 14: Government Regulation of Insurance Industry: Need for Regulation of Insurance Industry, The Legal Background of Insurance Regulation, Responsibilities of the Insurance Regulators, Regulations Concerning Insurance Intermediaries, Regulations Concerning Insurance Advertisements, Regulations for Consumer Protection, IRDA Regulations for Rural and Social Sector Obligations, Regulation of Rates, Expenses & Contractual Wordings.

Unit 15: Consumer Satisfaction and Business Ethics: Consumer Satisfaction–Definitions and Analysis, Buying Indecisions, Consumer Dissatisfaction, Ethical Behaviour in Insurance, Insurance Ombudsman, Consumer Protection.

Course Outcome:

On successful completion of the course the learner will be able to:

CO#	Cognitive Abilities	Outcomes
CO402.1	Remember	Learn the basic concepts of Insurance and risk management
CO402.2	Understand	Understand risk and insurance.
CO402.3	Apply	Grab the opportunities in insurance sector.
CO402.4	Analyse	Differentiate the personal risk and professional risk.
CO402.5	Create	Easily claim management and its documentation.

Suggested Reading:

1. Essentials of Insurance – A Risk Management Perspective: Emmett Vaughan, Therese Vaughan
2. Marketing Life and Health Insurance: Nancy E. Strickler; Life Management Institute
3. Marketing Financial Services: Donnelly/ Berry/Thompson
4. Insurance New Product Introduction: Challenges & Solutions: Sanjaya Kumar, Muthu Subramanian, John Streatfeild; View Point/Infosys Technologies; 2007



Dr. D. Y. Patil Vidyapeeth, Pune

(Deemed to be University)

(Re-accredited by NAAC with a CGPA of 3.62 on a four point scale at A Grade)

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Centre for Online Learning

5. The Economics of Insurance -- How Insurers Create Value for Shareholders: SwissRe, 2001