Study Scheme & Syllabus of Bachelor of Business Administration (BBA) Batch 2018 onwards



Department of Academics
I.K. Gujral Punjab Technical University

Head
Department of Management
I.K. Gujral Punjab Technical University
Kapurthala-144 603

Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA 101-18	Core Theory 1	Principles and Practices of Management	5	1	0	40	60	100	6
BBA 102-18	Core Theory 2	Basic Accounting	5	1	0	40	60	100	6
BBAGE101-18	General Elective 1	Managerial Economics I	5	1	0	40	60	100	6
BTHU103/18	Ability Enhancement Compulsory Course (AECC)	English	1	0	0	40	60	100	1
BTHU104/18	Ability Enhancement Compulsory Course (AECC)	English Practical/Laboratory	0	0	2	30	20	50	1
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--**	25	1
BMPD102-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		19	3	6	280	320	600	25

**The Human Values, De-addiction and Traffic Rules (Lab/ Seminar) and Mentoring and Professional Development course will have internal evaluation only.

Note: One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the seminar at least once during the semester. It will be binding for all students to attend the seminar.

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Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA201-18	Core Theory 3	Business Statistics	5	1	0	40	60	100	6
BBA 202-18	Core Theory 4	Business Environment	5	1	0	40	60	100	6
BBAGE201-18	General Elective 2	Managerial Economics II	5	1	0	40	60	100	6
EVS102-18	Ability Enhancement Compulsory Course (AECC) - III	Environmental Studies	2	0	0	40	60	100	2
BMPD202-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		17	3	2	195	240	425	21

Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA301-18	Core Theory 5	Organizational Behaviour	5	1	0	40	60	100	6
BBA 302-18	Core Theory 6	Marketing Management	5	1	0	40	60	100	6
BBA 303-18	Core Theory 7	Cost & Management Accounting	5	1	0	40	60	100	6
BBAGE 301-18	General Elective 3	Production and Operation Management	5	1	0	40	60	100	6
BBASEC 301-18	Skill Enhancement Course-1	IT tools for Business	2	0	0	40	60	100	2
BMPD302-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		22	4	2	225	300	525	27

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Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA401-18	Core Theory 8	Business Research Methods	5	1	0	40	60	100	6
BBA 402-18	Core Theory 9	Human Resource Management	5	1	0	40	60	100	6
BBA 403-18	Core Theory 10	Financial Management	5	1	0	40	60	100	6
BBAGE 401-18	General Elective 4	Entrepreneurship Development	5	1	0	40	60	100	6
BBASEC 401-18	Skill Enhancement Course-2	Business Ethics and Corporate Social Responsibility	2	0	0	40	60	100	2
BMPD402-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		22	4	2	425	300	525	27

Fifth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA501-18	Core Theory 11	Operation Research	5	1	0	40	60	100	6
BBA502-18	Core Theory 12	Mercantile Law	5	1	0	40	60	100	6
	Discipline Specific Elective 1	Elective – I	5	1	0	40	60	100	6
	Discipline Specific Elective 2	Elective – II	5	1	0	40	60	100	6
BMPD502-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
	TOTAL		20	4	2	225	240	425	25

of Management
Technology

SPECIALISATIONS

Any of the following groups each having two papers in Semester V can be chosen as specialization by the students

1. **Marketing**

BBA 511-18	Consumer Behaviour
BBA 512-18	Advertising and Sales Management

2. **Finance**

BBA 521-18	Corporate Accounting
BBA 522-18	Financial Markets & Services

3. **Human Resource Management**

BBA 531-18	Industrial Relations & Labour Law
BBA 532-18	Organisation Change & Development

Sixth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BBA601-18	Core Theory 13	Strategy Management	5	1	0	40	60	100	6
BBA602-18	Core Theory 14	Company Law	5	1	0	40	60	100	6
	Discipline Specific Elective 3	Elective – III	5	1	0	40	60	100	6
	Discipline Specific Elective 4	Elective – IV	5	1	0	40	60	100	6
BMPD602-18		Mentoring and Professional Development	0	0	2	25	--**	25	1
		TOTAL	**20**	**4**	**2**	**185**	**240**	**425**	**25**

SPECIALISATIONS:

Any of the following groups each having two papers in Semester VI can be chosen as specialization by the students.

1. **Marketing**

BBA 611-18	Services Marketing
BBA 612-18	Retailing and Logistics Management

2. **Finance**

BBA 621-18	Personal Financial Planning
BBA 622-18	Direct and Indirect Tax Laws

3. **Human Resource Management**

BBA-631	Training & Development
BBA-632	Cross Cultural Human Resource Management

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Program Educational Objectives (PEOs)

PEO1: Graduates will develop expertise in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

PEO2: Graduates will develop competencies in qualitative and quantitative techniques to analyse the business data.

PEO3: Graduates will develop an understanding of economic, legal and social environment of Indian business.

PEO4: Graduates will develop responsiveness to social issues and will be able to identify business solutions to address the same. They will also be able to understand the issues of business ethics.

Program Outcomes (POs)

At the end of the program the student will be able to:

PO1: Evaluate and describe contextual forces (macro and micro both) in business environment and identify their impact on business operations.

PO2: Recognise and apply various qualitative, technical and analytical methods in solving business problems.

PO3: Communicate effectively in various business settings both in written and oral formats.

PO4: Explain the responsibility of business towards development of society. Students will also be able to distinguish between ethical and unethical behaviours.

PO5: Develop strategies for effective functioning of functional areas such as marketing, strategy, finance and operations.

PO6: Apply the entrepreneurial and managerial skills for effective business management.

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BBA 101 Principles and Practices of Management

Course objective: the course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of management. And to facilitate the students in appreciating need/significance and applications of various managerial functions.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts, nature and principles of Management.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

Unit – I

Management: Meaning, definitions, nature and scope, functions of management. Managerial roles and skills. Forms of different organizations: sole proprietorship, partnership and Joint Stock Company.

Evolution of management thoughts: classical and new classical systems, contingency approaches, Scientific management.

Unit – II

Planning: nature, purpose and functions, types of plan, Management by Objective (MBO), steps in planning.

Decision Making: Meaning, Steps in Decision Making, Techniques of Decision Making.

Strategic planning – concepts, process, importance and limitations; Growth strategies- Internal and external.

Unit – III

Organizing: Concept, formal and informal organizations, task force, bases of departmentation, different forms of organizational structures, avoiding organizational inflexibility. Teamwork – meaning, types and stages of team building.

Concept of staffing- Recruitment and Selection.

Motivation – concept, importance and theories.

Unit –IV

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Authority: definition, types, responsibility and accountability, delegation, decentralization v/s centralization, determinants of effective decentralization. Line and staff authority.

Control: function, process and types of control, nature, process, significance and span of control. Direct control v/s preventive control.

Trends and challenges of management in global scenario, emerging issues in management: Introduction to Total Quality Management (TQM), Just in Time (JIT).

Suggested Textbooks:

- Principles and practices of management: L. M. PRASAD (S. Chand publishers)
- Essentials of Management: Koontz H. & Weihrich H. (Tata Mc Graw Hill Publishers)

Suggested Reference books

- Management: Stephen Robbins (Pearson publishers)
- VSP Rao & V H Krishna, Management, Excel books

BBA 102 BASIC ACCOUNTING

Course Objective: This course aims to acquaint students with foundation of financial accountancy and its application in business. It also aims to familiarize students with regulatory framework of accounting in India.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To understand the basic underlying concepts, principles and conventions of accounting.

CO2: To identify the rules of debit and credit in accounting.

CO3: To get an overview of the regulatory framework of accounting in India.

CO4: To prepare trading, profit & loss and balance sheet of a firm.

CO5: To comprehend the concept of depreciation and different methods to treat depreciation in accounting.

Unit I

Introduction to Accounting- Meaning, objectives and Scope of **Financial Accounting**, Concept of Book Keeping, Basic Accounting terms, users of accounting information, limitations of Financial Accounting. **Accounting Concepts and Conventions.**

Accounting Standards- Concept, objectives, benefits, brief review of Accounting Standards in India.

Unit II

The Accounting Equation; Types and Nature of Accounts, Rules of Debit and Credit; **Accounting process** :Recording Transactions in Journal; Preparation of Ledger Accounts, Subsidiary Books; Preparation of Trial Balance.

Unit III

Bank Reconciliation Statement, Depreciation: Meaning, need & importance of depreciation, methods of charging depreciation (WDV & SLM). **Preparation of Final Accounts:** Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business

Unit IV

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Introduction to Company Final Accounts: Important provisions of Companies Act, 1956 in respect of preparation of final accounts of a company. Understanding the Annual Report of a Company.

Computerised Accounting: Computers and its application in accounting. Accounting software packages

Suggested Readings:

1. Maheshwari, S.N. and Maheshwari, S.K, "Financial Accounting", 2009, Vikas Publishing House, New Delhi.
2. Mukherjee, A. and Hanif, M., "Financial Accounting", 1st Edition, 2003, Tata McGraw Hill.
3. Ramchandran, N. and Kakani, R.K., "Financial Accounting for Management", 2nd Edition, 2007, Tata McGraw Hill.
4. Tulsian, P.C., Financial Accounting,
5. Horngren, Charles T., Sundem, Gart l, Elliot, John A. Philbrick, Donna R.,
6. "Introduction to Financial Accounting", Prentice Hall, New Delhi.
7. Gupta, Ambrish, "Financial Accounting for Management: An Analytical Perspective", Pearson Education, New Delhi.
8. Khatri, Dhanesh, "Financial Accounting" Tata McGraw-Hill, New Delhi.

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BBA-GE 101 Managerial Economics- I

Course Objective: The primary objective of this course is to equip students with the necessary economic concepts, principles, theory and techniques and enhance their managerial decision making to address business problems in a globalized economic environment

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the basic concepts of managerial economics and apply the economic way of thinking to individual decisions and business decisions.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Understand and estimate production function and Law of Diminishing Marginal Utility.

CO4: Understand and explain four basic market models of perfect competition, monopoly, monopolistic competition, and oligopoly, and how price and quantity are determined in each model.

CO5: Understand the different costs of production and how they affect short and long run decisions.

Unit-I

Introduction to Managerial Economics:Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept,Scarcity Concept.

Demand and the Firm: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity. Use of elasticity for analyzing demand, Demand estimation, Demand forecasting, Demand forecasting of new product. **Indifference Curve Analysis:** Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory

Unit-II

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Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function Isoquants; Least cost combination of inputs, Producer's equilibrium; Return to scale; Estimation of production function.

Theory of Cost: Cost Concepts and Determinants of cost, short run and long run cost theory, **Modern** Theory of Cost, Relationship between cost and production function

Unit-III

Revenue Curve: Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue, Average revenue and marginal revenue, Relationship between Total Revenue, Average revenue and marginal revenue, Elasticity of Demand and Revenue relation

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly; Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model.

Unit-IV

Pricing: Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices

Factor Pricing: Demand and supply of factor of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital. Measurement of profit.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- K.K .Dewett, *Modern Economic Theory,* S. Chand Publication
- D.M.Mithani, *Managerial Economics Theory and Applications,* Himalaya Publication
- Peterson and Lewis, *Managerial Economic,* Prentice Hall of India
- Gupta, *Managerial Economics,* TataMcGraw Hills
- Geetika, *Managerial Economics,* Tata McGraw Hills
- D.N.Dwivedi, *Managerial Economic,* Vikas Publications
- Froeb, *Managerial Economics*, Cengage Learning

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- Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
- Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition,
- Mehta, P. L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
- Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, Macro Economics, Galgotia Publications.
- H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, Managerial Economics, Tata McGraw Hill.

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BTHU103/18 English

Course Outcomes:

- The objective of this course is to introduce students to the theory, fundamentals and tools of communication.
- To help the students become the independent users of English language.
- To develop in them vital communication skills which are integral to their personal, social and professional interactions.
- The syllabus shall address the issues relating to the Language of communication.
- Students will become proficient in professional communication such as interviews, group discussions, office environments, important reading skills as well as writing skills such as report writing, note taking etc.

The recommended readings given at the end are only suggestive; the students and teachers have the freedom to consult other materials on various units/topics given below. Similarly, the questions in the examination will be aimed towards assessing the skills learnt by the students rather than the textual content of the recommended books.

Detailed Contents:

Unit1- 1 (Introduction)

- Theory of Communication
- Types and modes of Communication

Unit- 2 (Language of Communication)

- Verbal and Non-verbal
- (Spoken and Written)
- Personal, Social and Business
- Barriers and Strategies
- Intra-personal, Inter-personal and Group communication

Unit-3 (Reading and Understanding)

- Close Reading
- Comprehension
- Summary Paraphrasing
- Analysis and Interpretation
- Translation(from Hindi/Punjabi to English and vice-versa)

  OR
- Precis writing /Paraphrasing **(for International Students)**
- Literary/Knowledge Texts

Unit-4 (Writing Skills)

- Documenting
- Report Writing
- Making notes
- Letter writing

Recommended Readings:

1. *Fluency in English* - Part II, Oxford University Press, 2006.

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2. *Business English*, Pearson, 2008.
3. *Language, Literature and Creativity*, Orient Blackswan, 2013.
4. *Language through Literature* (forthcoming) ed. Dr. Gauri Mishra, DrRanjanaKaul, DrBrati Biswas

5. *On Writing Well*. William Zinsser. Harper Resource Book. 2001
6. *Study Writing*. Liz Hamp-Lyons and Ben Heasly. Cambridge University Press. 2006.

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AECC

BTHU104/18 English Practical/Laboratory

Course Outcomes:

- The objective of this course is to introduce students to the theory, fundamentals and tools of communication.
- To help the students become the independent users of English language.
- To develop in them vital communication skills which are integral to personal, social and professional interactions.
- The syllabus shall address the issues relating to the Language of communication.
- Students will become proficient in professional communication such as interviews, group discussions and business office environments, important reading skills as well as writing skills such as report writing, note taking etc.

The recommended readings given at the end are only suggestive; the students and teachers have the freedom to consult other materials on various units/topics given below. Similarly, the questions in the examination will be aimed towards assessing the skills learnt by the students rather than the textual content of the recommended books.

Interactive practice sessions in Language Lab on Oral Communication

- Listening Comprehension
- Self Introduction, Group Discussion and Role Play
- Common Everyday Situations: Conversations and Dialogues
- Communication at Workplace
- Interviews
- Formal Presentations
- Monologue
- Effective Communication/ Mis- Communication
- Public Speaking

Recommended Readings:

1. *Fluency in English* - Part II, Oxford University Press, 2006.
2. *Business English*, Pearson, 2008.
3. Practical English Usage. Michael Swan. OUP. 1995.
4. *Communication Skills*. Sanjay Kumar and PushpLata. Oxford University Press. 2011.
5. *Exercises in Spoken English*. Parts. I-III. CIEFL, Hyderabad. Oxford University Press

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AECC

HVPE 101-18 Human Values, De-addiction and Traffic Rules

Course Objective

This introductory course input is intended

a. To help the students appreciate the essential complementarily between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education **[6]**

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

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Module 2: Understanding Harmony in the Human Being - Harmony in Myself!

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7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*

    - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

[6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;
    Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship

15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan, Samridhi, Abhay, Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha*)- from family to world family!

    - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence **[4]**

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence

    - Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

[6]

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order

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26. Competence in professional ethics:
    a) Ability to utilize the professional competence for augmenting universal human order,

    b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,

    c) Ability to identify and develop appropriate technologies and management patterns for above production systems.

27. Case studies of typical holistic technologies, management models and production systems
28. Strategy for transition from the present state to Universal Human Order:
    a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers

    b) At the level of society: as mutually enriching institutions and organizations

Text Book

R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education.*

Reference Books

1. Ivan Illich, 1974, *Energy & Equity,* The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered,* Blond & Briggs, Britain.
3. A Nagraj, 1998, *Jeevan Vidya ek Parichay,* Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, *How the Other Half Dies,* Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, *Human Values*, New Age International Publishers.
7. Subhas Palekar, 2000, *How to practice Natural Farming,* Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth – Club of Rome's report*, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists & Engineers* , Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, *Foundations of Ethics and Management,* Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

1. Value Education website, *http://uhv.ac.in*

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2. Story of Stuff, *http://www.storyofstuff.com*

3. Al Gore, *An Inconvenient Truth*, Paramount Classics, USA

4. Charlie Chaplin, *Modern Times*, United Artists, USA

5. IIT Delhi, *Modern Technology – the Untold Story*

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AECC

HVPE 102-18 Human Values, De-addiction and Traffic Rules (Lab/Seminar)

One each seminar will be orgnizied on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar atleast once during the semester. It will be binding for all the students to attend the seminar.

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BMPD102-18 Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

1. Sports/NSS/NCC
2. Field project.
3. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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BBA 201-18 Business Statistics

Course Objective: Course Objective: The objective of the course on Business Statistics is to familiarize students with the basic statistical tools used to summarize and analyze quantitative information for decision making. Analysis of numbers is required for taking decisions related to every aspect of business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To learn the basic concepts like statistics and calculation of arithmetic mean, median and mode and partition values.

CO2: To understand the calculation of moments, skewness and kurtosis and determining whether the given distribution is normal or not.

CO3: To be acquainted with prerequisite knowledge required to understand the Probability and applications of probability theory.

CO4: To understand the concept of correlation regression analysis and their applications.

CO5: To apply the learnt techniques in statistical testing and their applications.

Unit I

Introduction to Statistics: Meaning, Definitions, Features of statistics, Importance, Functions, Scope and Limitations of Statistics.
Data Collection: Sources of Primary and Secondary data. Presentation of Data. Frequency distribution.

Sampling Concepts: Meaning of Population and Sample, Parameters and Statistics, Descriptive and Inferential Statistics, Probability and Non Probability Sampling Methods including Simple Random Sample, Stratified Sampling, Systemetic Sampling, Judgement Sampling and Convenience Sampling.

Unit II

Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.

Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance.

Sampling Distribution: Concept of Sampling Distribution,Formulation of Sampling Distribution of Mean and Sampling distribution of statndard deviation/Variance.

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Unit III

Simple Correlation Analysis: Meaning of Correlation, Simple, multiple and partial, linear and non linear correlation, correlation and causation, scatter diagram, pearson's correlation coefficient and Rank Correlation.

Simple Regression Analysis: Meaning of Regression,Principle of least square and regression analysis,Calculation of regression coefficient,properties of regression coefficient,Relationship between correlation and regression coefficient.

Unit IV

Theory of Probability: Meaning of Probility, Approaches to the calculation of probabability, calculation of event probabbilities, Addition and Multiplication, Laws of Probabbility (Proof not required), Conditional Probability and Bayes' Theorem (Proof not required).

Probabability Distribution: Binomial Distribution:Prbabability Distribution function,Constants,Shape ,Fitting of Binomial Distribution, Poission Distribution:Probbability Function (including Poission approximation to binomial distribution) Constatnts,Fitting of Poission Distribution, Normal Distribution:Probabability Distribution Function,Properties of Normal Curve,Calculation of Probababilities.

Suggested Readings:

1. Levin, Richard and David S. Rubin. "*Statistics for Management*". Prentice Hall of India, New Delhi.

2. Chandan, J.S., "*Statistics for Business and Economics*", Vikas Publishing House Pvt. Ltd.

3. Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", Prentice–Hall of India, New Delhi.

4. Gupta C B, Gupta V, "*An Introduction to Statistical Methods*", Vikas Publications.

5. Siegel, Andrew F, *Practical Business Statistics.* International Edition, McGraw Hill

6. Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., *Business Statistics: A First Course*, Pearson Education.

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BBA202-18 Business Environment

Course Objective: The objective of this paper is to acquaint students with the issues of business environment in which corporate sector has to operate. It will also familiarize them with the techniques available for scanning and monitoring the environment. It also aims at providing some basic knowledge about international environment pertaining to business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To Identify and evaluate the complexities of business environment and their impact on the business.

CO2: To analyze about the relationships between Government and business and understand the political, economic, legal and social policies of the country .

CO3: To understand the current economic conditions in developing emerging markets, and evaluate present and future opportunities.

CO4: To be acquainted with prerequisite knowledge required to understand the Probability and applications of probability theory.

CO5: To understand the concept of the Industrial functioning and strategies to overcome challenges in competitive markets.

Unit I

Introduction to Business Environment: Nature and Significance Business Environment. Components of Business Environment, Techniques of Environment Scanning. **Economic Environment of Business**: Economic Systems. Economic Planning in India, Brief idea of Industrial Policy, Fiscal policy, Monetary policy and EXIM policy.

Unit II

Political and Legal Environment of Business: Three political institutions: Legislature, Executive and Judiciary. Foreign Exchange Management Act (FEMA), Consumer Protection Act. Introduction to Liberalization, Privatization and Globalization: Factors facilitating and impeding globalization in India.

Unit III

Socio- Cultural Environment: Critical elements of socio-cultural Environment. Social responsibility of business. Business Ethics and Corporate Social Responsibility. **Public Sector-**Changing Role of Public Sector - Relevance of public sector – Public Sector reforms. Regulatory framework with reference to Banking and Security Market. Technological Environment.

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Unit IV

International Business Environment: Multinational Corporations-Benefits and Problems. Mergers and acquisitions - reasons - trends - Advantages and Disadvantages.WTO ,Consequences of WTO for India. IMF. Regional Groupings.

SUGGESTED READINGS:

- Aswathappa, K : Essentials of Business Environment-Text, Cases and Exercises - Himalya Publishing House(13th Revised Edition-2016)
- Cherunilam, Fransis– Business Environment- Text and Cases ,Himalya Publishing House Pvt. Ltd.(20th Edition-2011)
- Paul, Justin-Business Environment- Text and Cases-McGraw Hill Education (India) Private Limited.(4th Revised Edition-2018)
- Ramachandara, Archana and Ravi-Business Environment. Himalya Publishing House Pvt. Ltd.(New Edition-2017)
- Sheikh, Saleem and Sahu Jayadev, Business Environment, Pearson.

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BBAGE 201-18 Managerial Economics-II

Course Objective: This course aims to acquaint students with economy as a whole including measurement of national income, inflation and unemployment, which an objective to inculcate understanding of macroeconomic environment of an economy for better decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explain the concept of national income and its measurement using different approaches.

CO2: Describe the underlying theories of demand and supply of money in an economy.

CO3: Make use of employment and national income statistics students will be able to describe and analyze the economy in quantitative terms.

CO4: Interpret macroeconomic issues like money, inflation and unemployment.

CO5: Identify the phases of the business cycle and the problems caused by cyclical fluctuations in the market economy.

Unit I

National Income: Measuring National Income. Problems in the measurement of National Income. **Theories of Money**: Nature and functions of money – Types of money: Near money, inside money and outside money. Theories of demand for money – defining demand for money – Classical theories of demand for money – Friedman's re-statement of Quantity Theory of Money; Liquidity preference theory and Keynesian Liquidity Trap. Theories of Supply of money; Defining supply of money; Measuring supply of money.

Unit II

Theories of Inflation and Unemployment: Meaning, Types and Theories of Inflation. - Cost of inflation and sacrifice ratio. - Measurement of Inflation in India - Policies to control inflation Meaning and types of unemployment. - Cost of unemployment and Oakun's Law Measurement of unemployment in India. - Concept of Stagflation - Concept of Philips Curve.

Unit III

Business cycle: Meaning, types and phases. **Monetary, Fiscal and Income policy** – Meaning and instruments. **Multiplier:** Concept, Features and Leakages. Foreign trade multiplier.

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Unit IV

Macro-economic Framework in Indian Economy–Public Finance–Tax system in India–Financial Administration: Finance Commission.

SUGGESTED READINGS:

1. Ahuja,H.L.(2015) *Macroeconomics-Theory and Policy*. New Delhi: Sultan Chand.

2. Jhingan, M.L. (2016) Macro *Economic Theory*. Delhi: Vrinda Publications Pvt. Ltd

3. Dwivedi, D.N.(2017)*Macroeconomics: Theory and Practice: Theory & Practice*. NewDelhi: McGraw Hill.

4. Jain, T.R., Khanna, O.P.(2014) Managerial Economics: V.K. Publications

5. Dewett, K.K., Navalur, M.H., (2006) Modern Economic Theory: New Delhi: Sultan Chand.

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AECC
EVS102-18 Environment Studies

Course Outcomes:

1. Students will enable to understand environmental problems at local and national level through literature and general awareness.

2. The students will gain practical knowledge by visiting wildlife areas, environmental institutes and various personalities who have done practical work on various environmental Issues.

3. The students will apply interdisciplinary approach to understand key environmental issues and critically analyze them to explore the possibilities to mitigate these problems.

4. Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world

UNIT-1: Introduction to Environmental Studies
Multidisciplinary nature of Environmental Studies: Scope & Importance
Need for Public Awareness

UNIT-2: Ecosystems
Concept of an Ecosystem: Structure & functions of an ecosystem (Producers, Consumers & Decomposers)
Energy Flow in an ecosystem: Food Chain, Food web and Ecological Pyramids
Characteristic features, structure & functions of following Ecosystems:

- Forest Ecosystem
- Aquatic Ecosystem (Ponds, Lakes, River & Ocean)

UNIT-3: Natural Resources

Renewable & Non-renewable resources
Forest Resources: Their uses, functions & values (Biodiversity conservation, role in climate change, medicines) & threats (Overexploitation, Deforestation, Timber extraction, Agriculture Pressure), Forest Conservation Act
Water Resources: Their uses (Agriculture, Domestic & Industrial), functions & values, Overexploitation and Pollution of Ground & Surface water resources (Case study of Punjab), Water Conservation, Rainwater Harvesting,

Land Resources: Land as a resource; Land degradation, soil erosion and desertification

Energy Resources: Renewable & non-renewable energy resources, use of alternate energy resources (Solar, Wind, Biomass, Thermal), Urban problems related to Energy

UNIT-4: Biodiversity & its conservation
Types of Biodiversity: Species, Genetic & Ecosystem
India as a mega biodiversity nation, Biodiversity hot spots and biogeographic regions of India
Examples of Endangered & Endemic species of India, Red data book

UNIT-5: Environmental Pollution & Social Issues

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Types, Causes, Effects & Control of Air, Water, Soil & Noise Pollution
Nuclear hazards and accidents & Health risks
Global Climate Change: Global warming, Ozone depletion, Acid rain, Melting of Glaciers & Ice caps, Rising sea levels
Environmental disasters: Earthquakes, Floods, Cyclones, Landslides

UNIT-6: Field Work

Visit to a National Park, Biosphere Reserve, Wildlife Sanctuary
Documentation & preparation of a Biodiversity (flora & fauna) register of campus/river/forest
Visit to a local polluted site : Urban/Rural/Industrial/Agricultural
Identification & Photography of resident or migratory birds, insects (butterflies)
Public hearing on environmental issues in a village

Suggested Readings:

1. Bharucha, E. Text Book for Environmental Studies. University Grants Commission, New Delhi.
2. Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
3. Bharucha Erach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad – 380 013, India, Email:mapin@icenet.net (R)
4. Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
5. Clark R.S., Marine Pollution, Clanderson Press Oxford (TB)
6. Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
7. De A.K., Environmental Chemistry, Wiley Eastern Ltd.
8. Down to Earth, Centre for Science and Environment (R)
9. Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
10. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural History Society, Bombay (R)
11. Heywood, V.H & Waston, R.T. 1995. Global Biodiversity Assessment. Cambridge Univ. Press 1140p.
12. Jadhav, H & Bhosale, V.M. 1995. Environmental Protection and Laws. Himalaya Pub. House, Delhi 284 p.
13. Mckinney, M.L. & School, R.M. 1996. Environmental Science systems & Solutions, Web enhanced edition. 639p.
14. Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
15. Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
16. Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
17. Rao M N. & Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co. Pvt. Ltd. 345p.

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18. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut

19. Survey of the Environment, The Hindu (M)

20. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, Blackwell Science (TB)

21. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-Science Publication (TB)

22. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

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BMPD202-18 Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

4. Sports/NSS/NCC
5. Field Project
6. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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BBA 301- Organizational Behaviour

Course Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1- To explain the basics of Orgnaizational behaviour and various challenges for OB.
CO2- To illustrate the foundations of Individual Behaviour and various factors influencing individual behaviour viz. learning, personality, perception, attitude and motivation.
CO3: To examine the dynamics of group development and group properties.
CO4: To understand various dimensions of organisational culture.
CO5: To analyse the process of conflict management and approaches to stress management.

Unit I

Introduction: Meaning of organizational behaviour and its relevance in today's business environment, contributing disciplines to Organization Behaviour, challenges and opportunities for OB.
Individual behaviour in organization: Foundations of individual behaviour, Factors influencing Individual Behaviour.
Learning: Meaning, characteristics and theories: Classical conditioning theory, operant conditioning theory, social learning theory, behaviour modification.

Unit II

Perception: Nature, importance, perceptual process, factors influencing perception, perceptual errors.
Attitude: Meaning, importance, components and types of work related attitude.
Personality: Meaning, determinants of personality, personality traits.
Motivation: Meaning, types of motivation, theories of work motivation given by Maslow, Herzberg, McGregor, Vroom and Porter – Lawler.

Unit III

Group behaviour in organization: Group dynamics, Types of groups, Group development, theories of group development, Group norms and roles, Group cohesiveness,
Work Teams: Meaning, characteristics, types of team, Creating effective team.
Leadership: nature, leadership styles, Leadership theories: trait theory and behavioural theories.

Unit IV

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management.
Stress management: sources of stress, approaches for stress management.

Organizational culture: meaning, concept, types of culture, dimensions of organizational culture.

Suggested Readings/ Books:

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- Robbins, *Organization Behaviour*, Pearson Education Asia
- Luthans, *Organization Behaviour*, Tata McGraw Hill
- Newstrom, *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill
- L.M. Prasad, *Organisation Behaviour*, Sultan Chand
- Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill
- Aswathappa, *Organization Behaviour*, Himalaya

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BBA 302- Marketing Management

Course Objective: Marketing is one of the foremost functions of Management in present day corporate world, its understanding results in developing best products in terms of goods and services that brings consumer satisfaction. This course will imbibe the basic understanding among the students to become successful marketers.

Course Outcomes (COs): After completion of the course, the students shall be able to:
CO1: Explain the basics of marketing, selling, marketing mix and its core concepts.
CO2: Describe the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.
CO3: Develop necessary skills for effective market segmentation, targeting and positioning.
CO4 – Illustrate various components of product mix, product life cycle and comprehend the new product development process.
CO5– Develop an understanding of promotion mix and strategies for successful promotion

Unit I

Marketing: Nature and Scope of Marketing, customer needs, wants and demand. Various Marketing Concepts: production, product, selling, marketing and societal marketing, Analyzing marketing environment: micro, macro environment

Unit II

Market segmentation: Need, concept, nature, basis and strategies, mass marketing vs. Segmentation.
Marketing mix: 4Ps of products and 7Ps of services, components and factors affecting mix.

Unit III

Product decisions: Product definition, new product development process, and product life cycle, positioning, branding, packaging and labeling decisions.
Pricing decisions: importance, objectives, designing strategies, Pricing Techniques

Unit IV

Distribution: Types of channel, factors affecting decision, Designing and Managing Marketing Channel. Managing Retailing, physical distribution system and its components.
Product Promotion: promotion mix-introduction, importance, advantages and disadvantages of various components and factors affecting. Designing and managing Integrated Marketing Communications.

Suggested Readings:

1.Kotler,P., Keller, K.L. Koshy, A. and Jha, M., Marketing Management: A South Asian Perspective, Pearson Education.
2. Etzel, M., Walker, B., Stanton, W. and Pandit, A Marketing Management, Tata McGraw Hill.
3. Ramaswamy, V.S and Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd.
4. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd.

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BBA 303-18 COST AND MANAGEMENT ACCOUNTING

Course Objective: To impart the students, knowledge about the use of financial, cost and other data for the purpose of managerial planning, control and decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand and differentiate between Cost accounting and management accounting.

CO2: Make managerial decisions regarding make or buy, acceptance or rejection of export offers and continuation or shut down of plant.

CO3: Estimate the breakeven point of the firm.

CO4: Understand and apply the concepts of budgetary control for better decision-making.

CO5: Understand and estimate material, labour, overheads and sales variances for comparing planned with actual results.

Unit – I

Introduction: Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management.

Ratio Analysis: Meaning–Nature, different types of ratios, their uses and limitations, computation of various types of ratios – liquidity ratios, solvency ratios, profitability ratios, turnover ratios

Unit – II

Analysis and Interpretation of financial Statements: Meaning- Types and Methods of Financial Analysis – Comparative statements – Trend Analysis – Common size statements.

Standard Costing: Standard Costing and Variance Analysis: Meaning of standard cost and standard costing, advantages, limitations and applications. Variance Analysis – material, labour, overheads and sales variances.

Unit – III

Budgetary Control: Budgeting and Budgetary Control: Concept of budget, budgeting and budgetary control, objectives, merits, and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting.

Unit – IV

Marginal Costing: Absorption versus Variable Costing: Distinctive features and income determination. Cost-Volume-Profit Analysis, Profit / Volume ratio. Break-even analysis-algebraic and graphic methods, Margin of safety, Key factor, determination of cost indifference point.

Suggested Readings:

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- Horngren, C. T., Sundem, G. L., Stratton, W. O., Burgstahler, D., & Schatzberg, J. (2011). *Introduction to management accounting*. Pearson Education International.
- Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young. (2006). *Management Accounting*. Dorling Kindersley(India) Pvt. Ltd.
- Singh, Surender. (2016). *Management Accounting*. Scholar Tech Press, New Delhi.
- Garrison H., Ray and Eric W. Noreen. (2016). *Managerial Accounting*. McGraw Hill.
- Goel, Rajiv. (2013). *Management Accounting*. International Book House.
- Arora, M.N. (2012). *A Textbook of Cost and Management Accounting*. Vikas Publishing House, New Delhi.
- Maheshwari, S.N. and S.N. Mittal. (2017). *Management Accounting*. Shree Mahavir Book Depot, New Delhi.

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BBA- 304 Production and Operations Management

Course objective: The course aims at developing knowledge about various steps of product, design, development, plant location, storage, production planning and control.

Course Outcomes (COs): After completion of the course, the students shall be able to

CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.
CO2: Gain an in-depth understanding of resource utilization of an organization.
CO3: Appreciate the unique challenges faced by firms in services and manufacturing.
CO4: Understand the subject as a crucial part of functional management.
CO5: Develop skills to operate competitively in the current business scenario.

UNIT I

Operations management: Concept, Functions. Product Design and development – Product design and its characteristics: Product development process (Technical): Product development techniques .Process selection- Project, job, Batch, Mass and Process types of Production Systems.

UNIT - II

Facility Location – importance, Factors in Location Analysis: Location Analysis Techniques.
Facility Layout – Objectives: Advantages: Basic types of layouts. Capacity Planning – Concepts: Factors Affecting Capacity Planning, Capacity Planning Decisions. Production Planning & Control (PPC) –Concepts, Objectives, Functions.

UNIT – III

Introduction to modern productivity techniques – just in time, Kanban system. Total Quality Management & six sigma.
Functions of Purchasing Management – Objectives, Functions: Methods: Procedure. Value analysis – Concepts. Stock control systems. Virtual factory concept.

UNIT – IV

Inventory Management – Concepts, Classification: Objectives: Factors Affecting Inventory Control Policy: Inventory costs: Basic EOQ Model: Re-order Level: ABC Analysis. Quality Management - Quality Concepts, Difference between Inspections, Quality Control, Quality Assurances, Total Quality Management. Control Charts: acceptance sampling.

Suggested Readings:

1. Nair, Production & Operations management, 1st Edition, Tata McGraw Hill
2. Adam and Eben, Production & Operations management, 5th Edition, Prentice Hall, India.
3. Krajewski &Ritzman, Operations Management, 5th Edition, Pearson Education.
4. Buffa & Sarin, Modern Production/Operations Management, 8th Edition, John Wiley
5. Chary, Production & Operations Management, 2nd Edition, Tata McGraw

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BBA- SEC 301 IT Tools for Business

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Develop understanding of computer fundamentals, functions and their classifications
CO2: Develop a clear understanding and knowledge about the functioning of a Computer software and window operating system
CO3: Demonstrate proficiency in Microsoft word & Excel.
CO4: Apply formatting and editing features to enhance worksheets.
CO5: Use styles, themes, and conditional formats to customize worksheets.

Unit –I

Computer Fundamentals: Data, Instruction and Information, Characteristics of Computers, Various fields of application of Computers, Input-output Devices (Hardware, Software, Human ware and Firmware) Advantages and Limitations of Computer, Block Diagram of Computer, Function of Different Units of Computer, Classification of Computers. Data Representation: Different Number System (Decimal, Binary, Octal and hexadecimal) and their Inter Conversion.

Unit –II

Computer Software: Types of Software, Application software and system software, Compiler and Interpreter, Generations of languages, Low- and High-Level Languages. Computer Memory: Primary Memory & Secondary memory. Storage Media. **Introduction to Windows Operating System:** All Directory Manipulation: Creating Directory, Sub Directory, Renaming, Coping and Deleting the Directory File Manipulation: Creating a File, Deleting, Coping, renaming a File Using accessories such as calculator, paint brush, CD player, etc

Unit –III

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page

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breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.

MS-PowerPoint: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

Unit –IV

MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization.* New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
- Rajaraman, V.(2014).*Fundamentals of Computers.* Delhi: Prentice-Hall.
- Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.
- Forouzan,(2009).*Basics of Computer Science.* India: Cengage Learning
- Levi, D.S., Kaminsky, P. (2007) Designing and Managing the Supply Chain. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers.

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BMPD302-18 Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities. For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

7. Sports/NSS/NCC
8. Field project.
9. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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BBA 401 Business Research Methods

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explain the objectives and process of conducting research and its application in business.
CO2: Analyse the different types of research design and experimental errors.
CO3: Understand various techniques of sampling and methods of data collection.
CO4: Examine different types of scales and appraise about data preparation and analysis.
CO5: Identify and prepare various types of reports.

UNIT I
Research Methodology: definition, objectives, scope in management research, process of Research and limitations.
Research Design: Formulating the Research Problem, Choice of Research Design, Types of Research Design, Sources of Experimental Errors

UNIT II
Sampling: Advantages and Limitation of Sampling, Sampling process, Types of Sampling: Non-
probability sampling techniques, Probability sampling techniques, Sampling and non sampling
errors. **Data collection**: primary, secondary data collection, observation methods and survey method:

UNIT III
Measurement Concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio
Attitude Measurement: Comparative scaling techniques, Non-comparative scaling techniques,
Questionnaire Designing: Types, Guidelines for developing a good questionnaire

UNIT IV
Data Preparation And Analysis: Editing, Coding, Cross Tabulation and Practices through Excel (Basic Concepts)
Report Writing: Types of Research Reports, Guidelines for Writing a Report, Report Format,
Guidelines for evaluating a report.

Suggested Readings:

1. K.V. Rao : Research Methodology, Sterling Publishers,
2. Srivastava and Rego : Business Research Methodology Tata McGraw Hill
3. Rajinder Nargundhkar : Marketing Research, Tata McGraw Hill
4. Cooper and Schindler, Business Research Methods, Tata McGraw Hill
5. C.R. Kothari : Research Methodology, New Age International Publishers

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BBA 402 Human Resource Management

Course Objective: To provide an in-depth overview of the field of HRM, what are the roles and responsibilities of HR professionals how the primary functions affect the broader business strategy.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1- To explain the basics of Human Resource Management and analyse the evolution of HRM.
CO2: To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.
CO3: To understand the role of training, development, career planning and performance appraisal functions in human resource development.
CO4: To analyse the functions of compensation management namely, wages and salary administration, incentives and fringe benefits.
CO5: To comprehend the meaning and concept of Industrial relations.

Unit I

Nature, scope, role and importance of HRM. New trends in HRM due to globalization deregulation and technological advancements, HRM practices in India, issues and challenges. Human Resource Planning: Meaning, factors affecting HRP, Human Resource Planning process.

Unit II

Job analysis: steps in analysing job and introduction to methods of collecting job analysis information, Job description, job specification. Job design: job simplification, job rotation, job enrichment and job enlargement.
Recruitment: sources of recruitment, policies and procedure of recruitment. Selection process,
testing and interviews, Placement and induction.

Unit III

Training and Development: Identification of training needs, process of training and methods of training and development.
Career planning and development: career life cycle, process of career planning and development.

Unit IV

Performance appraisal: Meaning, process of performance appraisal, methods and problems of performance appraisal.
Compensation Management- Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration. Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.
Industrial Relations: Meaning & Concept of Industrial Relations.

Suggested Readings:

1. Monnappa and Saiyadan, *Personnel Management*, Tata Mcgraw Hill.
2. Dessler, Garg, *Human Resource Management*, Pearson education.
3. C.B. Memoria *Personal Management* Himalaya
4. K. Aswathappa *Human Resource Management* Tata McGrawHill
5. Rao V.S.P. *Human Resource Management*, Excel books

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BBA 403 Financial Management

Course Objective: To develop a conceptual clarity and basic understanding of the fundamentals of corporate finance among the students. Further help them comprehend its practical applicability in the corporate world.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Apply financial data for use in decision making by applying financial theory to problems faced by business enterprises.

CO2: Apply foundational finance theories and to analyse a forecast using relevant data and to conduct preliminary measurement of leverage analysis.

CO3: Apply time value of money techniques to various pricing and budgeting problems.

CO4: Apply modern techniques in capital budgeting analysis.

CO5: Assess dividend policy's impacts on share prices and to understand the implications of Dividend decisions in financial decision making.

Unit I

Financial management -Introduction: Meaning, nature and Scope, Goals of Financial Management-Profit Maximization vs. Wealth Maximization; Finance functions-investment, Financing, Liquidity and dividend decisions. **Sources of finance**-Long term and short term. **Concept of Time Value of Money**-present value, future value, annuity, Present Value of a series of payments.

Unit II

Cost of Capital: Meaning and significance of cost of capital; cost of equity shares; cost of preference shares; cost of debt, weighted average cost of capital. **Form of Capital:** Introduction to Capital Structure; theories- NI approach; NOI approach; MM approach; Traditional approach, determinants of capital structure. **Operating and Financial Leverage:** Measurement of leverages; Financial and operating leverage, combined leverage

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Unit II

Investment Decision Making: Meaning, importance, nature of investment decisions. Investment evaluation criteria, **Capital budgeting Techniques-Non-discounted cash flow-** Pay back methods; Post Payback period; Accounting rate of return method, **Discounted cash flow techniques-**Net Present value method; Internal rate of return method; Profitability index method.

Unit IV

Working Capital: Meaning, significance, types, approaches, Factors affecting working capital management capital. **Dividend Policies:** Issues in dividend decisions. Forms of dividend- Theories of relevance and irrelevance of dividends.

Suggested Readings:

I. Khan, M. Y. and Jain P. K.(2011),"Financial Management, Text, Problems & Cases", Tata McGraw Hill Company, New Delhi.

II. Pandey, I.M.(2015), "Essentials of Financial Management", 4th Edition, Vikas Publishing House Pvt. Ltd., New Delhi.

III. Maheshwari, S.N.(2019), "Financial Management – Principles & Practice", 15th Edition, Sultan Chand & Sons, New Delhi.

IV. Rustagi,Dr.R.P.(2017), "Basic Financial Management", 8th Edition, Sultan Chand & Sons, New Delhi.

V. Patel, Bhavesh(2014)," Fundamentals of Financial Management", Vikas Publishing House Pvt. Ltd., New Delhi.

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BBA GE- 401 Entrepreneurship Development

Course Objective: The objective of the course is to make the student understand the concept and importance of entrepreneurship and facilitate generation of young entrepreneurs.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe the concept and theories of entrepreneurship and its role in economic development of nation.
CO2: Develop business plan and identify the reasons of failure of business plans.
CO3: Illustrate the steps in starting MSME.
CO4: Comprehend government policies and regulatory framework available in India to facilitate the process of entrepreneurial development.
CO5: Identify different sources of finance for new enterprises and assess the role of financial institutions and various government schemes in entrepreneurial development.

Unit I

Definition and Concept of Entrepreneurship, Theories of Entrepreneurship, Myths about Entrepreneurship, Entrepreneurial Traits and Motivation, Role of Entrepreneurship in economic development. Types of Entrepreneurs. Barriers in the way of Entrepreneurship. Entrepreneurship Development (ED) Cycle.

Unit II

Creativity and Business Ideas, Blocks to creativity. Business Plans and reasons of failure of business plans. Micro-Small-Medium (MSME) Enterprise – Definition – Characteristics- Objectives- Advantages- Disadvantages-Role in developing countries- Problems- steps for starting- – Government Policies.

Unit III

EDP in India – Phases of Entrepreneurial programs – Government Policies- Administrative Frame work – Policy instruments – Statutory Boards – Industrial Estates –Industrial clusters – Incentives and subsidies – Advantages - Needs & Problems – Promotional agencies. Business Incubators& Start-ups.

Unit IV

Financing Options - Bridge capital, Seed capital assistance, Margin money scheme, Industrial Sickness, Causes-Remedies- An overview on the roles of institutions/schemes in entrepreneurial development- SIDBI, Commercial Banks. Other financing options- venture capital, lease funding, Angel Investors. Revival, Exit and End to a venture.

Suggested Readings:

- Kumar,Arya(2018), "Entrepreneurship", Pearson, New Delhi.
- Gopal,V.P.Nanda (2015), "Entrepreneurial Development", Vikas Publishing, New Delhi.
- Desai, Vasant, "Dynamics of Entrepreneurial Development & Management", Himalaya Publishing House.
- Khanka,S S, Entrepreneurial Development, S.Chand & Co.,New Delhi.

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BBA SEC- 401 Business Ethics & Corporate Social Responsibility

Course Objective: This paper aims at providing the students the understanding of ethical issues related to business and good governance necessary for long term survival of business.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explore the relationship between ethics and business across different cultural traditions
CO2: Understand the relationship between ethics, morals and values in the workplace
CO3: Discuss the moral and social responsibility dimensions of corporate governance.
CO4: Describe models of CSR in India.
CO5: Assess international framework for CSR.

Unit I
Business Ethics: Nature, scope and purpose of ethics, Importance of Ethics & Moral standards; Ethics & Moral Decision Making, Ethical Principles in Business, Markets, Environment, Trade, Consumer Production and Marketing, Finance, HR, Personal Growth and Lessons from Ancient Indian Educational System; Science and Human Values.

Unit-II
Indian Ethos: Need, purpose & relevance of Indian Ethos; Salient feature (Brain Stilling, Total Quality Mind, Intuition, Intellectual rational brain V/s Holistic-Spiritual Brain. Holistic Approach for Managers in Decision Making, Professional ethos and code of professional ethics Human Values, Different meaning of human values: foundational human values – freedom, creativity, love and wisdom, Nature of Human freedom.

UNIT III
Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India.

UNIT IV
International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tri-partite declaration of principles on multinational enterprises and social policy.

Suggested Readings:

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000).
3. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
4. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
5. Mathur UC – Corporate Governance & Business Ethics (Mc Millan).
6. Human Values By : Prof. A.N. Tripathi New Age International
7. Corporate Social Responsibility in India - Sanjay K Agarwal
8. Handbook on Corporate Social Responsibility in India, CII.

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BMPD402-18 Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

10. Sports/NSS/NCC
11. Field project.
12. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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BBA 501-18
Operation Research

Course Objective: The objective of the course is to acquaint the students with the applications of the operations research to business and industry and help them to grasp the significance of analytical approach to decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the concept, approaches and applications of operations research.
CO2: Apply the methods of linear programming for decision making.
CO3: Analyse transportation and assignment problems of business.
CO4: Apply the methods of game theory to solve business problems
CO5: Apply the techniques of network analysis to schedule business / project activities.

Unit 1

Introduction to Operation Research:- Meaning, Evolution, approaches, techniques and scopes of operations research, managerial application of Operation Research. Linear programming:- Introduction, meaning characteristics, graphical approaches and its utility simplex method, dual linear programming

Unit 2

Transportation & Assignment Problem: - The general structure of the problem, methods of initial allocation degeneracy, optimal solution, assignment problem, structure variation in assignment problem.

Unit 3

Game Theory: Games with pure and mixed strategies, saddle point, odds method, principle of dominance, sub games method. Sequencing problems: Processing jobs through two machines and three machines.

Unit 4

Network Analysis:- PERT/CPM background and development, stages in application PERT networking analysis, CPM, Determination of CPM, Determination of earliest expected & latest allowable times. Inventory control: - Classification of Inventory control, EOQ model, inventory control system, ABC Analysis, Advantages of EOQ model in management.

References:

- Gupta P.K., Hira D.S. (2011). Operations Research S. Chand & Co. Ltd., New Delhi.
- Taha H.A.(2010).Operations Research An Introduction. Pearson Education.
- Mustafi, C.K. (2000). Operations Research: New Age International Pvt. Ltd., New Delhi.
- Gupta,M.P., Sharma J. K. (2000). Operations Research for Management: Mayoor Paperbacks, Delhi.
- N.D.Vohra.(2007) Quantitative Techniques in Management. Tata McGraw-Hill.

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- Frederick S. Hillier and Gerald J. Lieberman (2001). Introduction to Operations Research: concept and cases, Tata McGraw-Hill.
- Sharma J.K. (2006). Operations Research: Theory and Application. Macmillan Publishers India.

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BBA 502-18

Mercantile Law

Course Objective: To provide the brief idea about the frame work of Indian Business Laws. The course aims to familiarize the students with case law studies related to Business Laws.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the concept, approaches and application of Contract Act in business decision making.
CO2: Understand and apply the provisions of Partnership Act in business decision making.
CO3: Understand and apply the provisions of sales Act in business decision making.
CO4: Understand and apply the provisions of Consumer Protection Act and Environment Protection Act in business decision making
CO5: Understand and apply the provisions of Negotiable Instrument Act in business decision making

Unit I

Introduction to Contract Act: Agreement, kinds of Agreements, Contract- kinds of contracts: Valid, Void, Voidable, Contingent and Quasi Contract and E contract, distinguish between agreement and contract. **Offer and Acceptance** - Definition, Essentials and types Communication of offer, Acceptance and Revocation. **Capacity to contract, Free Consent, Consideration.** Legality of Object and Consideration. Performance and discharge of contract. Remedies for breach of contract.

Law of Indemnity and Guarantee, Law of Bailment and pledge, Law of Agency.

Unit II

Partnership Act: Introduction to Partnership Act, Admission of Partner, Retirement and Death of Partner, Dissolution of Partnership Firm.

The Sale of Goods Act : Introduction, definitions, Formalities of the contract of sale, Distinction between 'sale' and 'agreement' of sell, Distinction between 'sale and hire-purchase agreement', Conditions and Warranties, Transfer of property as between the seller and buyer Rights of an unpaid seller.

Unit III

Consumer Protection Act : Objectives, features, structure and significance

Environment Protection Act : Objectives, features, structure and significance

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Unit IV

Negotiable Instrument Act: Meaning and Characteristics of Negotiable Instrument, classification of Negotiable Instruments, Promissory Notes and Bills of Exchange, Essential elements of promissory Note and bill of exchange. Acceptance for honour, Absolute and qualified or conditional acceptance, Drawer, Drawee in case of Need, Payee, Cheques, types of cheques and Penalties in case of dishonour of certain cheques, distinguish between cheque and Bill of exchange, Holder, Holder in Due Course, Rights and privileges of H.D.C. Payment in due course, Maturity of an Instrument.

References:

- Majumdar, A.K. (2017), " Company Law" Taxman Publishers
- C. L. (2016) , " Business Laws" Taxmann Publishers.
- Kuchhal M. C. and Parkash D (2016) , " Business Legislations for Managements' Vikas Publications.
- Singhania V. K. and Singhania K (2016), " Direct Tax Laws and Practice' Taxmann Publishers.
- Chawla, Garg and Sarin (2017), " Mercantile Law' Kalyani Publishers.

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BMPD 502-18
Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

13. Sports/NSS/NCC
14. Field project.
15. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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BBA 511-18

Consumer Behaviour

Course objective:

The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in Consumer behavior and to facilitate the students in appreciating need/significance and applications of various domains of consumer behavior especially in the changing business environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand fundamental concepts, nature and importance of consumer behaviour.
CO2: Analyze the various factors that influence consumer decisions.
CO3: Understand the individual, group or organizations make buying decisions.
CO4: Understand how and why groups affect consumer behavior.
CO5: Understand the emerging trends in field of consumer behavior.

Unit I

Consumer Behaviour: Nature, scope & Importance of Consumer behavior. Consumer decision making process (five step model), factors affecting buying behaviour , Models of consumer decision making,

Unit II

Consumer as an individual: Consumer motivation: needs & goals, **Personality:** Theories (Psychoanalytical and Trait Product Personality, **Consumer Perception:** Concept and Elements of Perception, **Theories of consumer learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:** Meaning of Consumer attitude and Functions of Attitude.

Unit III

Consumer in social & cultural setting: Reference groups: concepts, factors affecting reference groups, Family: Functions of family, Family Life Cycle. **Social class:** Meaning and different social classes, **Culture & sub culture**: definition & influence.

Unit IV

Consumer Decision Making: Introduction to opinion leadership, Diffusion of innovations: Diffusion Process, Adoption Process Influence, Profile of Consumer Innovators.

Recommended Text Books:

1. Schiffman, L.G. and Kanuk, L.L.(2018) *Consumer Behavior,* Prentice Hall of India
2. Loudon, D. and Bitta, D.,(2010) *Consumer Behaviour,* Tata Mc Graw Hill
3. Majumdar,R, (2017) *Consumer Behaviour: Insights from the Indian Market*, PHI Learning Pvt. Ltd.
4. Schiffman, L.G. Wisenblit and Kumar (2016). *Consumer Behavior,* Pearson.

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BBA 512-18

Advertising and Sales Management

Objective of Course: The course aims at providing fundamental knowledge and exposure to the concepts, theories and practices in the field of advertising and sales management. The course will help students learn rules and techniques of effective advertising and to understand the sales management process and its management

Course Outcomes: After studying this course, the students should be able to:
CO1: Understand advertising and its role in Marketing
CO2: Apply knowledge of advertising components in designing effective Advertising campaign for products and services
CO3: Design effective Media strategy for its product /Service awareness
CO4: Apply its knowledge in recruiting and selecting right set of Sales force for selling products and services in market
CO5: Design sound sales strategy for its products and services.
CO6: Measure performance of sales force and sales territories.

Unit I

Advertising: Definition of Advertising, History of Advertising, Roles of Advertising, Types of Advertising, Setting advertising objectives ,different kinds of advertising, Advertising Layout, advertising copy. Creative copy strategies, Message Strategies, Cognitive strategies, Exceptional Strategies, Advertising Effectiveness.

Unit II

Media planning & scheduling: Media Plan, Types of media, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness of Media, Measuring advertising effectiveness: pre and post testing, Social, Ethical and Legal Aspect of Advertising,

Unit III
Sales Management: Definition, Nature, Scope and Importance of Sales Management, Emerging Trends in Sales Management. Role and Skills of Sales Managers, Function and qualities of a Sales Executive, Sales Objectives, Sales Strategies.
Personal Selling: Defining Personal Selling, Scope and Significance, Aims and Objectives of Personal Selling, AIDAS Principles, Personal Selling Process, Customer Delight

Unit IV
Sales Force Management: Meaning and Role of Sales Force, Sales Force Objectives and Strategy, Sales Force Size, , Financial rewards, Non-financial rewards, Compensation,
Sales Territories and Quotas: Defining Sales Territory, Designing Sales Territory, Steps involved, Methods used, Guidelines for designing territories, Types of territory designs.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

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1. I. Belch, G. E. & Belch, Advertising and Promotion, Tata McGraw Hill.
2. Wells W., Burnet J. and Moriarty S, Advertising: Principles & Practice, Pearson Education.
3. O' Guinn, T. and Allen, C. 'Advertising Management with Integrated Brand Promotion' Cengage Learning
4. Aaker, D A, Myers and Batra, Advertising Management, Pearson Education
5. S. A. Chunawalla, Foundation of Advertisement Theory and Practices, Himalaya Publications

Latest editions of the books should be followed.

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BBA 521-18

Corporate Accounting

Course Objective: To make the student familiar with corporate accounting procedures and in-depth knowledge of preparation of various accounts related to corporate field.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: To understand the accounting of issue of shares and debentures.
CO2: To understand the final accounts of company form of organization.
CO3: To get an overview of financial reporting of financial institutions
CO4: To understand the accounting treatment for amalgamation.
CO5: To understand the accounting for liquidation of the company.

Unit I Accounting for Shares and Debentures: Issue of Shares at Par, at Premium and at Discount; Forfeiture and Re-Issue of Shares; Buy-Back of Shares; Redemption of Preference Shares; Rights Issue. Issue of Debentures; Redemption of Debentures; Conversion of Debentures into Shares. Underwriting of Issues; Profits Prior To Incorporation; Treatment of Preliminary Expenses.

Unit II Final Accounts of company: Provisions and Reserves; Determination of Managerial Remuneration; Appropriation out of Profits; Payment of Dividend, Transfer of Unpaid Dividend to Investor Education and Protection Fund; Bonus Shares and Payment of Interest out of capital.

Unit III Accounting Treatment for Amalgamation and Reconstruction of Companies: Amalgamation- Accounting Treatment and Disclosures; Calculation of purchase consideration, Accounting treatment in the books of transferor and transferee (as per Accounting Standard 14, excluding inter- company holdings). Internal Reconstruction Holding and Subsidiary Companies, Preparation of consolidated balance sheet — minority interest – cost of acquiring control or goodwill – capital reserve – preference share capital in subsidiary companies.

Unit IV: **Liquidation of companies**: Scope, contributory preferential payments, preference dividend. Statement of affairs and deficiency/surplus account, Liquidators final statement of account, liquidator remuneration, receiver for debenture holders, list 'B' contributories.

Note: Relevant Case Studies will be discussed in class

Suggested Readings / Books:

- Shukla M.C., Grewal T. S. & Gupta S. C.(2017) *Advanced Accounts.* (19 Ed).Sultan Chand & Company Ltd.
- Gupta R. L. & Radhaswamy M. (2013).*Corporate Accounting*. Sultan Chand & Sons.
- Maheshwari S.N. *Corporate Accounting* Vikas Publishing House.

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- Ghosh T.P. (2007) *Accounting Standards and Corporate Accounting Practices Vol.* 1.Taxman's, New Delhi,
- Sharma P. *Corporate Accounting.* Sharma Publication.
- Arulanandam M.A., Raman K.S. *Advanced Accounting*, Himalaya Publication.
- Middlekauff, R.H. (2007). *The glorious cause: The American revolution.* Oxford University Press.

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BBA 522-18

Financial Markets and Services

Course Objective: The objective of the course is to understand role of Financial Services and markets in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial markets and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real world situation.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To understand the concept of financial system and their importance.
CO2: To know the structure of Financial Markets.
CO3: To develop basic understanding of derivatives and currency markets.
CO4: To understand the importance and role of Primary and Secondary markets.
CO5: To understand the role and types of Financial Services
CO6: To understand structure and system of leasing, mutual funds, credit rating, credit cards, Dematerialization, merchant banking, venture capital, factoring, and securitization.

Unit I Introduction to Financial System: Introduction, components, key elements, Financial Markets; money market in India; nature, instruments, functioning and participants. Indian Capital Market: structure, functions, role, participants. Financial Services: Meaning, types and their importance, Role of Financial Services in a financial system.

Unit II Financial Regulations: Regulatory Frame work; Securities Exchange Board of India and Reserve Bank of India. Primary Market: SEBI guidelines on primary market, Book building, online IPOs, Green- shoe option. Secondary Market: Introduction, stock exchanges, listing of securities, trading and settlement. Introduction to Derivative Markets.

UNIT III Financial Services: Leasing: Meaning and features, Types of Leases, Lease vis-à-vis buy. Lease vis-à-vis Hire purchase. Mutual Funds: Concept, Composition, Schemes, Merchant Banking: Meaning, scope, Latest guidelines of SEBI w.r.t. Merchant bankers. Credit Rating: Types of credit Rating, credit Rating Agencies & their Methodology. Venture Capital: Meaning, Features, SEBI guidelines for venture capital,

UNIT IV Factoring: concept, factoring vis-à-vis Bills Discounting - Factoring vis-à-vis credit Insurance Factoring vis-à-vis Forfeiting. Depository: Meaning, Process of De-materialization and Re-materialization. Brief description of NSDL and CDSL Depository, depository participants, SEBI guidelines relating to depository system.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Khan, M.Y. (2011). *Financial Services*. (6th Ed). Tata McGraw-Hill.
2. Bhole, L.M, Mahakud, Jitendra (2009). *Financial Institutions & Markets*. (5th Ed). Tata McGraw-Hill

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3. Gurusamy S. (2009) *Financial Services & System.* (2nd Ed). Thomson Publications
4. Avdhani V. A. (2017) *Financial Services in India.* (3rd Ed). Himalaya Publications
5. Gordon & Natarajan. (2016) *Financial Markets & Services.* (11th Ed).Himalaya Publications
6. Pathak, Bharti V. (2009) *The Indian Financial System-Markets, Institutions and Services.* New Delhi: Pearson Education.
7. Harrington S. E. (2004). *Risk management and insurance: Instructor manual.* (2nd Ed.). New York: McGraw- Hill Publishing Company.
8 Madura, J. (2009). *Financial markets and institutions.* USA: South Western College.
9. Mishkin, F.S., & Eakins, F.S. (2009). *Financial markets and institutions.* (6th Ed.). New Delhi: Pearson Education.

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BBA 531-18

Industrial Relations and Labour Laws

Course Objective: The objective of this course is to acquaint the students with the two important aspects of Industrial Relations namely Social Security and Labour Welfare.

Course Outcomes:

CO1: Understand establishing & maintaining a sound relationship between the worker & the employer.
CO2: Identify and rectify the simmering issues which might take the form of a dispute in the workplace.
CO3: Clarify the use & importance of various Acts & their uses in Industrial Relations.
CO4: Keep away from strikes & lockouts so as to enhance the economic status of the employee.
CO5: Understand the significance & functioning of Trade Unions

Unit –I

Concept of Industrial Relations: Concepts, Objectives, Scope, Importance, Participants, Essentials of effective Industrial Relations, Factors affecting Industrial Relations, Constraints of IR and approaches of IR. **Trade Unions:** Concept, Objectives, Types, Structure and Functions. **Trade Unions Act, 1926:** Objectives and definition, registration of trade unions, Rights and liabilities.

Unit –II

Industrial Conflict and Disputes: Introduction, Scope, Objectives, Manifestation of Conflict, provisions regarding strikes, lock-outs, layoff and retrenchment. **Settlement of Industrial Disputes:** Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types.

Unit –III

Factories Act: Object and definition, Health, Safety and welfare provisions, Provision of working hours for women and young persons. Basic Features of payment of wages Act, Minimum Wages Act and Basic features of Employees Provident Fund Act, and Payment of bonus act.

Unit –IV

I.L.O and Social Security: The concept of Labour welfare: Introduction, Evolution, Scope and Objectives, Theories and Types. Social Security, Role of Indian Labour Laws and International bodies such as ILO-Social Audit.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:-

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1. Piyali Ghosh, Shefali Nandan (2015), "Industrial Relations and Labour Laws", Tata McGraw Hill Edition, New Delhi.
2. Monappa Arun, Nambudiri Ranjeet & Selvaraj Patturaja (2012), "Industrial Relations and Labour Laws", Tata McGraw Hill Edition, New Delhi.
3. Mamoria, Mamoria and Gankar (2020) "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.
4. T.N. Chabbra and R.K. Suri, Industrial Relations – Concepts & Issues, Dhanpat Rai & Company
5. Venkata Ratnam, C.S (2006). "Industrial Relations", Oxford University Press, New Delhi.
6. Srivastava, S. C (2008). "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi.
7. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini (2004), "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi.
8. Sen Ratna (2003), "Industrial Relations in India", MacMillan, New Delhi.
9. Davar, R S (1999), Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi.
10. Sivarethinamohan, R (2010), Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd, New Delhi.

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BBA 532-18

Organizational Change and Development

Course Objective: This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Develop understanding of organization change and illustrate theories of planned change.
CO2: Analyze the issues and problems arising out of organizational change initiatives.
CO3: Explain the meaning, objectives and process of organizational development.
CO4: Understand the role of various intervention strategies in organizational development.
CO5: Explain the issues in the consultant client relationship.

Unit I
Organisation Change: - Introduction, importance, forces of change and types of change. Models of change: - systems model of change, Lewin's Force Field Analysis Model, The model of change management, the process of change.

Unit II
Change & its impact: - effects of change on people, operational effects, psychological effects, social effects, people's reaction to change:- Acceptance of change, indifference, organized resistance, frustration & aggression, Reasons for resistance and Methods of minimizing resistance. Strategies of change.

Unit III
Organisation Development: - Meaning, features, objectives, History of OD, process of organizational development. OD interventions: - concept, characteristics, classification of intervention, OD interventions as tool to improve effectiveness of organization.

Unit IV
Training Experience: T-Groups, behaviour Modelling, Team building interventions, Issues in consultant client relationship.

Suggested Readings:

1. Wendeel L. French, Cecil H. Bell (1999), "Organization Development" Prentice Hall
2. Burke W.W and Noumair, D. A. (2015), "Organization Development – A Process of Learning and Change", Pearson Education
3. Cummings, T. G. and Worley, C. G. (2008), "Organization Development & Change", Cengage Learning.
4. Bhatia, S.K (2003), "Management of Change & Organisation Development-Innovative Approaches", Deep & Deep Publications, New Delhi.
5. Bhattacharya, Dipak Kumar (2009), "Organization Change & Development", Oxford University Press.
6. Singh, Kavita (2009), "Organisation Change & Development, Excel Books.
7. S. Ramnarayan, and T.V. Rao (2011) : OD – Accelerating Learning & Transformation, Sage, New Delhi

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BBA 601-18

Strategy Management

Course Objectives: The course aims at providing fundamental knowledge and exposure to the strategies at corporate level. It will help student understand the relationship amongst goals, objectives, strategies, tactics, plans, programs, procedures, rules etc.

UNIT I

Strategic Management: Introduction, Nature & Scope, Need, Process of Strategic Management. ***Strategic Intent:*** Vision, Mission, Business Definition, Business Model Goals & Objectives.

Unit II

Strategy Formulation & process:
Environment Appraisal and Scanning: External & Internal Environment including PEST, Techniques for Environmental Scanning (SWOT, ETOP, Quest). Porter's Five forces Model, Methods and technique Used for Organizational Appraisal.

Unit III

Corporate Level Strategy: Concept, Stability, Expansion, Retrenchment, Combination, Strategy. ***Business Level Strategy***: Concept, Porter's Generic Business Strategy. ***Strategic Choice***: Concept, Process of Strategic Choice, BCG Matrix, GE Nine Cell Matrix.

UNIT IV

Strategic Implementation: Concept, Interrelationship between Formulation and Implementation, Aspects of Strategy Implementation (Behavioral Implementation, Resource Allocation). **Strategic Evolution and Control**: An Overview, Technique of Strategic Evolution and Control

Suggested Readings:

1. Azhar Kazmi(2007), "Business Policy and Strategic Manageent", Tata Mcgraw Hill
2. Jouch & Gluick, "Strategic Management & Business Policy", Tata Mcgraw Hill
3. Wheelen & Hunger (2008), "Strategic management & Business Policy", Pearson Education
4. Hill, Charles, W. L., Schilling, Melissa A., Jones, Gareth R. (2019), "Strategic Management: Theory & Cases: An Integrated Approach", Cengage Learning.

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BBA 602-18
Company Law

Course Objective: The objective of the course is to impart basic knowledge of the provisions of the Companies Act 2013. This course will provide better understanding of the different clauses of company law which a business manager must know for better decision making.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand the basic concept and provisions of company law in business decision making.
CO2: Understand the concept of different types of companies and differentiate among them.
CO3: Understand the process of formation of company and different documents required for that.
CO4: Understand the process of appointment and qualification of different types of directors of company
CO5: Understand the need of different meetings and process of winding up of company.

UNIT-I

Nature of a company: Definition of a company, Characteristics of a company, Lifting the corporate veil, Company distinguished from partnership. **Types of companies** including one person company, small company, associate company, dormant company, producer company; association not for profit; illegal association; **Formation of a company:** Steps involved in the formation and incorporation of a company, on-line filing of documents, promoters, their legal position, pre-incorporation contract; on-line registration of a company.

UNIT-II

Memorandum of Association: Meaning and Importance, Form and Contents, Alteration of Memorandum.

Articles of Association: Meaning, Relationship of and distinction between MOA and AOA. Prospectus: Meaning, Definition and contents, statutory requirements in relation to prospectus.

UNIT-III

Share capital: Kinds of share capital, Alteration of share capital, Ways for raising share capital, Allotment of shares

Company Management: Classification of directors, women directors, independent director, small shareholder's director; Disqualifications, director identity number (DIN); Appointment; Legal positions, powers and duties; removal of directors; Key managerial personnel, managing director, manager;

UNIT-IV

Meetings of shareholders and board; Types of meeting, convening and conduct of meetings, postal ballot, and meeting through video conferencing, e-voting.

Winding Up - Concept and modes of Winding Up. Administration of Company Law [including National Company Law Tribunal (NCLT), National Company Law Appellate Tribunal (NCLAT), Special Courts.

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Suggested Readings/Books:

- Singh, Avtar (2018), " Company Law" Eastern Book Co., Lucknow
- Kuchal M.C (2017), " Modern India Company Law" Shri Mahavir Books, Noida.
- Kapoor N.D.(2017), "Company Law -Incorporating the Provisions of the Companies, Amendment Act" Sultan Chand & Sons, New Delhi
- Bagrial A.K. (2018), " Company Law" Vikas Publishing House, New Delhi.
- Ramaiya (2016), " A Guide to Companies Act" Wadhwa and Buttersworth.
- Manual of Companies Act, Corporate Laws and SEBI Guideline, Bharat Law House, New Delhi (2018)
- A Compendium of Companies Act 2013, along with Rules, by Taxmann Publications.
- Gower and Davies (2018), " Principles of Modern Company Law" Sweet & Maxwell Publishers
- Sharma J.P.(2018) , " An Easy Approach to Corporate Laws" Ane Books Pvt. Ltd., New Delhi

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BMPD 602-18
Mentoring and Professional Development

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

16. Sports/NSS/NCC
17. Field project.
18. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Note: Evaluation shall be based on rubrics for Part – A & B.
Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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BBA 611-18
Services Marketing

Course objective:

This course aims at providing understanding among the graduate students to apply service marketing concepts and strategies to the create customer value in today's highly competitive environment.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand fundamental concepts, nature and importance of Services Marketing.
CO2: Analyze the various factors that influence service marketing.
CO3: Understand the role of customers and employees in service delivery.
CO4: Understand how and why new service development takes palce.
CO5: Understand the emerging trends in field of service marketing.

Unit I

Introduction to Services: Reasons for growth of service sector, Contribution of service sector towards Indian economy. Service characteristics, classification of services, Extended Service marketing mix. Service Quality: SERVQUAL and integrated gaps model of service quality

Unit II

Service development and design: Challenges of service design, types of new services, core and supplementary elements, new service development process, Service blueprint, Physical evidence and the Servicescape.

Unit III

Role of employees and customers: service culture, employee's role in service delivery, strategies to deliver quality services, **Customer Participation:** introduction to role of customer in delivering services Role of intermediaries and electronic channels.

Unit IV

Services marketing communications: services marketing triangle, Pricing approaches for services. Emerging trends in services marketing.

Recommended Books

1. Zeithmal A Valarie and Bitner Mary,(2016) *'Services Marketing'*, Tata McGraw Hill,
2. Lovelock, Christopher H,(2014) *'Services Marketing'*, Pearson Education .
3. Singh. P and Kaur R, (2017) '*Services Marketing'*, Kalyani Publishers.
4. Shajahan , (2010) "Service Marketing" Himalya Publishing.

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BBA 612-18
Retailing and Logistics Management

Course Objectives: The objective of this course is to make students understand the role of retailing and logistics management in overall management function and how to use that knowledge in designing effective retail strategy.

Course Outcomes: After studying this course, the students should be able to:
CO1: Understand Retail Environment, challenges and Retail formats in retailing in India.
CO2: Design Merchandise System for effective execution of retailing function.
CO3: Understand and recognize the importance of store design and apply the concepts of store design to determine store layout and merchandising.
CO5: Understand various activities in logistics system and its importance
CO6: To apply knowledge of Inventory management, Transportation, warehousing, Packaging in designing overall strategy of Logistic Function

Unit - I
Introduction to Retailing: Meaning and Economic Significance, Opportunities in Retailing, Types of Retailers **Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

Unit-II :

Retail formats: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, and Types of Ownership
Planning and Merchandise Management for Retail Outlets: Meaning, Sales Forecasting for Merchandise Plan, Assortment Planning process, Finance and location Strategists for Retailing, Store Management Responsibilities.

Unit-III:
Recruiting & Selecting Store Employees, Socializing & Training New Store Employees Motivating, Managing & Evaluating Store Employees.
Store Layout, Design & Visual Merchandising: Objectives of Good Store Design, Store Layout, Space Planning and Merchandise Presentation Techniques.

UNIT-IV
Logistics Management:
Introduction, Objectives of logistics, Types of logistics, Role of Logistics in an Economy,
Inventory Management: Introduction, Objectives, Types of Inventory, Importance of inventory management, Different Types of Inventory Costs, Inventory Performance Measures in Logistic Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:
1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3.Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations,Thomson, 1st Edition.

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4. Pradhan, Swapna (2007). Retail Management – Text and Cases, Tata McGraw Hill, 2nd Edition.
5.Sople(2009),Logistic Management, Pearson Education India ,3rd Edition.
6. Alan Rushton, Phil Croucher, Peter Baker ,The Handbook of Logistics and Distribution Management: Understanding the Supply Chain (5th Edition):.
8. Satish C Ailawadi, Rakesh Singh(2005). Logistic Management Prentice-Hall Of *India* Pvt. Limited.

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BBA 621-18
Personal Financial Planning

Course Objective - This course aims to acquaint students with the knowledge regarding personal financial planning its importance, methods and various instruments that may be considered for it.

Course Outcomes:
CO1 – To familiarise students with the concept, objectives and importance of personal financial planning.
CO2 - To enable the students to understand the implications of environmental factors
CO3 – To familiarize students with the concepts of time value of money on the personal financial statements and their use in personal financial planning.
CO4 – To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk.
CO5 – To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals.

Unit I

Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning.

Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning.

Unit II

Time Value of Money Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

Personal Risk Management: Meaning of risk, measurement of risk and its identification, introduction to life insurance and general insurance. Insurance planning for the individual as well as family.

Unit III

Investment Planning: Meaning, process, importance and objectives of investment planning.

Investment Instruments for Personal Financial Management: Introduction to various tax saving financial instruments, Mutual fund schemes, Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments, Money market instruments and Real Assets.

Unit IV

Retirement Planning: Meaning, nature, importance, scope and process of retirement planning

Estate Planning: Meaning, nature, importance, scope and documentation in estate planning

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Suggested Readings:

1. Walker, R. B and Walker, K. P. (2017) 'Personal Finance: Building Your Future', McGraw Hill Education.
2. Kapoor, J. R., Dlabay, L. R., Hughes, R. J. and Hart, M. M. (2020) 'Personal Finance', McGraw Hill Education.
3. Madura, J. (2020) 'Personal Finance', Pearson Education.
4. Benjamin, G. (2006) 'Intelligent Investor: The Definitive Book on Value Investing' HarperCollins Publisher, Reprinted.
5. Murali, S. and Subakrishna, K. R. (2018) 'Personal Financial Planning (Wealth Management)', Himalaya Publishing House.

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BBA 622-18
Direct and Indirect Tax Laws

Course Objective - To enable the students to understand the importance, implication and computation of direct and indirect taxes in India

Course Outcomes:

CO1 – The students will be familiarised with the concepts, framework and incidence of taxes in India.

CO2 – To acquaint students with the provision of the current finance act with regard to various heads of income.

CO3 – To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.

CO4 – To familiarize students with the concepts of Value Added Tax, excise duty and custom duty.

CO5 – To enable students to understand the concept and importance of One-Nation-One-Tax system brought in India through Goods and Services Tax.

CO6 – To enable students to understand the framework and structure of GST.

CO7 – To acquaint students with the process of tax credit and refund of GST.

UNIT I

Introduction: Meaning and constitutional framework of taxation in India. Difference between direct and indirect taxes

Introduction to Direct Tax: Basic concepts, Agricultural income and its assessment, Basis of charge, Residential status of an assesse, Exempted incomes

Income from Salaries: Meaning, Allowance and Perquisites, Standard deduction, computation of taxable salary income.

Unit II

Income from House Property: Meaning of rental income, treatment of interest on housing loan, computation of taxable income from house property

Profits and Gains from Business or Profession: Meaning, various admissible and non-admissible expenses, treatment of depreciation, copyright, patents and expenditure on research and development.

Unit III

Capital Gains: Meaning of short-term and long-term capital gains, various exempted capital gains u/s 54

Income from Other Sources; Clubbing of Income, Setting off and Carry forward of losses, Deductions u/s 80

Unit IV

Introduction and basic features of Central excise, Customs duty and Value added Tax.

Good and Service Tax: Meaning, features, advantages and history of GST in India. Goods and Services Tax Act

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GST Council and GST Network

Rates structure of GST, Scope of supply, Composition Scheme under GST, Assessment (only basic concepts), Process of tax credit and refunds

Suggesting Readings:

1. Mehrotra, H. C. and Goyal, S. P. (2020) 'Income Tax Law and Practice' Sahitya Bhawan Publications.

2. Ahuja, G. and Gupta, R. (2020) 'Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST', Wolters Kulwer.

3. Singhania V. K. and Singhania, M. (2020) 'Students' Guide to Income Tax Including GST - Problems & Solutions', Taxmann Publications.

4. Gaur, V. P. and Narang, D. B. (2020) 'Income Tax Law and Practice' Kalyani Publishers.

5. Datey, V. S. (2020) 'Indirect Taxes: Law and Practice' Taxmann Publications.

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BBA 631-18

Training and Development

Unit I

Training and Development:- Conceptual aspects, objectives and importance of Training and Development. Process of Training and Development: Identification of training needs, methods of need assessment.

Unit II

Designing Effective Training Program: factors affecting training design, budget for training, selecting and preparing training site, choosing the trainers, program design.

Unit III

Methods of Training: Traditional and Modern methods, Use of technology in training.
Training Evaluation: Testing effectiveness of training, Introduction, Reasons for evaluation, evaluation process, outcomes used for evaluation of training, evaluation practices.

Unit IV

Employee Development: approaches to employee development, Designing development programmes. Development Methods: Case studies, Role play and Sensitivity Training, Business Games, Behavior Modelling.

Suggested Readings:

1. Noe, Raymond, A (2017). "Employee Training and Development" McGraw Hill.
2.Raymond, A. N. and Kodwani, A. D. (2018) "Employee Training and Deevelopment" McGraw Hill.
3. Craig, Robert (2005) "Training and Development Handbook" McGraw Hill, New York
4. Rajshree Shinde, Abhilasha, A. and Ramakumar, A. (2015) "Human Resource Development" Himalaya Publishing House.
5. N. Sambasiva Rao and Yvvsss Vara Prasad (2018), "Training and Development", Himalaya Publishing House.

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BBA 632-18

Cross Cultural Human Resource Management

Course Objective: The course has been designed to make the students aware of the changing role of HR in international organizations having large number of subsidiaries which are operating in different countries and cultures as compared to the domestic companies.

Course Outcomes:

CO1: Understand issues, opportunities and challenges pertaining to international Human Resource Management.

CO2: Develop competency in dealing with cross cultural situations.

CO3: Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;

CO4: Identify the role of cross-cultural leadership in managing multicultural teams.

CO5: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.

Unit –I

Introduction to Cross Cultural Management:

Introduction to cross cultural management: Understanding Culture, Culture dimensions, Significance and impact of cross culture on organization, Role of culture in Strategic Decision Making. Influence of National Culture on Organizational Culture. Difference between Domestic and International Human Resource Management.

Unit –II

Shift in Culture: significance of shift in Culture, Influence of economic factors and foreign intervention on shifts in local cultures.

Comparing Culture: Cultural and behavioral differences in different countries, various models for comparing cultural- Hofstede, GLOBE Model.

Unit –III

Staffing and Training for Global Operations Global Staffing Choices: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-

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Expatriates. Cultural Adaptation through Sensitivity Training. Dynamics of Cross-Cultural leadership.

Unit –IV

Managing and motivating multi culture teams. Cross –cultural Negotiation & Decision making, Culture and Dispute, Resolution of Conflicts and Disputes in cross culture context, Cross-culture ethics: Ethics values across cultures and Ethics dilemma

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

- Luthans, F. and Jonathan D. P. (20120 "International Management: Culture, Strategy and Behavior" Tata McGraw-Hill Education, New Delhi.
- Peter, J. Dowling and Denice, E. Welch (2007), "International Human Resource Management", Thomson Publishers, New Delhi.
- David .C. T. and Mark F. P. (2008) Cross-Cultural Management: Essential Concepts, Sage Publishers
- Thakur, M., Burton & Gene, E (2002). International Management. Tata McGraw Hill
- Tayeb, Monir (2005), "International Human Resource Management: A Multinational Company Perspective", Oxford University Press.
- K .Aswathappa (2012) , "International Human Resource Management", McGraw Hill, New Delhi.
- Deresky, Helen (2000), "International management: Managing across borders and cultures", Pearson Education India.
- S. C. Gupta (2006), "International Human Resource Management", Macmillan India Ltd.
- Hodgetts, R. and Luthans, F. (2003). International Management. McGraw Hill Inc.

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FACULTY OF BUSINESS ADMINISTRATION

Syllabus for

MASTER OF BUSINESS ADMINISTRATION

(Semester: I to IV)
(Under Credit Based Continuous Evaluation Grading System)

PUNJAB INSTITUTE OF MANAGEMENT (PIM), MAIN CAMPUS OF I. K. GUJRAL PUNJAB TECHNICAL UNIVERSITY, KAPURTHALA

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MBA (SEMESTER SYSTEM)
(Under Credit Based Continuous Evaluation Grading System)

Eligibility:

The University shall undertake the instructions for Master's Degree in Business Administration. The duration of the course shall be two academic years. Each year shall be divided into two semesters.

The admission to MBA Semester-I shall be open to any person who has obtained:
A Bachelor's Degree (10+2+3) or equivalent degree or Post Graduate degree or any other degree as equivalent there to with not less than 50% marks (45% in case of SC / ST candidates) in the aggregate.

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SCHEME OF COURSES

Semester I:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MBA – 101	C	Principles and Practices of Management	4	--	--	4
MBA – 102	C	Business Environment	4	--	--	4
MBA – 103	C	Accounting for Management – I	4	--	--	4
MBA – 104	C	Quantitative Techniques	4	--	--	4
MBA – 105	C	Managerial Economics	4	--	--	4
MBA – 106	C	Business Communications	4	--	--	4
MBA - 107	C	Workshop on Information Technology for Managers	1	--	2	2
BTHU – 101	C	Human Values & Professional Ethics	2	--	--	2
		Total Credits	**28**	**–**	**–**	**28**

Semester II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
Core Courses						
MBA– 201	C	Macro Economics	4	--	--	4
MBA– 202	C	Production and Operations Management	4	--	--	4
MBA– 203	C	Human Resource Management	4	--	--	4
MBA– 204	C	Marketing Management	4	--	--	4
MBA– 205	C	Financial Management	4	--	--	4
MBA– 206	C	Research Methodology	4	--	--	4
MBA – 207	C	Accounting for Management –II	4	--	--	4
MBA – 208		Comprehensive Viva-Voce	--	--	--	2
		Total Credits	**28**	--	--	**30**

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Semester III:

Course No.	C/E/I**	Course Title	L	T	P	Total Credits
MBA – 301	C	Organizational Behaviour	4	--	--	4
MBA – 302	C	Marketing Research	4	--	--	4
MBA – 303	C	Corporate Legal Environment	4	--	--	4
MBA -304	C	Seminar on Summer Internship Project Report	--	--	--	2
Major – I	E	Elective*	4	--	--	4
Major – II	E	Elective*	4	--	--	4
Minor – I	E	Elective*	4	--	--	4
Minor – II	E	Elective*	4	--	--	4
Total Credits			**28**		**--**	**30**

***Note: Students can select any of the two following groups.**

Group A - Marketing

Course No.	C/E/I	Course Title	L	T	P
MBA – 311	E	Consumer Behaviour	4	--	--
MBA – 312	E	Services Marketing	4	--	--

Group B - Finance

Course No.	C/E/I	Course Title	L	T	P
MBA – 313	E	Security Analysis & Portfolio Management	4	--	--
MBA – 314	E	Management of Financial Services	4	--	--

Group C – Human Resource Management

Course No.	C/E/I	Course Title	L	T	P
MBA – 315	E	Labour Legislations	4	--	--
MBA – 316	E	Organizational Development	4	--	--

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Semester IV:

Course No.	C/E/I	Course Title	L	T	P	Total Credits
MBA– 401	C	Strategic Management	4	--	--	4
MBA– 402	C	Entrepreneurship Development & Project Management	4	--	--	4
MBA– 403	C	International Business	4	--	--	4
MBA – 404	C	Research Project Report	--	--	--	2
Major – I	C	Elective*	4	--	--	4
Major – II	C	Elective*	4	--	--	4
Major – III	C	Elective*	4	--	--	4
Total Credits			**24**	**--**	**--**	**26**

***Note: Students can select any one of the following groups with the condition that he / she has already studied the two courses from the same group in semester III.**

Group A - Marketing

Course No.	C/E/I	Course Title	L	T	P
MBA – 411	E	Advertising and Sales Management	4	--	--
MBA – 412	E	Retailing and Logistics Management	4	--	--
MBA – 413	E	Brand Management	4	--	--

Group B - Finance

Course No.	C/E/I	Course Title	L	T	P
MBA – 414	E	International Finance	4	--	--
MBA – 415	E	Financial Engineering	4	--	--
MBA – 416	E	Mergers & Acquisitions	4	--	--

Group C – Human Resource Management

Course No.	C/E/I	Course Title	L	T	P
MBA – 417	E	Social Security & Labour Welfare	4	--	--
MBA – 418	E	Industrial Psychology	4	--	--
MBA – 419	E	International HRM	4	--	--

C/E/I=. C means Compulsory subjects, E means Elective subjects and I mean Interdisciplinary subjects.

End Semester Examination: Final examination will cover full syllabus. Question paper should be divided into three parts i.e. Section A , Section B and Section C. Section A will consist of 6 short notes of 2 marks each covering two questions from each unit, Section B consist of 4 questions with at least 1 from each unit of 10 marks each. Section C will cover the case study of 8 marks.

Continuous Evaluation: First and second Minor Tests are of 12 marks each from unit I & Unit II respectively, 6 marks will be assigned on the basis of class participation / assignments / case evaluation of the student. Written test based on Multiple Choice questions covering the entire syllabus of 10 marks.

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MBA101 Principles and Practices of Management

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills, Managerial ethics: need, importance, classification and ethical dilemma, Corporate social responsibility: concept, need, tools and strategies. **Evolution of management thought and Management thinkers**. Scientific Management, General administrative theories, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. **Planning**: Importance, types of plans, and process of planning, business forecasting. Concept, importance, benefits, limitations and process of Managing by Objectives. **Strategic management** : Nature, importance, purpose, types, process and major kinds of strategies. **Decision-Making**: Importance, types, steps and approaches, Decision Making in various conditions, decision tree.
Unit II
Organizing: Concept, types, structure and process of organization, Bases of departmentation, Line & Staff concept; problems of use of staff & ways to avoid line-staff conflict. Authority & power :- concept, responsibility and accountability. **Delegation**: concept, importance, factors affecting delegation, Reasons for failure and ways to make delegation effective, Span of Management. **Decentralization vs centralization**: concept, reasons types and advantage vs disadvantages of decentralization. **Coordination**: Concept, importance, difficulties and techniques to ensure effective coordination.
Unit III
Control: Concept, importance, characteristics, planning-control relationship, process of control – setting objectives, establishing standards, measuring performance, correcting deviations, types, process and techniques of control, **Comparative study**: Comparative study of main features of Japanese Management and Z-culture of American Companies, Chinese Style Management, **Modern management techniques**: an overview of various latest techniques: Business process Re engineering, business outsourcing, benchmarking, knowledge management, total quality management process, McKinsey's 7-S Approach, E-Business Management.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Heinz Weihrich, Cannice & Koontz, *Management (A Global Perspective)*, Tata McGraw Hill
- Griffin, *Management: Principle & Applications*, Cengage Learning
- Stephen Robbins & Coulter Mary,*Management*, Pearsons Education
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Daft, *Principles of Management*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill

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- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.

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MBA 102 Business Environment

Objectives: To provide students with an understanding of basic economic principles of production & exchange-essential tools in making business decisions in today's global economy. The objective is to make the student understanding how the economy works, covering microeconomic description of business applications, including pricing for profit maximization, price elasticity, market structures and modeling of business in varying economic climates.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction: definition, components and overview of Business Environment, Complexity and Diversity of Business Environment in the 21st century, Concept of Business Cycle, Need to scan the business environment and techniques of scanning the business environment. **Political Environment:** Three political institutions: Legislature, Executive and Judiciary. Brief note on Fundamental rights and Directive Principles of state policy, Rationale and extent of state intervention. **Economic Environment**: Concept and Salient features of various economic system, New Industrial policy and industrial licensing, New economic policies, Aspects of economic reforms and its effects on business, Emerging Economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan. Monetary and Fiscal Policy.
Unit II
Legal Environment: Company Regulatory Legislations in India, FEMA, Latest. EXIM policy. Competition Law, Consumer Protection Act 1986, Right to Information Act 2005. **Public Sector in India**: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India. **Social Environment**: Corporate Social Responsibility, Consumer Movement, Business Ethics, Cross-Cultural Business Environment, Ecological Environment Protection: Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.
Unit III
Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer. **International Environment**: Emergence of Globalisation. Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.
Final Examination: 3 Hours

Note: Student must consult Economic Times, Financial Express and Economic Survey of current years. Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Dr Francis Cherunilam, Business Environment Text & Cases, Himalaya Publishing
- S.K. Mishra, and V.K Puri, Economic Environment of Business, Himalaya Publishing
- Paul Justice, Business Environment- Text and Cases, TATA McGraw Hill.
- Aswathappa, Essential of Business Environment, Himalaya Publishing
- Aggarwal & Diwan, Business Environment, ExcelBooks
- Sengupta, Government & Business Vikas Publishing House
- Economic Survey, Government of India (Latest)

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MBA – 103: Accounting for Management - I

Objective: The objective of this course is to acquaint the students regarding various accounting concepts and its application in managerial decision making. The course attempts to build potential to use appropriate accounting tools and techniques of financial accounting and management accounting for preparing and analyzing financial statements.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Accounting: Meaning, features, importance, scope and branches of accounting. Distinction between financial accounting, cost accounting and management accounting; Evolution of financial accounting; Accounting Process; Generally Accepted Accounting Principles (GAAPs). **Double Entry System:** Journal entries of business transactions, ledger posting, preparation of trial balance, Preparation of final accounts of sole proprietor (With adjustment).
Unit II
Company Accounts: Meaning and Features of a company, Types of shares and share capital, Issue of shares and debentures, redemption of preference shares and debentures, Bonus Shares and Right Shares, Introduction to Schedule VI of company accounts. Preparation of Final Accounts of companies
Unit III
Introduction to banking company accounts. Preparation of financial statements of banking companies. Insurance vs. assurance. Terminology used in life and general insurance. Preparation of financial statements of insurance companies. **Limitations of Financial Statements and Window Dressing:** Critical Review of Financial Statements - Effects of Abnormal Items and Changes in Accounting Policies, Creative Accounting. **Contemporary Topics:** Human Resource Accounting, Inflation Accounting, Social Responsibility Accounting
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Dr. Ashok Sehgal and Dr. Deepak Sehgal, *Advanced Accounting- Financial Accounting I,* Taxmann Publications
- Dr. Ashok Sehgal and Dr. Deepak Sehgal, *Advanced Accounting- Corporate Accounting,* Taxmann Publications.
- Gupta, R L / Radhaswamy, *Advanced Accountancy Theory Method & Application For Vol- II,* Sultan Chand & Co.
- Shukla, M.C./ Grwal, T.S. *Advanced Accounts Vol. I & Vol. II,* S.CHAND & CO.
- Bhattacharyya, SK., *Accounting for Management : Text and Cases,* Vikas Publishing, New Delhi

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MBA-104 Quantitative Techniques

Objective: The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making. The course aims at providing fundamental knowledge and exposure to the students to use various statistical methods in order to understand, analyze and interpret data for decision making.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to statistics: meaning, scope, importance and limitations, applications of inferential statistics in managerial decision-making. **Analysis of data:** source of data, collection, classification, tabulation, depiction of data. **Measures of Central tendency**: Arithmetic, weighted, geometric mean, median and mode. **Measures of Dispersion**: Range, Quartile deviation, Mean deviation, Standard deviation Coefficient of variation, Skewness and Kurtosis. **Sampling and Sampling Distribution**: Concept and definitions, census and sampling, probability samples and non-probability samples, relationship between sample size and errors, simple numerical only.
Unit II
Hypothesis Testing: Sampling theory; Formulation of Hypotheses; Application of Z-test, t-test, F-test and Chi-Square test, techniques of association of attributes & testing. Test of significance for small sample. **Correlation Analysis**: Significance, types, Methods of correlation analysis: Scatter diagrams, Graphic method, Karl Pearson"s correlation co-efficient, Rank correlation coefficient, Properties of Correlation. **Regression analysis**: meaning, application of regression analysis, difference between correlation & regression analysis, regression equations, standard error and Regression coefficients.
Unit III
Index Number: Definition, and methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction and importance of index number. **Time Series Analysis**: Meaning, Components and various methods of time series analysis Trend analysis: Least Square method - Linear and Non- Linear equations, Applications in business decision-making. **Theory of Probability:** Definition, basic concepts, events and experiments, random variables, expected value, types of probability, classical approach, relative frequency and subjective approach to probability, theorems of probability, addition, Multiplication and Bays Theorem and its application. **Theoretical Distributions**: Difference between frequency and probability distributions, Binomial, Poisson and normal distribution.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

- Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- Gupta & Gupta, *An Introduction to Statistical Methods*, Vikas Publications
- Levin & Rubin, *Statistics for Management*, Prentice Hall
- S P Gupta, *Statistical Methods*, Sultan Chand
- Beri, *Business Statistics*, Tata Mc Graw Hill
- Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- Anderson Statistics for Business & Economics, Cengage Learning

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MBA – 105: Managerial Economics

Objective: This course is intended to make students understand various social, political, legal and economic and other factors that influence business in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Managerial Economics: Meaning, Nature, Scope, Significance, Relationship with other Disciplines, Role of Managerial Economics in Decision making Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Cardinal and Ordinal approaches to Consumer Behavior **Managerial Analysis:** Law of Equi Marginal Utility, Law of Diminishing Marginal Utility **Law of Demand**: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance, Factors Determining Demand, Techniques of Demand Forecasting **Elasticity of Demand**: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors determining Elasticity of Demand, Importance, Cross elasticity of Demand
Unit II
Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance **Production Function:** Meaning, Types –Short run and long run production function, Economies and Diseconomies of Scale, ISO Quants, Optimal Combination of Inputs **Theory of Costs:** Types of Cost, Traditional Theory-Long run and Short run Revenue Curves, Pricing Strategies of Firm Managerial theories of Profit Maximisation and Sales Maximisation Application of Production Theory in Managerial Decision Making Application of Cost Theory in Managerial Decision Making Application of Demand analysis in Managerial Decision Making
Unit III
Market Structure: Meaning, Assumptions and Equilibrium of perfect competition, Monopoly and monopolistic completion, Oligopoly –Sweezy Model **School of Thoughts:** Adam Smith, Marshall (Introduction and Rationale) Strategic Behavior of Firms and Game Theory, Nash Equilibrium, Prisoner's Dilemma-Price and Non Price Competition Validity of Utility Analysis in Modern Times
Final Examination: 3 Hours

Suggested Readings:

- Hirschey, Mark. Fundamentals of Managerial Economics, Cengage Learning
- Salavatore, D. Managerial Economics in a global Economy, Oxford University Press
- Truett Lila J., Truett, Dale B. Managerial Economics, Analysis, Problems, Cases. John Wiley and Sons.
- Christopher R Thomas & Charles Maurice, Managerial Economics, Mc Graw Hill Company.
- Peterson,H.C., Cric, L W and Jain, S.K., Managerial Economics, Pearson Education
- Koutsoyiannis, A Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.

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- Mehta, P L, Managerial Economics, Prentice Hall of India Pvt. Limited, New Delhi.
- Shapiro, Micro Economics, Galgotia Publications.
- H.L Ahuja, Advanced Economic Analysis, S. Chand & Co. Ltd., New Delhi.
- G.S Gupta Managerial Economics, Tata McGraw Hill.
- Goel Dean, Managerial Economics, Prentice Hall of India, Private Limited, New Delhi.
- Atmanand, Managerial Economics, Excel Books.
- Varshney, R L and Maheshwari, K.L., Managerial Economics, Sultan Chand and Sons.

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MBA106 Business Communication

Objective: This course is designed to give students a comprehensive view of communication, its scope and importance in business, the role of communication in establishing a favorable image of the organization. The aim is to develop students' ability to communicate correctly and effectively on matters having relevance to day-to-day business operations. This course will make student conversant with fundamentals of communication, help them honing oral, written and non-verbal communication skills and to transform their communication abilities.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Communication: Meaning, Process, Importance of Communication in Business, Types of Information, Formal and Informal Communication, Internal and External Communication, Communication Channels, Choosing the Means of Communication, Audience Analysis, Ethical Considerations for Business Communication, Media of Communication, Barriers of Communication, Approaches to Effective Communication, Essentials of Effective Business Communication (7Cs model). **Strategies to Improve Individuals Reading and Listening Skills- Developing Reading Skills:** Identify The Purpose of Reading, Factors Effecting Reading, learning how to think and read, developing effective reading habits, reading tactics and strategies: training eye and training mind (SQ3R), Recognizing a broad range of thought patterns in reading selections, reading and interpreting visuals, making inferences, recognizing facts and opinions. **Developing Listening Skills:** importance, purpose of listening, art of listening, factors affecting listening, components of effective listening, process of listening, principles and barriers to listening, activities to improve listening.
Unit II
Types of Communication: ***Oral Communication*****:** Advantages and Disadvantages, Conversation as Communication, Art of Public Speaking, Telephonic Conversations and Voice Mails, Group Communication through Committees, Preparing and Holding Meetings, other formal communication with public at large, seminar, symposia and conferences, Overcoming Stage fright, Ambiguity Avoidance. ***Written Communication***: Advantages and Disadvantages, Covering letter, Need, Functions and Kinds, Layout of Letter Writing, **Types of Letter Writing:** Persuasive Letters, Request Letters, Sales Letters, Complaints and Adjustments; **Departmental Communication:** Meaning, Need and Types: Interview Letters, Promotion Letters, Resignation Letters, Newsletters, Circulars, Agenda, Notice, Office Memorandums, Office Orders, **Press Release Report Writing:** Structure, Types, Formats, Drafting of Various Types of Report. ***Nonverbal*** – Features, Understanding of Body Language, Posture, Gestures. **Influences on Communication:** Social influences, Culture and Communication, Few Guidelines for Better Multicultural Communication, Business Etiquettes and Communication.
Unit III
Developing Effective Public Relations: Drafting Speech, Press Release, Brochures, Handouts, Leaflets, e-newsletters. **Group Discussion-** Nature, Uses and Importance, Guidelines for GD **Presentations:** How to make effective Presentations, Four P"s of Presentation, Structuring, Rehearsing, and Delivery Methods. **Resume Writing**: Planning, Organising Contents, Layout, Guidelines for Good Resume. **Interviews:** Preparation Techniques, Frequently Asked Questions about How to face an interview board, Proper body posture, Projecting a positive image, Steps to succeed in interviews, Practice Mock Interview in classrooms,. **The Case Method of learning**: Dimensions of a case, Case Discussion, Usefulness of the case method, Training of Managers, Use the Case Method. **Report writing**: Structure, Types, Formats, Preparations and Presentation.

Note: Relevant Case Studies should be discussed in class.

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Suggested Readings / Books:

- Krizan, Buddy, Merrier, *Effective Business Communication*, Cengage Learning
- Lesikar, Petit & Flately, *Lesikar's Basic Business Communication*, Tata McGraw Hill
- Raman Meenakshi Prakash Singh, *Business Communication*, Oxford University Press.
- Rizvi Ashraf, *Effective Technical Communication*, Tata McGraw Hill
- Poe & Fruchling, *Basic Communication*, AITBS
- Baugh, Frayer & Thomas, *How to write first class Business Correspondence*, Viva Books
- Taylor, *English Conversion Practice,* Tata McGrawHill
- Devaraj, *Executive Communication*, Tata McGraw Hill
- Ober, *Effective Bossiness Communication,* Cengage Learning

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MBA – 107 Workshop on IT for Managers

Objective: The aim of this course is to acquaint students with skills and knowledge about computers and to enable them to understand the role of information technology in the dynamic business environment.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation **Components of Computer**: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes **Hardware and Software**: Difference between Hardware and Software, Types of Software (System Software and Application Software)
Unit II
Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager) **Window**: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders)
Unit III
MS-Office: Introduction, Components of Office **MS-Word**: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections. Indents and Outdents, Creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command **MS-Powerpoint**: History, Creating, Saving, Opening, Existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank Presentation The Slide Sorter View, Slide Show, Inserting pictures and graphics and Printings Slides **MS-Excel**: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Using Formulas
Practical: Weightage 50%
Final Examination: Three Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Understanding Computers by V. Rajaraman.
2. Introduction to Computers by Peter Norton.
3. A First Course in Computers by Sanjay Saxena
4. Computer Fundamental by B. Ram
5. Introduction to Computers by Alexis Leon, Matheus Leon
6. PC Software Made Easy by Gursharan Singh, Nishchay Behl
7. Operating System by Harjeet Kaur, Aastha Sharma

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BTHU – 101 Human Values and Professional Ethics

Objectives and Expected outcome: To help the students to discriminate between valuable and superficial in the life. To help develop the critical ability to distinguish between essence and form, or between what is of value and what is superficial, in life - this ability is to be developed not for a narrow area or field of study, but for everyday situations in life, covering the widest possible canvas. To help students develop sensitivity and awareness; leading to commitment and courage to act on their own belief. It is not sufficient to develop the discrimination ability, it is important to act on such discrimination in a given situation. Knowingly or unknowingly, our education system has focused on the skill aspects (learning and doing) - it concentrates on providing to its students the skills to do things. In other words, it concentrates on providing "How to do" things. The aspects of understanding "What to do" or "Why something should be done" is assumed. No significant cogent material on understanding is included as a part of the curriculum. A result of this is the production of graduates who tend to join into a blind race for wealth, position and jobs. Often it leads to misuse of the skills; and confusion and wealth that breeds chaos in family, problems in society, and imbalance in nature. This course is an effort to fulfill our responsibility to provide our students this significant input about understanding. This course encourages students to discover what they consider valuable. Accordingly, they should be able to discriminate between valuable and the superficial in real situations in their life. It has been experimented at IIITH, IITK and UPTU on a large scale with significant results.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I

Course Introduction - Need, Basic Guidelines, Content and Process for Value Education: Understanding the need, basic guidelines, content and process for Value Education.

Self Exploration–what is it?- its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration.

Continuous Happiness and Prosperity- A look at basic Human Aspirations

Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority

Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario

Method to fulfill the above human aspirations: understanding and living in **harmony** at various levels

Understanding Harmony in the Human Being - Harmony in Myself: Understanding human being as a co-existence of the sentient 'I' and the material 'Body'; Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I'

Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure *Sanyam* and *Swasthya*

Unit II

Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship: Understanding harmony in the Family- the basic unit of human interaction.

Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*; Trust (*Vishwas*) and Respect (*Samman*) as the foundational values of relationship.

Understanding the meaning of *Vishwas*; Difference between intention and competence

Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship

Understanding the harmony in the society (society being an extension of family): *Samadhan,*

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Samridhi, Abhay, Sah-astitva as comprehensive Human Goals Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj*), Universal Order (*Sarvabhaum Vyawastha*)- from family to world family!
Unit III
Understanding Harmony in the Nature and Existence - Whole existence as Co-existence: Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence **Implications of the above Holistic Understanding of Harmony on Professional Ethics:** Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order, **Competence in professional ethics:** Ability to utilize the professional competence for augmenting universal human order, Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems. Case studies of typical holistic technologies, management models and production systems **Strategy for transition from the present state to Universal Human Order:** At the level of individual: as socially and ecologically responsible engineers, technologists and managers, At the level of society: as mutually enriching institutions and organizations
Final Examination: 3 Hours

Recommended Books:

1. R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education.*

Suggested Readings / Books:

1. Ivan Illich, 1974, *Energy & Equity,* The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered,* Blond & Briggs, Britain.
3. A Nagraj, 1998, *Jeevan Vidya ek Parichay,* Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, *How the Other Half Dies,* Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, *Human Values,* New Age International Publishers
7. Subhas Palekar, 2000, *How to practice Natural Farming,* Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth – Club of Rome's report*, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists & Engineers* , Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd
11. B P Banerjee, 2005, *Foundations of Ethics and Management,* Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

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MBA- 201 Macro Economics

Objective: The course is aimed at building a perspective necessary for understanding and application of economic concepts useful in business decisions taken by a firm. The course will also look at recent developments in the context of economic theory.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Macro Economics: Meaning, Nature, Scope, Significance of Macro economics. Role of Macro Economics in decision making. **National Income:** Conceptual framework, Measures of National Income, Methods of measurement, Limitations of National Income. **Multiplier:** Concept of static and dynamic multiplier, Balanced budget multiplier, Income generation process through multiplier. Money Supply: Concept of money supply, A mechanistic model of bank deposit determination, RBI approach to money supply, high powered money and money multiplier, budget deficit and money supply, money supply and open economy, Control of Money Supply **Demand for Money:** Classical Approach to Demand for Money, Quantity theory Approach-Fisher's Equation, Cambridge quantity Theory, Keyne's Liquidity Preference Approach, Aggregate Demand for Money, Derivation of LM Curve
Unit II
Keynesian and Post Keynesian Demand for Money-Keynesian Views on Interest, IS and LM Model, Extension of IS LM Model with Government Sector, Relative Effectiveness of Monetary and Fiscal Policy, Post Keynesian Approach to Demand for Money, Patinkin and Rear Balance Effect, Approaches of Baumol, Tobin Friedman and Modern Quantity Theory. Classical Theory of Income Output and Employment **Consumption Function:** Meaning, Nature, Determinants and measure to raise propensity to Consume, Keynes Psychological Law of Consumption-Meaning, Properties and Implications
Unit III
Inflation: Meaning, Types, Theories, Effects and Control, Unemployment trade off, WPI, CPI Monetary and Fiscal Policy: Recent trade Policies and Relevance Theory of Trade Cycle, Concepts and Causes of Trade Cycles, Measures to Control Trade Introduction to Forex Market and Forward Exchange
Final Examination: 3 Hours

Suggested readings:

1. Ahuja ,H. L., Advanced Economics Theory, S. Chand Group
2. Shapiro, E., Macro Economics, Prentice Hall.
3. Abel, Macroeconomics, Pearson Education
4. Aggarwal, Macroeconomics Theory and Policy, Pearson Education
5. Hubbard, Macroeconomics, Pearson Education
6. Burton & Brown, Financial System and the Economy, The Principles of Money and Banking, PHI Learning
7. Miskin, Monetary Policy Strategy, PHI Learning
8. Walsh, Monetary Theory and Policy, PHI Learning
9. Vaish, MC, Essentials of Macro Economic Management, Vikas Publishing House Private Limited.

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MBA 202 Productions and Operations Management

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

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Operations management: concept, functions. transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of henryford, deming, crossby, taguchi. **Facility Location** – importance, factors in location analysis, location analysis techniques. **Product Design and development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection-** project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness. **Facility Layout** – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – **Productivity:** Method study; Work measurement.
Unit II
Capacity Planning – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions. **Quality Management:** Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.
Unit III
JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, **Procedure, and Value Analysis:** Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Mahadevan B, Operations Management: Theory And Practice,2nd Edition, Pearson Education
- Krajewski&Ritzman, Operations Management, 5th Pearson Education
- Buffa&Sarin, Modern Production/Operations Management, 8th John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al – Cases in Operations Management, Pitman
- McGregor D – Operations Management, McGraw-Hill
- Nair Production & Operations 1st Tata McGraw Management
- Adam and Eben, Production & Operations, 5th ed Prentice Hall.

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MBA-203 Human Resource Management

Objectives: The objective of the paper is to make student aware of the various functions and importance of the HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization, which is the most challenging and daunting look for any organization today.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Human Resources Management: Meaning, Scope, Objective, Functions, Roles and Importance. interaction with other functional areas. HRM & HRD a comparative analysis. Human Resource Management practices in India. **Human Resource Planning:** Meaning & Concept, Process and importance, Methods of Human Resources Planning, Importance of HRIS. **Job Analysis, Job Description, Job Specification & Job Evaluation** – Meaning, Concepts and Methods. **Recruitment & Selection:** Meaning & Concept, Process & Methods Recruitment & Selections. Induction & Placement Process. **Training & Development:** Meaning & Concept of Training & Development, Methods of Training & Development, Difference Between Training & Development, Aligning Training to Business Needs, Future of Training & development. Career Planning & Coaching & Mentoring.
Unit II
Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process Of Performance Appraisal, Issues in Performance Appraisal and Potential Appraisal. **Compensation Management-** Wage & Salary Administration: Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits. **Internal Mobility:** Promotion, Transfer, Demotion, Separation. **Quality of work life (QWL):** Meaning, Concept, Development and Various Approaches of QWL, Techniques for improving QWL. Health, Safety & Employee Welfare, Social Security, Job Stress, Counselling and Monitoring, Job Satisfaction and Morale. Competency Mapping
Unit III
Industrial Relations: Meaning & Concept of Industrial Relations. **Collective Bargaining -** Meaning, Scope and Objectives; Collective Bargaining – Issues and Strategies; Negotiations Skills and Strategies; **Participative Management; Employee Grievances** and their Resolution – Model for Grievance Resolution Procedure. **Quality Circles:** Concept, Structure. Role of Management, Quality Circle in India, HR Audit, Contemporary Issues in HRM.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

- V.S.P.Rao, Human Resource Management, Excel Books
- C.B. Memoria, Personal Management, Himalaya Publications
- Edwin B.Flippo, Personal Management,TataMcGraw Hill
- K. Aswathappa, Human Resource Management, Tata McGrawHill
- Bohlander, Snell &Vohra, Human Resource Management, Cengage Learning
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill
- C.B. Gupta, Human Resource Management, Sultan Chand and Sons
- R.S. Dwivivedi, HRD in India Companies, Himalaya publications
- Gary Dessler, Human Resource Management, McMillan
- Gomez-Mejia, Managing Human Resources,Pearson Education .

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Objectives: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Understanding Marketing and Consumers: Definition, Importance, Scope, Various Marketing Concepts, Marketing Mix, Marketing vs Selling, Effect Of Liberalization and Globalization, Creating Customer Value. **Analyzing Marketing Environment-** Micro, Macro Corporate Strategic Planning: defining role marketing strategies, Marketing planning process. **Marketing Information System:** Concept and Components. Understanding Consumer Behaviour, Factors Influencing Consumer Buying Behaviour, Business Buying Process, Understanding Business Buyer Behaviour. **Creating and Managing Product:** Market Segmentation & Targeting. Differentiation & Positioning, Competitors Analysis. Product Decisions: Product Mix, Packaging And Labelling Decisions, Branding & Brand Equity, Services Marketing, New Product Development, Consumer Adoption Process, Product Life Cycle and Strategies. **Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.
Unit II
Delivering and Promoting Product: Supply Chain Decisions: Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, Managing Logistics and Supply Chain. **Promotion Decisions:** Communication Process, Promotion Mix, Advertising, Sales Promotion, Public Relations, Direct Selling and Online Marketing. **Personal Selling:** Personal Selling Process, Managing the Sales Force, Designing Quota & Territories, Evaluating Performance.
Unit III
Emerging Trends in Marketing: Green Marketing, Event Marketing, Network Marketing, Direct Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Consumerism, Customer Relationship Management (CRM), Customer Satisfaction, Loyalty, Retention, Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

Suggested Readings/ Books

- Kotler&Koshy, *Marketing Management*, Pearsons Education
- Ramaswamy&Namakumari, *Marketing Management*,McMillan
- Etzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGrawHill,
- Kurtz & Boone, *Principles of Marketing*, Cengage Learning
- Kotler& Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- RajanSaxena,,*Marketing Management*, Tata McGraw Hill.

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MBA 205 Financial Management

Objectives: To provide an understanding of the function, the roles, the goals and the processes of corporate financial management, covering the sourcing of finances and their issues in investment and operations. Problem-solving methodology will be used to illustrate the theories and tools in financial decision making.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I

Introduction to Financial Management: Objectives - Functions and Scope - Evolution - Interface of Financial Management with Other Functional Areas - Environment of Corporate Finance. **Sources of Long-Term Finance:** Equity Capital and Preference Capital Debenture Capital - Term Loans and Deferred Credit, Leasing and Hire-Purchase - New Instruments. **Raising Long-term Finance:** Venture Capital, Initial Public Offering, Public Issue by listed companies, Rights Issue, Preferential allotment, Private placement, Term Loans **Valuation of Securities:** Concept Of Valuation - Bond Valuation - Equity Valuation: Dividend Capitalization Approach and Ratio Approach -Valuation of Warrants and Convertibles. **Introduction to Risk and Return:** Risk and Return Concepts - Risk in a Portfolio Context - Relationship Between Risk and Return -CAPM and Dividend Capitalization Model. **Time Value of Money:** Introduction - Types of Cash flows - Future Value of a Single Cash Flow, Multiple Flows and Annuity - Present Value of A Single Cash Flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity.

Unit II

Basics of Capital Expenditure Decisions: The Process of Capital Budgeting - Basic Principles in Estimating Cost and Benefits of Investments -Appraisal Criteria: Discounted and Non-Discounted Methods (Pay-Back Period -Average rate of return - Net Present Value - Benefit Cost Ratio - Internal Rate of Return) **Analysis of Project Cash Flows:** Cash Flow Estimation - Identifying the Relevant Cash Flows - Cash Flow Analysis - Replacement, Cash Flow Estimation Bias - Evaluating Projects with Unequal Life - Adjusting Cash Flow for Inflation. Capital Rationing.**Leverage:** Measuring and analyzing the implications of Leverage - Operating Leverage, Financial Leverage and Total Leverage. **Capital Structure Policy:** Business & Financial Risk - A Total Risk Perspective - Business & Financial Risk - A Market Risk Perspective -Determinants of Capital Structure Decision -Approach to Estimating the Target Capital Structure - Variations in Capital Structures, EBIT / EPS Analysis and ROI / ROE Analysis. **Capital Structure Theories:** Net Income Approach - Net Operating Income Approach -Traditional Approach - Modigliani-Miller Model (MM), Miller Model - Criticisms of MM and Miller Models - Financial Distress & Agency Cost - Asymmetric Information Theory.

Unit III

Dividend Policy: Traditional Position - Walter Model - Gordon Model - Miller-Modigliani Position - and Rational Expectations Model. **Estimation of Working Capital Needs:** Objectives of Working Capital (Conservative vs Aggressive Policies), Static vs Dynamic View of Working Capital - Factors Affecting the Composition of Working Capital Independence among Components of Working Capital - Operating Cycle Approach to Working Capital and Cash Management. **Inventory Management:** Nature of Inventory and its Role in Working Capital - Purpose of Inventories - Types and Costs of Inventory - Inventory Management Techniques - Pricing of Investments **Receivables Management:** Purpose of Receivables - Cost of Maintaining Receivables - Credit Policy Variables (Credit Standard, Credit Period, Cash Discount, Collection Program), Credit Evaluation - and Monitoring Receivables. **Financing Current Assets:** Behavior of Current Assets and Pattern of Financing -Accruals - Trade Credit - Provisions - Short-Term Bank Finance - Public Deposits, Commercial Paper – Factoring

Final Examination: 3 Hours

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Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books :

- I.M. Pandey, *Financial Management*, Vikas publishers
- Khan & Jain, *Financial Management*, Tata McGraw Hill
- Prasanna Chandra, *Financial Management (Theory& Practice)*, Tata McGraw Hill
- Brigham, *Financial Management : Text & Cases*, Cengage Learning
- Brealy&Myres, *Principles of Corporate Finance*, Tata McGraw Hill
- John J., *Financial Decision Making: Concept, Problem & Cases*, Prentice Hall
- G.S. Reddy, *Financial Management: Principles and Practice*, Himalaya Publishing .

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MBA206 Research Methodology

Objectives: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
An Introduction to Research: Meaning, Definition, Objectives, And Process; Research Problem: Selection Of Problem, Understanding Problem, Necessity Of Defined Problem; Review Of Literature In Research. **Research Design**: Meaning, Types – Descriptive, Diagnostic, Exploratory, And Experimental. **Sources Of Data**: Primary And Secondary; Data Collection Methods; Questionnaire Designing: Construction, Types And Developing A Good Questionnaire. **Sampling** Design and Techniques, Scaling Techniques, Meaning, Types, Data Processing Operations, Editing, Coding, Classification, Tabulation. Research Proposal/Synopsis Writing.
Unit II
Statistical Software - Use of SPSS / Systat and Excel: Windows Process, Basic Structure of Data File, Using Data Editor, Working With Multiple Data Sources, Graphs and Charts, Sorting And Selecting Data, Descriptive Statistics: Central Tendency and Dispersion, Correlation: Linear, Partial and Multiple, Simple and Multiple Regression, Discriminant Analysis, Conjoint Analysis, Time Series and Business Forecasting. Applications Of Index Numbers; Sampling Distribution; Tests Of Significance: Z- Test, T- Test, Chi-Square Test, F -Test, And ANOVA; Use Of SPSS For T-Test, Chi-Square Test And ANOVA.
Unit III
Multi Dimensional Scaling, Factor Analysis, Cluster Analysis, Interpretation of Data, Report Preparation and Presentation. Each Student has to prepare Mini Research Project on Topic / Area of their Choice and Make Presentation. The report should consist of application of tests and techniques mentioned in above units.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books

- D R. Cooper, &P.S,Schindler, Business Research Methods, Tata McGraw Hill
- N. Malhotra, and S.,Dash, Marketing Rcscarch : An Applied Orientation, Pearson Education
- C.R,Kothari, Research Methodology: Methods & Techniques, New Age International Publishers
- Hiolton, Brownlow McMurray,Cozens, SPSS Explained, Tata McGraw Hill
- WillianG.Zikmund, Business Research Methods,Thomson South-Western Learning
- Darren George & Paul Mallery, SPSS for Windows Step by Step, Pearson Education
- Churchill & Israel, Marketing Research, Cengage Learning
- RajendraNargundka Marketing Research : Text & Cases, Tata McGraw Hill
- Srivastava and Rego, Business Research Methodology, Tata McGraw Hill
- Zikmund, Essentials of Marketing Research, Cengage Learning.

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MBA – 207 Accounting for Management - II

Objective: The course aims to equip students with the knowledge and skills to analyze financial statements and help them to understand the cost control techniques.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Understanding Financial Statement: Nature and objectives of Financial Statements, Uses of Financial Statements, form and content of Financial Statements, users of Financial Statements **Financial Reporting and Regulations:** Introduction to USGAAP, Introduction to International Accounting Standards, IFRS, Applicability of Various Standards, Comparison and Harmonization **Financial Statement Analysis:** Financial Statements – Understanding the Features of Variables in Financial Statements - Ratio Analysis –Liquidity, Profitability and Leverage - Times Series Analysis - Common Size Analysis, Du-Pont Analysis – Problems Encountered in Financial Statement Analysis.
Unit II
Cash Flow Statement Analysis: Statement of Cash Flows - Purpose of the Statement of Cash Flow - Content and Format of the Statement of Cash Flow - Preparation of Cash Flow Statement - Usefulness of the Statement of Cash Flow **Cost Accounting:** Introduction to cost accounting,elements of cost, types of cost, types of costing methods, preparation of cost sheet, tender costing.
Unit III
Marginal Costing: Introduction to Marginal Costing, break even analysis, cost-volume-profit analysis, Application of marginal costing in management decisions: fixing selling price, make or buy decision, accepting a foreign order, deciding production and sales mix. **Standard Costing:** Introduction to standard costing, variance analysis (including material, labour, overhead, sales and profit variance analysis. **Budgetary Control:** Meaning, types, scope, importance and limitation of budgetary control. Preparation of various types of budget including master budget. Zero base budgeting, rolling budget
Final Examination: Three Hours

Suggested Readings:

- Penman, Stephen H., Financial Statement Analysis & Security Valuation, McGraw-Hill
- Charles T. Horngren, Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Pearson Education
- Gibson, Charles H., Financial Reporting Analysis (Using Financial Accounting Information), South-Western Publications
- JawaharLal, Cost Accounting, Tata McGraw Hills
- Noses, Christopher / Parber, Robert B., Comparative International Accounting, Prentice Hall
- Shahrokh M, Saudagaran, International Accounting (A User Perspective), Thomson South-Western College Publication

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MBA – 301 Organizational Behaviour

Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario at workplace.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit – I

Organisational Behaviour: Meaning, Conceptual Foundations, Contributing disciplines to OB, Challenges and opportunities for OB.

Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour.

Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behaviour modification.

Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at work place.

Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.

Unit II

Attitudes, values & prejudices: sources and types of attitude, cognitive dissonance theory, attitudes at work place, Job satisfaction, organizational commitment and prejudice, attitude change.

Perception: factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.

Motivation: early and contemporary theories of motivation, application of motivation process.

Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.

Transactional analysis: Ego states, life positions, Johari window model.

Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management.

Group Dynamics: Group norms, group cohesiveness, group roles and decisions making in groups.

Unit III

Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management.

Trust: Concept, types and building trust among employees. **Organizational citizenship behaviour (OCB):** concept, forms and suggestions for promoting OCB. **Power and politics in organizations:** Nature & concepts, sources and types of power, tactics and techniques of politics. **Stress management:** sources of stress, approaches for stress management.

Organizational culture: meaning, concept, cultural differences. **Cooperation:** concepts and determinants.

Contemporary issues of OB: whistle blowing, glass ceiling, cross cultural management, diverse workforce.

Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Robbins, *Organization Behaviour*, Pearson Education
- Luthans ,*Organization Behaviour*,Tata McGraw Hill
- Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill
- Kalliath, *Organization Behaviour*, The McGraw –Hill
- Griffin& Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning
- Hersey, *Management of Organizational B □ ehaviour*, Prentice Hall India
- Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill

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- Aswathappa, *Organization Behaviour*, Himalaya Publications
- Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
- Saiyadain , M.S. : Organization Behaviour , Tata McGraw Hill
- Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour,* New Delhi, Tata McGraw Hill, 2007.
- Udai Pareek, *Understanding Organizational Behaviour*, New Delhi, Oxford University Press, 2007.

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MBA – 302 Marketing Research

Objective: The course aims to provide an understanding of basic concepts, theories and statistical techniques used in research. Students will also be given exposure to use and apply SPSS.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Marketing Research: Definition, Nature and Scope for marketing decision making; Marketing Research Process; Types of Research – Descriptive research, Exploratory Research and Causal Research. **Casual Research Designs:** Basic designs – After-only design, Before-After design, After-only with control group design, Before-After with control group design, Time Series Design, Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design. **Observation Research:** Direct Observation, Unobtrusive Observation, Observational Variables
Unit II
Sources of Data: Commercial (Syndicated) and Non-commercial Sources of Secondary Data in Marketing. **Questionnaire Design:** Principles of Writing Questionnaire. **Reliability and Validity**: Basic concepts; True Score Model; Measurement Errors in Marketing; Number System – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive, Covergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.
Unit III
Data Preparation: Creating an SPSS Sheet; Typing in Data in SPSS; Basic computations of Descriptive Statistics. **Basic Data Analytic Techniques:** Assessing Reliability; Computing Coefficient Alpha; Scale Refinement and Item Analysis; Correlation Analysis. **Advanced Data Analytic Techniques:** Factor Analysis, Regression Analysis, Cluster Analysis.
Final Examination: 3 Hours

Practicals of all Data Analytic Techniques through SPSS.

Suggested Readings:

1. Malhotra N.K., Marketing Research, Pearson Education, New Delhi, 2012.
2. Thomas C. Kinnear and James R. Taylor, Marketing Research-An Applied Approach, McGraw Hill
3. Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
4. Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F. Stasch, Marketing Research, All India Travelers Bookseller, Delhi, 2002.
5. Ramanuj Majumdar Marketing Research, Wiley Eastern Ltd., New Delhi, 1991.
6. David J. Luck and Ronald S. Rubin, Marketing Research, Prentice Hall of India, 1990.
7. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.

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MBA – 303 Corporate Legal Environment

Objective: This paper aims to acquaint the students with the corporate legal framework prevalent in the country and to hone their understanding about the dynamic business environment in India.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Law of Contract: Definition, offer and Acceptance, Consideration, Capacity of parties, Free Consent, Legality of Object, Performance and Discharge of Contract and Remedies for Breach of Contract. Introduction to the concept of agent and different types of mercantile agents. **Sale of Goods Act:** Meaning, Formation of contract, Meaning of condition and warranties. Difference between Transfer of Property and Possession, Right of an Unpaid Seller.
Unit II
Negotiable Instruments: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques. Dishonor of cheques and liability of banker and drawer. **Law of Insurance:** Fundamental elements and features of Insurance. Legal framework governing Insurance.
Unit III
Company law: Characteristic of Company, distinction between company and partnership. Kinds of company. Formation and incorporation of Company, Memorandum of Association and Articles of Association, Prospectus, Meetings and Resolutions – Types and features. Board of Directors – Rights and duties. Winding up of company. **Taxation:** Constitutional framework of taxation. Direct and indirect taxes. Basic features of Central excise, Customs, Central, state sales tax and VAT.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books:

- Majumdar A. K. and Kapoor G. K. 'Company Law' Taxmann Publishers
- Bansal C. L. 'Business Laws' Taxmann Publishers
- Kuchhal M. C. and Prakash D. 'Business Legislations for Management' Vikas Publications
- Singhania V. K. and Singhania K. 'Direct Tax Laws and Practice' Taxmann Publishers.
- Chawla, Garg and Sarin 'Mercantile Law' Kalyani Publishers.

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MBA - 311 Consumer Behaviour

Objective: This course aims at enabling students to understand the various aspects of consumer behavior, the external and internal factors that influence consumer behaviour and to apply this understanding to the development of marketing strategy.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Consumer Behaviour: Nature, Scope and Importance. **Consumer Motivation**: Nature of Motivation; Types of Consumer Needs and Motives; Dynamics of Motivation; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Measurement of Motives. **Personality** and Consumer Behaviour: Definition of Personality; Theories of Personality; Personality and Consumer Diversity; Self Concept and Self Image; Life Style and Psychographics. **Consumer Perception**: Elements of Perception; Dynamics of Perception, Perceptual Process; Perception and Marketing Strategy; Perceived Risk.
Unit II
Consumer Learning: Elements of Consumer Learning; Behavioural Theories and Cognitive Theories of Learning. **Consumer Attitude Formation:** Definition of Attitudes; Structural Models of Attitudes; Attitude Theories; Attitude Formation; Strategies of Attitude Change; Measuring Attitude. **Reference Group and Family Influences**: Power of Reference Groups; Types of Consumer Related Reference Groups; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles; Family Life Cycle. Social Class: Definition; Measurement of Social Class; Social Class Dynamics.
Unit III
Cultural and Sub cultural Influences on Consumer Behaviour: Definition of Culture and Subculture; Affect of Culture on Consumer Behaviour; Nature of Culture; Measurement of Culture; Subculture and Consumer Behaviour; Subcultural Categories. **Diffusion of Innovation**; Diffusion Process; Adoption Process. Opinion Leadership: Definition; Dynamics of the Opinion Leadership Process; Motivation behind Opinion Leadership Consumer Decision Making: **Consumer Decision Process;** Types of Decisions; Information Search Process; Alternative Evaluation and Selection; Decision Rules. **Models of Consumer Behaviour:** E.K.B; Howard and Sheth; Nicosia's Model.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
- Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
- Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
- Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
- Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

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MBA – 312 Services Marketing

Objective: The course focuses on the unique challenges of marketing and managing services and delivering quality service to customers. The attraction, retention, and building of strong customer relationships through quality service and services are at the heart of the course content.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Evolution and Understanding of Services Marketing: Conceptual Framework, Service Defined, Classification of Services, Emergence of Service Economy Globally, Growth and Importance of Services Marketing in Indian Economy. **Service Development & Design**: Service Marketing Mix, Marketing Challenges and Opportunities Pertaining to Services Marketing, Characteristics of Services, Challenges of Service Design, **Implementing Services Marketing:** Differentiating Goods from Services, Goods-Services Marketing Continuum, Services Marketing Triangle. **Consumer Behaviour in Services:** Consumer Purchase Decision Process, Types of Service Encounters, Customer Involvement in Services Encounters, Service Behavior Based on Technology-Oriented Service Encounters. **Understanding Customer Expectations & Perceptions:** Model of Consumer's Expectation and Perception.
Unit II
Customer Expectations of Services: Meaning and Types of Services Expectations, Customers' Zone of Tolerance, Factors that Influence Customer Expectations of Services, Sources of Desired Service Expectations and Sources of Adequate Service Expectations. **Customer Perceptions of Services**: Customer Satisfaction and Service Quality, e-Service Quality Dimensions for Influencing Customer Perceptions. **Measuring Service Quality**: Gronroos' Perceived Service Quality Model, Measuring Services Quality Dimensions using SERVQUAL Instrument and RATER Model. **Managing Service Quality:** PZB Gap Model of Services Quality, Determinants of Services Quality Gap, Factors for Addressing SQ problems.
Unit III
Employees' Role in Service Delivery: The Critical Importance of Service Employees, Strategies for Delivering Service Quality Through People, Hire the Right People, Develop People to Deliver Service Quality, Provide Needed Support Systems, Retain the Best People and Employee Relationship Management (ERM). **Customers' Role in Service Delivery**: Importance of Customers' in Service Delivery, Strategies for Enhancing Customers' Participation, Define Customers' Jobs, Recruit, Educate and Reward Customers, Manage the Customer-Mix. Customer Participation through Self-Service Technologies- Types and Customer Usage of SSTs. **Service Recovery And Customer Retention:** Understanding of Service Failure and Recovery, How Customers Respond to Service Failures. Why Do/Don't People Complain, Types of Customer Complaint Actions, Types of Complainers, Causes Behind Service Switching, Forms of Service Recovery Strategies, Relative Importance of Customer Retention and Customer Relationship Management in Service Organizations
Final Examination: Three Hours

Note: Relevant Case Studies should be discussed in class.

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Suggested Readings:

1) Zeithaml, V.A., Bitner, Mary Jo, Pandit, "*Services Marketing*", Tata McGraw Hill, New Delhi.

2) Lovelock, Christopher, Wirtz Jochen, Chatterjee, "*Services Marketing: People, Technology,Strategy*", Pearson Education, New Delhi.

3) Payne, Adrian, "*The Essence of Services Marketing*", Prentice Hall of India, New Delhi.

4) Nargundhar, Rajendra, "*Services Marketing*", Tata McGraw Hill, New Delhi.

5) Goncalves, Karen P., "*Services Marketing–A Strategic Approach*", Prentice Hall International, New Jersey.

6) Jauhari, Vinnie, Dutta, "*Services–Marketing, Operations Management*", Oxford University Press, New Delhi.

7) Srinivasan, R., "*Services Marketing–The Indian Context*", Prentice Hall of India, New Delhi.

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MBA – 313 Security Analysis and Portfolio Management

Objectives: This course aims at providing students with an understanding of economy-industry-company analysis and various inter linkages that influence the securities market. It enables them to establish the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities and construct portfolios to achieve their and / or client's financial goals.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction: Concepts of investment, Objectives of investment, various alternatives of investments, Investment vs speculation. Financial Markets: Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role, Types of Offers in the Primary Market, Major Eligibility Guidelines for the issuers in Primary Market, Contribution of Promoters, Issue of Sweat Equity **Secondary Market:** Introduction, Major players, Trading and settlement Mechanism, Types of orders, Stop Loss, Trading on Margin and how margin works, Short Selling Price freeze, Market Wide Circuit breaker, Basis of Market Wide Circuit Breaker, Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market.
Unit II
Risk and Return: Concept, types and measurement of risk and return. **Fundamental Analysis:** International Environment, Global Economy Overview, Global Markets, Global Market and Indian Market Inter linkages. Economic Analysis: GDP, Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate, Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade. Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements. **Technical Analysis:** Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory, Different Types of charts, Concept of trend, Trend lines: support and resistance, Importance of Volume, Reversal Patterns, Continuation Pattern, Moving averages, other market indicators
Unit III
Portfolio Management: Meaning, Importance and Approaches of Portfolio Management, Portfolio analysis, Portfolio evaluation and revision techniques. **Portfolio Theory:** Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing theory. Market Efficiency and Behavioral Finance **Derivatives:** Introduction, Meaning of Future contracts, Forward Contracts, Trading of Stock futures. **Option Contracts:** Introduction, types, Payoffs and option strategies.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi

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5. V. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications
6. Preeti Singh 'Investment Management' Himalaya Publications

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MBA – 314 Management of Financial Services

Objectives: The objective of this course is to acquaint students with the knowledge of various financial services available in the financial markets. This course will also help them to understand the emerging trends in various financial services and their suitability w.r.t. the demand of the clients.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Financial Services: Meaning, types and their importance. Depository - Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository systems in India, Dematerialization and Rematerialization. Role, objectives and functions of SEBI and its guidelines relating to depository system. **Mutual Funds and AMCs:** Concept, origin and growth of mutual funds, Constitution & management of MFs - Sponsors, Trustees, AMCs, and custodians. Classification of mutual fund schemes, advantages and disadvantages in mutual fund schemes, NAV and pricing of mutual fund units. Recent trends in mutual funds in India.
Unit II
Credit rating: the concept and objective of credit rating, various credit rating agencies in India and International credit rating agencies, factors affecting credit rating & procedural aspects. **Leasing**: concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing. **Merchant Banking**: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers. **Venture Capital:** concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.
Unit III
Debt Securitization: Meaning, Features, Scope and process of securitization. **Factoring:** Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India. **Plastic Money:** Concept and different forms of plastic money - credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. M Y Khan 'Financial Services' Tata McGraw-Hill
2. L M Bhole 'Financial Institutions & Markets' Tata McGraw- Hill
3. S Gurusamy 'Financial Services & System' Thomson Publications
4. V. A. Avdhani 'Financial Services in India' Himalaya Publications
5. Gordon & Natarajan 'Financial Markets & Services' Himalaya Publications
6. Vasant Desai 'Financial Markets and Financial Services' Himalaya Publications

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MBA – 315 Labour Legislations

Objectives: The aim of this course is to help students to understand basics of labour laws applicable in various business houses.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Industrial Relations-Concept , Theories and Evolution, System approach to IR-Actors, Context, Industrial relations in U, K & USA, Japan & Russia, concept of industrial dispute, The industrial Disputes Act,1947{with amendments}., Factories Act (with amendments). **Trade Unionism** Web of Rules & Ideology, impact of trade unions on wages, The Trade unions Act ,1926 {with amendments}
Unit II
Collective Bargaining : Approaches, technique & Strategies to collective Bargaining, Impact of CB and workers participation in management on IR Grievance Handling: Tripartite and Bipartite bodies, Anatomy of Industrial disputes, Conciliation, arbitration and adjudication. Sexual Harassment.
Unit III
Laws related to Wages and Bonus: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act 1965, Equal Remuneration Act 1976.
Final Examination: Three Hours

Note: Relevant case studies related to the topics should be discussed.

Suggested Readings:

1. Arun Monappa & J.T., Dunlop Industrial System, TATA McGraw Hill
2 C.N.Patil, Collective Bargaining, University press
3. Pramod verma, Industrial Relations, Tata McGraw Hill
4. S.C.Srivastava, Industrial Relation& Labor Laws, Vikas Publications
5. Singh and Sinha, Labour Laws in Brief, Excel Books

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MBA – 316 Organizational Development

Objective: The objective of this course is to make students understand the need for development and process of improving effectiveness of the organizations.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Unit I
Introduction to Organisational Development: Meaning and definitions, characteristics of OD, History of OD, Values, assumptions and beliefs in OD. **Foundations of OD:** Models and theories of planned change, Systems theory, participation and empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary nature of OD. **Action Research and OD**: Action research model, **OD Process**: Diagnosis, six box model and third wave consulting model of diagnosis, OD Interventions-analysis of discrepancies, types of OD interventions, Program management, phases of program management, model of managing change, creating parallel learning structures.
Unit II
OD Interventions: An overview, Diagnostic interventions, Team Interventions and techniques of team building, Intergroup and Third Party Peace Making interventions, organizational partnering and mirroring interventions, Comprehensive Interventions, Structural Interventions, **Training Experience**: T-groups, Behavioral Modeling and Career Anchors.
Unit III
Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD. **Issue in Consultant-Clint Relations:** Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD-Now and Beyond.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings /Books:

- Wendeel L. French, Cecil H. Bell : Organization Development Prentice Hall
- Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
- Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
- Thomas H, Patten Organization Development through Team Building , Thomas Publication
- Edgar F. Huse : Organization Development & Change, Thomas Publication
- Burke W.W.: Organization Development Principles & Practice, Sage Publication
- Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
- S. Ramnarayan, and T.V. Rao: OD – Accelerating Learning & Transformation, Sage, New Delhi.
- Brown R. Donald and Harvey Don, *An Experimental Approach to Organisation Development*, Pearson Education, New Delhi, 7th Ed. 2006.

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MBA - 401 Strategic Management

Objective: The objective of this course is to introduce the student to the fundamentals of Business Strategy especially on the strategic planning aspects. This course also intends to familiarize students with the complexity involved in developing business strategies to cope up with the challenges in dynamic business world.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Understanding Strategy and Strategic Management: Strategic Management Process. Strategic Decision Making. Levels of Strategy. The Secret of Success of Successful Companies (Mckinsey's 7 S model) **Strategic Intent:** Vision, Mission Goals and Objectives. Characteristics of a Good Mission Statement. Designing and Evaluating a Mission Statement. **External Environment Analysis:** Strategically Relevant Components of External Environment. **Industry Analysis:** Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors. External Factor Evaluation Matrix.
First Minor Test: 1 Hour
Internal Environment Analysis: Resource Based View of an Organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency. Internal Factor Evaluation Matrix. **Environmental Scanning Techniques:** ETOP and SWOT Analysis **Business Level Strategies:** Porter's Framework of Competitive Strategies: Cost Leadership, Differentiation and Focused Strategies. **Corporate Level Strategies:** Growth Strategies – Horizontal and Vertical Integration; Strategic Outsourcing; Related and Un-related Diversification; International Entry Options; Harvesting and Retrenchment Strategies.
Second Minor Test: 1 Hour
Portfolio Strategies: BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle Matrix. **Strategy Implementation:** Strategy- Structure Fit: Developing and Modifying Organizational Structure. Leadership and Organization Culture. Corporate Governance and Social Responsibilities of Business. **Strategy Evaluation and Control:** Nature of Strategy Evaluation; Strategy Evaluation Framework; The Balanced Score Card.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Wheelen, Thomas L., Hungerdavid J. and Rangarajan Krish, "Concepts in Strategic Management and Business Policy", Pearson Education, India.
2. David, R Fred, "Strategic Management- Concepts and Cases", Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, " An Integarated Approach to Strategic Management" Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. "Crafting and Executing Strategy. The Quest for Competitive Advantage.- Concepts and Cases", TMH, New Delhi.

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5. Pitts, Robert A and Lei, David. "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India
6. Kazmi, Azhar. "Business Policy and Strategic Management", TMH, New Delhi.

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MBA - 402 Entrepreneurship Development and Project Management

Objective: To make students learn about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. They would understand the risks and rewards of a new venture and the steps required to start a new venture. After completing the course the student would know what entrepreneurship is all about, whether it fits in his career scheme and mental makeup or not and would be equipped with the basic knowledge and confidence to start a new venture.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Entrepreneurship: Concepts, Traits, Types, Characteristics, Classification and Types, Nature and Functions. Theory of Entrepreneurship. Developing Corporate Entrepreneurship. Understanding Entrepreneurship Perspective. Entrepreneurship Motivation. Developing Creativity and Understanding Innovation. Ethics
First Minor Test: 1 Hour
Social Responsibility of an Entrepreneur. Entrepreneurial Skills. Role of Entrepreneurship in Economic Development. Entrepreneurial Decision Process. Environmental Assessment: Macro and Micro View. Project Management Concept. Generation and Screening of Project Ideas: Sources and Methods.
Second Minor Test: 1 Hour
Feasibility Study. Managing Risk in Project Network Technique for Project Management; Time and Cost Overrun. Market and Demand Analysis. Technical Analysis. Financial Analysis, Local Cost Benefit Analysis Developing an Effective Business Plan Role of venture capital funds in promoting entrepreneurship in India
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill, 2002.
2. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India, 2001.
3. Cliffton, Davis S. and Syflie, David E, "Project Feasibility Analysis" , 1977 John Wiley, New York.
4. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi, Tata McGraw Hill.

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MBA – 403 International Business

Objectives: To enable students to appreciate the logic of why and how international trade takes place and to make students competent to understand the transactions of a dealing room and help in grooming their negotiating skills in the international markets. Also to make students understand on how international trade policies and facilitation in India, along with import and export financing process.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Overview of International Business: Meaning, Scope, Importance, Increasing Interdependence in the Global Economy - Trends in International Trade and Cross Border Financial Flows - - Recent Developments in Global Financial Markets - Challenges of International Financial Management **International Trade Theories:** Theory of Absolute Advantage - Theory of Comparative Advantage - Heckscher-Ohlin Model - Imitation-Gap Theory - International Product Life Cycle Theory. Protectionist measures and artificial promotion of exports by countries. **Trading Blocks:** Various Forms of economic integration, Formation of Trading Blocks - Conditions for Success
First Minor Test: 1 Hour
WTO: Trade Negotiations under GATT, Functions and Structure of WTO, WTO Agreements, Trade facilitation by WTO **International Monetary System and Financial Markets:** Balance of Payments – International Monetary System – Different Exchange Rate regimes. **Forex Exposure and Risk:** Defining and Measuring Foreign Exchange Exposure - Classification of Foreign Exchange Exposure and their management - Transactions Exposure - Translation Exposure - Operating Exposure. Hedging practices
Second Minor Test: 1 Hour
International Project Appraisal: The Difficulties in Appraising a Foreign Project - Issues in Cost of Capital - The Adjusted Present Value Approach. **Foreign Trade Policy of India:** Historical Perspective Objectives and Major Highlights of the Current Policy - Export promotion measures. **Letters of Credit:** Types of L/C's - Mechanics of an L/C - Operational Features of an Import L/C - Documentation Formalities - Bill of Lading - Scrutiny of Documents Required Under an Import L/C - Other Relevant Guidelines - Role of Customs/C&F Agents - Reporting System.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings/ Books

1. Hill, Charles W. L., International Business, McGraw Hill.
2. Francis Cherunilam, 'International Business', PHI, 5th Edition
3. Cavusgil, S. Knight Gary and Riesenberger, John R (2009), International Business-Strategy Management and the New Realities, Pearson Education, Dorling Kindersley(India) Pvt. Ltd, Delhi.
4. Rao, M.B and Guru Manjula (1998), WTO and International Trade, Vikas Publishing House Pvt. Ltd, New Delhi.

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5. Czinkota Michael R., Ronbiben Iikka A. Ronkainen A. and Moffet Micheal H., International Business, 6th Edition, Thomson, South Western, Bangalore, 2005.
6. C. Paul Hallwood and Ronald Macdonald, International Money and Finance, Blackwell, Oxford
7. Oatley, Thomas, International Political Economy, Pearson Education, 2004.
8. Eiteman David K, Stonehill Arthur I and Micheal H. Moffett, Multinational Business Finance, Addison Wesley, Pearson Education Asia
9. Salvatore, D., International Economics, John Wiley & Sons
10. Sodersten, B.O., International Economics, 2nd ed., McMillan

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MBA – 411 Advertising and Sales Management

Objective: To make the student aware about the issues related to sales force management focusing on advertising and selling as a tool of Marketing Communication.

Max. Marks: 100; Min. Pass Marks: 40
End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Introduction to Advertising Nature and scope and functions of Advertising, Classification of Advertising, Advertising as an element of Marketing Mix, Advertising as a Tool of Communication, Setting Advertising Objectives; Behavioral Dynamics – The DAGMAR Approach, Hierarchy of Effects Model, New Adopter Model, AIDA Model; Developing Segmentation and Positioning Strategies for Advertising – Segmenting on the Basis of Usage Patterns and Commitment Level, Segmenting Business Markets, Formulating Positioning Strategy, Benefit Positioning, User Positioning and Competitive Positioning; Advertising and Product Life Cycle; Ethical Aspects of Advertising – Misleading Advertising, Deceptive Advertising and Shock Advertising; Economic, Legal and Social Effects of Advertising
First Minor Test : 1 Hour
Managing an Advertising Program Message Structure – Appeals, Copy, Layout; Advertising Media – Media Planning, Media Selection and Scheduling; Measuring Advertising Effectiveness – Pre-testing and Post-testing copy; Advertising Budget – Top Down Methods: Affordable Method, Percentage of Sales Method, Competitive Parity Method; Build-up Approach: Objective and Task Method; Advertising Agencies – Types, Role and Functions;
Second Minor Test : 1 Hour
Sales Management Nature and Scope of Sales Management, Personal Selling Objectives; Sales Force Organization – Nature and Types; Sales Force Recruitment – Process and Sources; Sales Force Selection Process; Managing Sales Training Programs – Need and Objectives; Motivating Sales Personnel – Significance, Financial and Non-Financial Reward System, Sales Meetings and Sales Contests; Designing Sales Territories and Sales Quotas – Objectives and Types; Developing and Managing Sales Evaluation Program.
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Belch, George E. and Belch, Michael A. "Advertising and Promotion", Tata McGraw Hill, 6th Edition.

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2. Guinn, Allen, Chris T., Semenik, Richard J. "Advertising & Integrated Brand Promotion", Thomson – South Western, 4th Edition.
3. Batra, Rajeev, Mayers, John G., and Aaker, David A. "Advertising Management", Pearson Education, 5th Edition.
4. Spiro, Stanton and Rich "Management of a Salesforce", Tata McGraw Hill; 11th Edition.
5. Richard R Still, Cundiff W Edward Govoni A P Norman, "Sales Management: Decision Strategy and Cases", Pearson Education; 5th Edition.

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MBA – 412 Retailing and Logistics Management

Objectives: This course enables students to understand the evolution of retailing and the strategic role of retailing in the distribution of consumer goods and services. The content of the course is useful for students interested in a retail career, working for companies that interface with retailers, or interested in owning or running a retail business.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Introduction to Retailing: Economic Significance, Opportunities in Retailing, Retail Management Decision Process **Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India. **Types of retailers:** Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership. **Retail Models & Theories of Retail Development:** Evolution of Retail Formats, Theories of Retail Development, Concept of Life cycle in Retail, Business Models in Retail
First Minor Test : 1 Hour
Managing the Store: Store Management Responsibilities, Recruiting & Selecting Store Employees, Socializing & Training New Store Employees Motivating, Managing & Evaluating Store Employees. **Store Layout, Design & Visual Merchandising**: Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques. Atmospherics.
Second Minor Test : 1 Hour
Customer Service: Strategic Advantages Through Customer Service, Customer Evaluation of Service Quality, GAPS Model for improving Retail Service Quality. **Application of IT to Retailing**: Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence. International Retailing: International Retail Structures, MotiChain Integration.
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3. Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations, Thomson,
4. 1st Edition.
5. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill, 2nd Edition.
6. Cox, Roger and Paul Brittain (2004), Retailing – An Introduction, Pearson Education, 5th Edition.
7. Gilbert, David (1999) Retail Marketing Management, Prentice Hall, 1st Edition.
8. Dunne, Patrick M; Robert F. Lusch and David Griffith (2002), Retailing, Thomson

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9. (South-Western), 4th Edition.
10. Nair, Suja (2006), Retail Management, Himalaya Publishing House, 1st Edition.
11. Berman, Barry and Joel R. Evans (2006), Retail Management – A Strategic Approach, Pearson Education, 9th Edition.

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MBA – 413 Brand Management

Objectives: To familiarize students with the concept of a 'brand', the role of branding in marketing strategy; brand equity, its importance and measurement, how to create and retain brand equity; operational aspects of brand management.

Max. Marks: 100; Min. Pass Marks: 40
End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Brands and Brand Management: Meaning, Importance of Brands to the Customers & Firms; Branding Challenges and Opportunities. **Concept of Brand Equity;** Brand Names, Symbols and Slogans, Criterion for Choosing Brand Elements – Memorability, Meaningfulness, Likeability, Transferability, Adaptability, Protectability. **Brand Loyalty:** Meaning and Measuring Brand Loyalty; Strategic Value of Brand Loyalty; Maintaining and Enhancing Brand Loyalty. **Brand Awareness:** Meaning and Role of Brand Awareness in Building Brand Equity. **Perceived Quality:** Meaning, Role of Perceived Quality in Generating Brand Equity.
First Minor Test: 1 Hour
Brand Association: Role of Brand Associations in Creating Brand Equity; Types of Brand Associations: Product Attributes, Intangibles, Customer Benefits, Relative Price, Use/Application, User/Customer, Company, Country of Origin. **Brand Personality,** Co-branding, Ingredient Branding, Licensing and its Guidelines, Celebrity Endorsement. **Building a Strong Brand:** Brand Salience, Brand Performance, Brand Imagery, Brand Judgments, Brand Feelings and Brand Resonance. **Brand Positioning:** Identifying and Establishing Brand Positioning; Positioning Guidelines – Choosing Points of Parity and Points of Differentiation; Establishing Points of Parity and Points of Differentiation.
Second Minor Test : 1 Hour
Integrating Marketing Communications to Build Brand Equity; Marketing Communication Options; Developing Integrated Marketing Communication Programs. **Branding Strategies:** Brand Product Matrix; Brand Hierarchy; Designing a Branding Strategy; Brand Extension – Advantages and disadvantages. **Brand Valuations:** Financial Brand Valuation; Financial Brand Equity; Evaluating Brand Valuation Methods. **Measuring Sources of Brand Equity:** Qualitative Research Techniques and Quantitative Research Techniques
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Keller, Kevin Lane, Strategdic Brand Management : Building, Measuring and Managing Brand Equity, Prentice Hall of India, Third Edition, (2008).
2. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
3. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition,

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(2008).
4. Kumar, S Ramesh, Managing Indian Brands, Vikas Publishing House, 2nd Edition, (2002).
5. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (2005).

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MBA – 414 International Finance

Objectives: To provide an understanding of global monetary system that facilitates international capital flows and settlement. This course also aims to make students competent to understand the transactions of a dealing room and help in grooming their negotiating skills in the international markets. Students will also learn how to measure and manage exchange risk.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
International Finance: An overview, Importance, nature and scope, recent changes and challenges in IFM. International Flow of Funds: Balance of Payments (BoP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade flows, Agencies that facilitate International flows. **International Monetary System:** Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).
First Minor Test : 1 Hour
Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates. **Parity Conditions in International Finance and Currency Forecasting:** PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.
Second Minor Test : 1 Hour
Foreign Exchange Risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives **International Sources of Finance:** Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfating, EXIM Bank of India
Final Examination : 3 Hours

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.
2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D. Levi, International Finance, Tata McGraw-Hill, New Delhi.
5. S. Eun Choel and Risnick Bruce, International Financial Management, Tata McGraw Hill

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MBA – 415 Financial Engineering

Objectives: To enable students to understand the concepts of Hedging, Speculation and Arbitrage. They will also learn how to develop strategies by using financial derivatives so that portfolio risk can be hedged and how to maximize portfolio returns.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Financial Engineering: Meaning, scope, tools used in financial engineering, difference between financial engineering and financial analysis. Growth and Contributory factors to Growth of Financial Engineering. Skills and Knowledge Required: Statistical, Modeling, Technology, Legal, Accounting and Taxation. **Derivatives:** Meaning, Types, Importance, Principles and regulatory framework in India **Forward and Futures Contracts:** Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of value of futures contracts, Mark-to-Market, Payoffs of futures contracts. Speculation, Hedging and Arbitrage by using futures contracts.
First Minor Test: 1 Hour
Options Contracts: Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Put-Call Parity **Option Trading Strategies:** Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc., Value at Risk (VaR) Model. **Option Greeks:** Delta hedging, Theta, Gamma, Vega and Rho
Second Minor Test: 1 Hour
Swaps and Swaptions: Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions. **Credit Derivatives:** Meaning, Importance, pricing models and strategies to hedge by using credit derivatives. **Commodity Derivatives:** Meaning, nature and importance of commodity derivatives. Brief overview of Forward Market Commission, MCX and NCDEX. Impact of commodity derivatives on spot market volatility. Regulatory framework of commodity derivatives in India.
Final Examination: 3 Hours.

Note: Relevant Case Studies should be discussed in class.

Recommended Books:

1. Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
2. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
3. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
4. Grinblatt, Mark and Titman, Sheridan: Financial Markets and Corporate Strategy, Tata McGraw Hill
5. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
6. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

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MBA - 416 Mergers and Acquisitions

Objectives: The objective of this course is to help student in familiarizing with various aspects of mergers and acquisitions, including their valuation.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Mergers and Acquisitions - Overview: Introduction, Forms of Corporate Restructuring – Expansion, Mergers and Acquisitions, Tender Offers, Joint Ventures, Sell-Offs, Spin offs, Split offs, Split ups, Divestitures, Equity Carve-outs, Corporate Control, Premium Buy-backs, Standstill Agreements, Anti-Takeover Amendments, Proxy Contests, Changes in Ownership Structures, Share Repurchases, Exchange Offers, Leveraged Buy-out, Going Private; Economic Rationale for Major Types of Mergers **Theories of Mergers:** Efficiency Theories, Operating Synergy, Pure Diversification, Strategic Realignment to Changing Environments, Information and Signaling theory, Agency theory, Hubris Hypothesis **Tax Considerations:** Carry-Over of Net Operating Losses and Tax Credits - Stepped-Up Asset Basis - Substitution of Capital Gains for Ordinary Income - Other Tax Considerations - Value Increases by Redistribution.
First Minor Test: 1 Hour
Valuation of Mergers and Acquisitions: Definition and Measurement of Cash Flows, Basis for Firm Valuation, Application of valuation models to Four Period Case; Free Cash Flow Basis for Valuation, The No-Growth Case, Constant Growth, Supernormal Growth followed by No Growth, Supernormal Growth followed by Constant Growth, Dividend Growth Valuation Model, Comparisons of Valuation Models. **Methods of Payment:** Effects of Method of Payment Information Effects - Signaling - The Role of Junk Bonds - Post Merger Financial Leverage. **International Mergers and Acquisitions:** The Theory of the MNE - Reasons for International Trade - Growth - Technology - External Advantages in Differential Products - Government Policy - Exchange Rates - Political and Economic Stability - Differential Labor Costs, Productivity of Labor - To Follow Clients - Diversification - Resources Poor Domestic Economy.
Second Minor Test: 1 Hour
Share Repurchase and Exchanges: The Nature of Cash Share Repurchases - Cash Tender Offers to Repurchase The Theories Behind Share Repurchase Tax Aspects of Exchange Offers - Empirical Evidence on Exchange Offers. **Corporate Control Mechanisms:** Internal and External Control Mechanisms - Inside versus Outside Directors and CEO Turnover The Role of Majority Shareholders Dual Class Recapitalization - Proxy Contests **Management Guides for Mergers and Acquisitions:** Diversification and Mergers in Strategic Long Range Planning Framework - Merger Analysis in a Value Creation Process. **Regulatory framework:** Company law, cross border, income tax and monopolies competition commission.
Final Examination: 3 Hours

Note: Relevant Case Studies should be discussed in class.

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Recommended Books:

1. Donald M. Depamphills, "Mergers, Acquisitions and Other Restructuring Activities", Elsevier
2. Weston, F. "Mergers and Acquisitions", McGraw Hills
3. Gaughan, P. A. "Mergers – What can go wrong and how to prevent it" Wiley Finance
4. Gaughan P. A. "Mergers & Acquisitions and Corporate Restructuring" Wiley
5. Damodran Aswath, 'Corporate Finance: Theory and Practice'. John Wiley & Sons.
6. Damodran, Aswath 'Strategic Risk Management' John Wiley & Sons.

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MBA – 417 Social Security and Labour Welfare

Objective: To acquaint the students with basic Acts pertaining to social security and labour welfare as applicable in India.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
The concept of scope of social security. Social assistance and social insurance Evolution of Social Security. Various Provisions for Medical Care, Occupational Health, Social security Reforms in India after liberalization Scope, importance, features and implications of the following Acts as applicable in India: Payment of wages Act,1936; Minimum Wages Act, 1948; Payment of Bonus Act, 1965; Workman's Compensation Act,1923; Maternity Benefit Act,1961
First Minor Test: 1 Hour
Scope, importance, features and implications of the following Acts as applicable in India: Employment State Insurance Act,1948 Provident Fund & Miscellaneous Provision Act,1951; Gratuity Act,1972 Employment Security and Management of Redundancies: Introduction, Legal Framework, Voluntary/Early Retirement Schemes (VRS). Labour welfare: Definition, Principles of Modern Labour Legislation and Types of Labour Legislation, Scope and Objectives of welfare work and social work
Second Minor Test: 1 Hour
Evolution of labour welfare, classification of welfare work, agencies for welfare work. Welfare activities of govt. of India; welfare work by trade unions Labour welfare work by voluntary social organizations. I.L.O and social Security. Child Labour (Prohibition and Regulation) Act, 1986. Labour administration; agencies for administrating labour welfare laws in India.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

Suggested Reading:

1. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, "*Industrial Relations, Trade Unions, and Labour Legislation*", Pearson Education, New Delhi, 2004.
2. Sen Ratna, "*Industrial Relations in India*", MacMillan, New Delhi, 2003.
3. A. M. Sharma 'Social, Security Labour Welfare' Himalayas Publishing House
4. I.L.O Social Security, International labour Office

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MBA – 418 INDUSTRIAL PSYCHOLOGY

Objective: The objective of the course is to acquaint the students about the psychology of the executives in the organization and then to use it to enhance the productivity.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
Introduction: Nature, Scope, and Problems; Brief history of industrial and organizational psychology. Individual differences and their evaluation, Role of heredity and environment, Types of individual differences.
First Minor Test: 1 Hour
Psychological testing: Utility, Reliability, and Validity. Attitudes: Meaning, Characteristics, Methods of measuring attitudes, Implication for organization. Hawthorne Studies: The studies and their implications Industrial Morale: Meaning, Characteristics, Factors that influence morale, Measures of improving morale.
Second Minor Test: 1 Hour
Motivation: Meaning, Types, Applications; Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Colour, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest Pauses, and Shift Work; Psychological and Social Issues: Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

Suggested Readings:

1. M.L. Blum &J. C. Naylor Industrial Psychology (Its Theoretical & Social Foundations) CBS
2. Ghosh, P. K. & Ghorpade, M.B. 'Industrial Psychology' Himalaya Publications
3. Miner, J.B. 'Industrial-Organisation Psychology' - Tata McGraw Hill
4. Riggio 'Industrial/Organisational Psychology' 4th Prentice Hall India
5. Dubrin 'Applying Psychology: Industrial & Organisation Effectiveness' 5th Prentice Hall India

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MBA - 419 International Human Resource Management

Objective: This course is aimed to familiarize students with the latest global trends and HRM practices in MNC's with differing cultures, HR Systems & policies. Management across borders requires global managerial staffing & cross cultural decision making. This course initiates the student to HRM practiced on a larger canvas beyond borders.

Max. Marks: 100; Min. Pass Marks: 40

End Semester Examination: 60 Marks, Continuous Evaluation: 40 Marks.

Text
International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM. International HRM: Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function. Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management. Re-entry and Career Issues: Concept and Repatriation Process, Individual Reactions to Re-entry, Multinational Responses, Designing a Repatriation Program.
First Minor Test: 1 Hour
Training and Development: Concept, Role of Expatriate Training, Components of Effective Pre-departure Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments. Compensation: Concept and Objectives of International Compensation, Key Components of an International Compensation Program, Approaches to International Compensation. Performance Management: Concept, Multinational Performance Management, Performance Management of International Employees, Performance of Appraisal of International Employees.
Second Minor Test: 1 Hour
Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders. Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.
Final Examination: 3 Hours

Note : Relevant Case Studies should be discussed in class.

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Suggested Readings:

1. Peter J. Dowling and Denice E. Welch (2007), *International Human ResourceManagement*, Thomson Publishers, New Delhi.
2. Monir H. Tayeb (2004), *International Human Resource Management – A Multinational Company Perspective*, Oxford University Press, New Delhi
3. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), *International Human Resource Management*, SAGE Publications, New Delhi.
4. Ian Beardwell and Len Holdon (2001), *HRM: A Contemporary Perspective*, McMillan, New Delhi.

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Study Scheme and Syllabus of

Master of Business Administration (MBA)

Batch 2018 onwards



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Courses & Examination Scheme:

First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 101-18	Core Theory	Foundations of Management	4	0	0	40	60	100	4
MBA 102-18	Core Theory	Managerial Economics	4	0	0	40	60	100	4
MBA 103-18	Core Theory	Quantitative Techniques	4	0	0	40	60	100	4
MBA 104-18	Core Theory	Accounting for Management and Reporting	4	0	0	40	60	100	4
MBA 105-18	Core Theory	Business Environment and Indian Economy	4	0	0	40	60	100	4
MBA 106-18	Core Theory	Business Ethics and CSR	4	0	0	40	60	100	4
MBA 107-18	Core Theory	Business Communication for Managerial Effectiveness	4	0	0	40	60	100	4
	TOTAL		**28**	**0**	**0**	**280**	**420**	**700**	**28**

Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 201-18	Core Theory	Business Analytics for Decision Making	4	0	0	40	60	100	4
MBA 202-18	Core Theory	Legal Environment for Business	4	0	0	40	60	100	4
MBA 203-18	Core Theory	Marketing Management	4	0	0	40	60	100	4
MBA 204-18	Core Theory	Human Resource Management	4	0	0	40	60	100	4
MBA 205-18	Core Theory	Production and Operations Management	4	0	0	40	60	100	4
MBA 206-18	Core Theory	Corporate Finance and Indian Financial System	4	0	0	40	60	100	4
MBA 207-18	Core Theory	Entrepreneurship and Project Management	4	0	0	40	60	100	4
MBAGE 201-18	General Elective	Computer Applications for Business	2	0	0	40	60	100	2
	TOTAL		**30**	**0**	**0**	**320**	**480**	**825**	**30**

Note: After second semester every student will be required to undergo summer training of six weeks duration in the corporate sector.

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Third Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 301-18	Core Theory	Organizational Behaviour & Design	4	0	0	40	60	100	4
MBA 302-18	Core Theory	Marketing Research	4	0	0	40	60	100	4
	Elective	Major-I	4	0	0	40	60	100	4
	Elective	Major-II	4	0	0	40	60	100	4
	Elective	Minor-I	4	0	0	40	60	100	4
	Elective	Minor-II	4	0	0	40	60	100	4
HVPE101-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE 102-18	Ability Enhancement Compulsory Course (AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	2	25	--	25	1
MBA 303-18	Core Theory	Seminar on Summer Training Report	2			50	-	50	2
	TOTAL		**27**	**0**	**2**	**355**	**420**	**775**	**30**

Note: Students will opt any two of the following groups (1 as Major and 1 as Minor).

List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 921-18	Elective	Consumer Behaviour	4	0	0	40	60	100	4
MBA 922-18	Elective	Services Marketing	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 911-18	Elective	Investment Analysis and Portfolio Management	4	0	0	40	60	100	4
MBA 912-18	Elective	Management of Financial Services	4	0	0	40	60	100	4

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Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 931-18	Elective	Organizational Change and Development	4	0	0	40	60	100	4
MBA 932-18	Elective	Employee Relations	4	0	0	40	60	100	4

Group D: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MB 941-18	Elective	Data Mining for Business Decisions	4	0	0	40	60	100	4
MB 942-18	Elective	E-Commerce and Digital Markets	4	0	0	40	60	100	4

Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 401-18	Core Theory	Corporate Strategy	4	0	0	40	60	100	4
	Elective	Major-III	4	0	0	40	60	100	4
	Elective	Major-IV	4	0	0	40	60	100	4
	Elective	Major-V	4	0	0	40	60	100	4
	Elective	Major-VI	4	0	0	40	60	100	4
MBA 402-18	Project / Dissertation		4			--	100	100	4
MBA 403-18	Core Theory	Workshop on Indian Ethos	2	0	0	40	60	100	2
	TOTAL		22	0	4	240	360	600	26

Note: Four papers of any one group chosen in the 3rd Semester will be studied as electives of Major in the 4th semester.

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List of Electives:

Group A: Marketing

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 923-18	Elective	Integrated Marketing Communication and Sales Management	4	0	0	40	60	100	4
MBA 924-18	Elective	Retail Management	4	0	0	40	60	100	4
MBA 925-18	Elective	International and Social Media Marketing	4	0	0	40	60	100	4
MBA 926-18	Elective	Product and Brand Management	4	0	0	40	60	100	4

Group B: Finance

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 913-18	Elective	Behavioural Finance	4	0	0	40	60	100	4
MBA 914-18	Elective	Mergers, Acquisition and Corporate Restructuring	4	0	0	40	60	100	4
MBA 915-18	Elective	International Finance and Financial Derivatives	4	0	0	40	60	100	4
MBA 916-18	Elective	Taxation and Personal Financial Planning	4	0	0	40	60	100	4

Group C: Human Resource Management

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
MBA 933-18	Elective	International Human Resource Management	4	0	0	40	60	100	4
MBA 934-18	Elective	Strategic HRM	4	0	0	40	60	100	4
MBA 935-18	Elective	Leadership and Team Dynamics	4	0	0	40	60	100	4
MBA 936-18	Elective	Performance and Compensation Management	4	0	0	40	60	100	4

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Group D: Management Information Systems

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L	T	P	Internal	External		
MB 943-18	Elective	Managing Software Projects	4	0	0	40	60	100	4
MB 944-18	Elective	Managing Digital Information and Transformation	4	0	0	40	60	100	4
MB 945-18	Elective	IT Consulting	4	0	0	40	60	100	4
MB 946-18	Elective	Strategic Management of IT	4	0	0	40	60	100	4

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Program Educational Objectives (PEOs)

PEO1: To inculcate knowledge in students with experiential learning and prepare the for advance study and life long learning.

PEO2: To develop strategic understanding of fundamental principles of business and competencies in the area of accounts, marketing, interpersonal skills, human resource management and entrepreneurship.

PEO3: To train the students for dynamic business environment and apply their perspectives through innovation and creativity.

PEO4: To develop competencies in qualitative and quantitative techniques to analyse the business data as well as developing an understanding of economic, legal and social environment of Indian business.

PEO5: To inculcate leadership skills, professionalism, effective communication skills, interpersonal skills and team work in students so as to enable them to manage and collaborate in diverse work environments.

PEO6: To develop responsiveness to social issues and ability to identify business solutions to address the same. Students will also be able to understand the issues of business ethics.

Program Outcomes (POs)

The program outcomes specify the knowledge, skills, values and attitudes students are expected to attain in courses or in a program. The six outcomes of MBA program are as below:

1. **Business Environment and Domain Knowledge**: Economic, legal and social environment of Indian business.. Graduates are able to improve their awareness sand knowledge about functioning of local and global business environment and society. This helps in recognizing the functioning of businesses, identifying potential business opportunities, evolvement of business enterprises and exploring the entrepreneurial opportunities.

2. **Critical thinking, Business Analysis, Problem Solving and Innovative Solutions**: Competencies in quantitative and qualitative techniques. Graduates are expected to develop skills on analysing the business data, application of relevant analysis, and problem solving in other functional areas such as marketing, business strategy and human resources.

3. **Global Exposure and Cross-Cultural Understanding**: Demonstrate a global outlook with the ability to identify aspects of the global business and Cross Cultural Understanding.

4. **Social Responsiveness and Ethics**: Developing responsiveness to contextual social issues / problems and exploring solutions, understanding business ethics and resolving ethical dilemmas. Graduates are expected to identify the contemporary social problems,

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exploring the opportunities for social entrepreneurship, designing business solutions and demonstrate ethical standards in organizational decision making. Demonstrate awareness of ethical issues and can distinguish ethical and unethical behaviors.

5. **Effective Communication**: Usage of various forms of business communication, supported by effective use of appropriate technology, logical reasoning, articulation of ideas. Graduates are expected to develop effective oral and written communication especially in business applications, with the use of appropriate technology (business presentations, digital communication, social network platforms and so on).
6. **Leadership and Teamwork**: Understanding leadership roles at various levels of the organization and leading teams. Graduates are expected to collaborate and lead teams across organizational boundaries and demonstrate leadership qualities, maximize the usage of diverse skills of team members in the related context.

(Source: Model Curriculum for Management programs (MBA) Janauary, 2018, AICTE, New Delhi. www.aicte.india.org)

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MBA 101-18

FOUNDATIONS OF MANAGEMENT

Objective: This course presents a thorough and systematic coverage of management theory and practice. The course aims at providing fundamental knowledge and exposure of the concepts, theories and practices in the field of management. It focuses on the basic roles, skills and functions of management, with special attention to managerial responsibility for effective and efficient achievement of goals.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe fundamental concepts and principles and conventions of accounting.

CO2: Explain the role and responsibilities of managers and adapt to the various styles of management across organizations.

CO3: Develop analytical abilities to face the business situations.

CO4: Apply various tools that would facilitate the decision making process in the business.

CO5: Develop peer based learning and working in groups and teams.

CO6: To comprehend the application of various controlling techniques in management.

Unit I

Introduction: Definition, nature, scope, importance, Functions of management and manager, Managerial roles and skills.

Evolution of management thought and Management thinkers: Classical Approach, Neo Classical Approach, Quantitative approach, Behavioral approach, Systems approach, Contingency approach. Contributions of F. W. Taylor, Henry Fayol, Mary Parker Follet, Chester Bernard, Max Weber, Peter, F. Drucker, Gilbreths, Henry Gantt, Abraham Maslow, Herzberg and McGregor.

Unit II

Planning: Importance, types of plans, and process of planning, business forecasting, MBO: Concept, importance, process, benefits and limitations.

Strategic management: Nature, importance, purpose, types, process and major kinds of strategies, McKinsey's 7-S Approach.

Decision-Making: Importance, types, steps and approaches, Decision Making in various conditions, Decision tree.

Unit III

Organizing: Concept and process of organizing, Formal Vs Informal organization, Organizational structure: Types of Organizational structure, Bases of Departmentalization. **Line &Staff:** concept, line-staff conflict.

Authority & Power: concept, responsibility and accountability. **Delegation**: concept, importance, factors affecting delegation, effective delegation, Span of Management,

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Decentralization and centralization, **Staffing**, importance and process. **Coordination:** Concept, importance, difficulties and techniques to ensure effective coordination.

Unit IV

Control: Concept, importance, characteristics, process of control, types and techniques of control.

Comparative study: Japanese Management and Z-culture of American Companies, Chinese Style Management,

Modern management techniques: an overview of various latest techniques: Business process Re-engineering, Business outsourcing, knowledge management, E-Business Management.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Harold Koontz, and Heinz Weihrich, *Essentials of Management: An International Perspective*, New Delhi, McGraw-Hill, 2010.
- Richard L Daft, *The New Era of Management*, New Delhi, Thomson, 2007.
- Stephen P Robbins, Mary Coulter and Neharika Vohra, *Managemnt,* New Delhi, Pearson, 2011.
- V S P Rao & V H Krishna, *Management*, Excel Books
- P.Subba Rao, *Principles of Management*, Himalaya Publishing
- Dubrin, *Management: Concepts & Cases*, Cengage Learning
- Ferrell, *Business: A Changing World*, Tata McGraw Hill
- Mukherjee, *Principles of Management and Organisational behaviour*, Tata McGraw Hill.
- Bateman, T. S., and Snell, S. A. (2008). *Management* TMH

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MBA 102-18
Managerial Economics

Objective: The objective of the paper is to acquaint the students with the economic concepts and principles and to enable them to use them to address business problems in a globalized economic environment.

Course Outcomes: After completing this course,, students shall be able to:

CO1: Understand the basic concepts of economics and relate it with other disciplines and identify the importance of economics in managerial decision making.

CO2: Measure price elasticity of demand, understand the determinants of elasticity and apply the concepts of price, cross and income elasticity of demand.

CO3: Analyze the demand and supply conditions and assess the position of a company and explain the concepts of factors of production, collective bargaining and the underlying theories of factors of production.

CO4: Recognize the relationship between short-run and long-run costs and will also be able to establish the linkage between production function and cost function

CO5: Compare and contrast four basic types of market i.e. perfect, monopoly, monopolistic and oligopoly and can determine price and output under different market types.

CO6: Understand basic concepts of macroeconomics and shall be able to measure national income using different approaches.

Unit-I

Introduction to Managerial Economics: Managerial Economics: Meaning, Nature, Scope & Relationship with other disciplines, Role of managerial economics in decision Making, Opportunity Cost Principle, Production Possibility Curve, Incremental Concept, Scarcity Concept.

Demand: Demand and its Determination: Demand function; Determinants of demand; Demand elasticity – Price, Income and cross elasticity, Use of elasticity for analyzing demand, Demand estimation. **Demand forecasting,** Demand forecasting of new product. **Indifference Curve Analysis:** Meaning, Assumptions, Properties, Consumer Equilibrium, Importance of Indifference Analysis, Limitations of Indifference Theory.

Unit-II

Production Function : Production function Meaning, Concept of productivity and technology, Short Run and long run production function, Isoquants; Least cost combination of inputs, Producer's equilibrium; Returns to scale; Estimation of production function. **Theory of Cost:** Cost Concepts and Determinants of cost, short run and long run cost theory, Modern Theory of Cost, Relationship between cost and production function. **Revenue Curve:** Concept of Revenue, Different Types of Revenues, concept and shapes of Total Revenue ,Average revenue and marginal revenue,

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Relationship between Total Revenue ,Average revenue and marginal revenue, Elasticity of Demand and Revenue relation.

Unit-III

Market Structure: Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly: Price and output determination under collusive oligopoly, Price and output determination under non-collusive oligopoly, Price leadership model. **Supply:** Introduction to supply and supply curves. **Pricing:** Pricing practices; Commodity Pricing: Economics of advertisement costs; Types of pricing practices. **Factor Pricing:** Demand and supply of factors of production; Collective bargaining, Concept of rent, profit, interest- Rate of return and interest rates; Real vs. Nominal interest rates. Basic capital theory–Interest rate and return on capital, Measurement of profit.

Unit-IV

Product market: Saving and Investment function, Consumption function, Aggregate supply and Aggregate demand, Investment multiplier, Foreign trade and budget multiplier. **Money market:** Motive for holding money; Liquidity preference, Money demand, Money market equilibrium. IS-LM Analysis: Derivation of nominal IS-LM and equilibrium. **National Income:** Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. **Consumption Function:** Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications, **Inflation:** Meaning, Types, Theories, Causes, Effects and Control, Unemployment Trade off, **Trade Cycles:** Concept and Theories of trade cycles.

Note: Relevant Case Studies will be discussed in class.

Suggested Readings/ Books:

- D. M. Mithani, *Managerial Economics Theory and Applications,* Himalaya Publication
- Peterson and Lewis, *Managerial Economic,* Prentice Hall of India
- Gupta, *Managerial Economics,* Tata McGraw Hills
- Geetika, *Managerial Economics,* Tata McGraw Hills
- Froeb, *Managerial Economics*, Cengage Learning
- Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi. 2.
- Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition,
- Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd., New Delhi.
- Shapiro, Macro Economics, Galgotia Publications.
- H. L Ahuja Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi. 7.
- G.S Gupta, Managerial Economics, Tata McGraw Hill.
- Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi
- K.K. Dewett, *Modern Economic Theory,* S. Chand Publication

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MBA 103-18
QUANTITAIVE TECHNIQUES

Course Objective: The objective of this paper is to acquaint the students with quantitative and operations research techniques that play an important role in managerial decision-making.

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions.
CO2: To apply the concepts of central tendency and variation in managerial decision making.
CO3: To enhance knowledge in probability theory and normality and its distribution concepts.
CO4: To understand the concept of correlation regression analysis and their applications.
CO5: To apply the learnt techniques to build the best fit route of transportation for carrying schedule of activities.
CO6: To apply the operations techniques in reality to market scenario.

Unit I

Introduction to Statistics: Meaning,Definition in singular and plural sense, Features of statistics,Importance , Functions, Scope and Limitations of Statistics.
Measures of Central Tendency: Mathematical averages including arithmetic mean, geometric mean and harmonic mean, properties and applications. Positional Averages: Mode and median (and other partition values including quartiles, deciles and percentile. Graphic presentation of measures of central tendency.
Measures of Variation: Absolute and relative measures. Range, quartile deviation, mean deviation, standard deviation and their coefficients. Properties of Standard Deviation and Variance. Moments Concept, calculation and Significance. Skewness: Meaning, Measurement using Karl Pearson and Bowley Measures. Concept of Kurtosis.

Unit II

Simple Correlation Analysis: Meaning of Correlation:Simple ,multiple and partial,linear and non linear correlation, correlation and causation ,scatter diagram,pearson's correlation coefficient,calculation and properties of coefficient,Rark Correlation.
Simple Regression Analysis: Meaning of Regression,Principle of least square and regression analysis,Calculation of regression coefficient,properties of regression coefficient,Relationship between correlation and regression cpoefficientg.
Theory of Probability: Meaning of Probility, Approaches to the calculation of probabability.calculation of event probabbilities,Addition and Multiplication Laws of Probabbility (Proof not required),Conditional Probability and Bayes' Theorem (Proof not required).

Unit III

Probabability Distribution: Binomial Distribution, Poission Distribution and Normal Distribution with threir properties ad applications.

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Linear Programming; Formulation of linear programming problems. Solution by Graphic method and by using Simplex method algorithm including Big-M method. Business applications of LP. Degeneracy. Duality. Post-optimality analysis.

Game Theory: Two-person zero-sum games. Games of pure strategies and Games of mixed strategies. Rule of dominance. Graphic solution to games. Business applications.

Unit IV

Transportation: Transportation problem: Initial feasible solution using North-west Corner Rule; Least Cost Method; and Vogel's Approximation Method. Testing optimality using MODI method.

Assignment Problems: Assignment problem: Solution using Hungarian Assignment Method.

Project Scheduling: PERT/CPM: Project networks. Scheduling of projects with known activity times – Critical path and scheduling of activities.

Suggested Readings:

- Levin, Richard and David S. Rubin. "*Statistics for Management*". 7th Edition,
- Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics.* International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., "Business Statistics: A First Course", 4th Edition (2008), Pearson Education.
- Anderson, David R., Dennis J. Sweeney and Thomas A., Williams, *An Introduction to Management Science*, South-Western.
- Taha, Hamdy A, *Operations Research – An Introduction*, Prentice-Hall of India Private Ltd., New Delhi.
- Hillier, Frederick S. and Gerald J. Lieberman, *Introduction to Operations Research*, McGraw Hill India (Pvt) Ltd.
- Vohra, N.D., *Quantitative Techniques in Management*, McGraw Hill Education Private Limited, New Delhi.
- Sharma, J. K., *Operations Research; Theory and Applications*, Macmillan Indian, New Delhi.
- Winston, Wayne L., S. Christian Albright and Mark Broadle, *Practical Management Science,* Duxbury – Thompson learning. Australia.
- Gupta C B, Gupta V, "*An Introduction to Statistical Methods*", 23rd Edition (1995), Vikas Publications.

Note: Latest edition of the readings may be used.

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MBA 104-18
ACCOUNTING FOR MANAGEMENT AND REPORTING

Objective: This course aims to familiarize the students with various accounting concepts, tools and techniques and its application in managerial decision making. It also acquaints the students with the latest accounting practices and reporting standards.

Course Outcomes:

CO1 – To familiarize the students about the basic concepts, principles and process of accounting and to make them aware about the formats of financial statements of public limited, banking and insurance companies.

CO2 – To explain the students about the concepts of cost and various intricacies for preparing the cost sheet.

CO3 – To acquaint students about the decision making techniques using the concepts of marginal costing, standard costing and budgetary control.

CO4 – To enable the students to analyse financial statements using various tools for financial analyse and interpret the financial position of a business organization.

CO5 – To familiarize the students about the contemporary developments in the accounting.

CO6 – To make students aware about the recent developments in financial reporting and regulations so that they may understand and appreciate the concept and process of harmonization of financial reporting practices.

Unit I

Introduction to Accounting: Accounting as an information system, Accounting Process, concepts, convention and principles of Accounting, Role of accountant in an organization. Branches of accounting: Financial, Cost and Management Accounting and their inter-relationships, Exposure to format of schedule VI of Public Limited, Banking and Insurance Companies.

Unit II

Cost Accounting: Meaning, Objectives, Scope and Classification of costs, Preparation of Cost Sheet. **Marginal Costing** –Concept of Marginal Cost; Marginal Costing Vs Absorption Costing; **Cost-Volume-Profit Analysis**; Break-Even Analysis; Assumptions and its practical applications for managerial Decision making with special reference to pricing, make or buy decisions, selection of Sales-Mix.

Standard Costing: Introduction, Variance Analysis, types of Variances- Materials and Labour Variances. **Budgetary Control**- Types of Budgets Master budget Zero base budgeting, Fixed Budget and Flexible Budgets, Zero Base Budget, Participative Budget and Performance Budget.

Unit III

Financial Statement Analysis: Concepts and objectives, **Tools of Financial Analysis**: trend analysis, common size statements, comparative statements, Ratio analysis- Liquidity, solvency, profitability, turnover ratios, Cash flow statements and funds flow statements.

Unit IV

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Recent Developments in Accounting: Introduction to concept of Price Level Accounting, Human Resource Accounting, Transfer Pricing. Target Costing, Kaizen costing, Activity based costing, Life Cycle Costing.

Financial Reporting and Regulations: Meaning, objectives, principles and environment of financial reporting; Introduction to Accounting Standards issued by ICAI, US GAAPs, International Accounting Standards, IFRS, Applicability of various accounting standards, comparison and the process of harmonization.

Suggested Readings:

- Ahuja, N. L. and Dawar, V. 'Financial Accounting and Analysis' Taxmann Publishers
- Khan and Jain, 'Management Accounting', Tata McGraw.
- J. Madegowda, 'Accounting for Managers', Himalaya Publishing.
- 4. Horngren, Charles T., Gary L. Sundem and William O. Stratton, "Introduction to
- Management Accounting", Pearson Education Asia.
- Ramchandran, 'Financial Accounting for Management', Tata McGraw
- Jawahar Lal, 'Accounting for Management', Himalaya Publishing
- Pandey, I.M, "Essentials of Management Accounting", Vikas Publishing House.
- Sehgal, A. and Sehgal, D., '*Advanced Accounting – Financial Accounting I,* Taxmann Publications
- Shukla, M.C. and Grewal, T.S. *Advanced Accounts Vol. I & Vol. II,* S. Chand and Co.
- Horngren, C. T., Sundem, G. L. and Stratton, W. O., *'Introduction to Management Accounting*', Pearson Education
- Elliott, B. and Elliott, J., *'Financial Accounting and Reporting'*, Pearson
- Gibson, C. H., '*Financial Reporting Analysis (Using Financial Accounting Information)'*, South-Western Publications
- Christopher, N. and Parker, R., '*Comparative International Accounting*', Prentice Hall
- Bhattachrya, S.K. and John Dearden, "Accounting for Management – Text and Cases",Vikas Publishing House.
- Arora, M.N., "Cost Accounting – Principles and Practice", Vikas Publishing House.

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MBA 105-18
BUSINESS ENVIRONEMENT AND INDIAN ECONOMY

Course Objective: This course aims at providing knowledge of the environment in which businesses operate, the economic, political, legal and social framework with a basic idea of the Indian Economy.

Course Outcomes: At the end of the course, student should be able to

CO 1: Outline how an entity operates in a complex business environment.

CO 2: To systematically learn impact of legal & regulatory, macroeconomic, cultural, political, technological, global and natural environment on Business enterprise.

CO 3: To examine the critical opportunities and threats that arise from an analysis of external business conditions by applying scenario planning to synthesize trends prevailing in the external environment.

CO 4: To describe how various types of economic systems play a significant role in the success of a business.

CO 5: To understand the nature of Indian Economy and various issues relating to Indian Economy having a direct or indirect impact on business environment.

CO6: To discuss various development strategies in India.

UNIT I

Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment, Components of Business Environment. **Political Environment**: Three political institutions: Legislature, Executive and Judiciary, Fundamental rights, Directive Principles, Rationale and extent of state intervention.
Economic Environment: Concept, features of various economic systems, New Industrial policy and industrial licensing, new economic policies, aspects of economic reforms and their effects on business and emerging economies. Effect of recession on Business and remedies for that, Economic Planning in India: Objectives, Strategies and Evaluation of current five year plan, Monetary and Fiscal Policy.

UNIT II

Legal Environment: Company Regulatory Legislations in India, FEMA, EXIM policy, Competition Law, Right to Information Act 2005.
Public Sector in India: Concepts, Philosophy and Objectives, Performance, Problems and Constraints. Disinvestment and Privatisation, Joint sector and Cooperative sector in India, Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

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Consumerism: Role of Consumer Groups with Special Reference to India; Consumer Protection Act, 1986 with Latest Amendments.
Ecological Environment: Concepts of Green Management, Global Warming, Carbon Foot Printing, The Environment Protection Act 1986.

UNIT III
Technological Environment: Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.
International Environment: Emergence of Globalisation, Control of Foreign Direct Investment, Benefits and Problems from MNCs. WTO, its role and functions, Implications for India. Trading Blocks, Foreign Trade: SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.
Introduction to Indian Economy: Colonialism and Development of Indian Economy, Framework of Indian Economy, Demographic Features and Indicators of Economic Growth and Development, Rural-Urban Migration and issues related to Urbanization, Poverty debate and Inequality, Nature, Policy and Implications.

Unit IV
Unemployment-Nature, Central and State Government's policies, policy implications, Employment trends in Organized and Unorganized Sector
Development Strategies in India: Agricultural- Pricing, Marketing and Financing of Primary Sector, Changing structure of India's Foreign Trade. The Economic Policy and Infrastructure Development: Energy and Transport, Social Infrastructure- Education, Health and Gender related issues, Social Inclusion, Issues and policies in Financing Infrastructure Development.

Suggested Readings:

- Paul Justin, Business Environment, Latest Edition, McGraw Hill Education, New Delhi.
- V.K. Puri & S.K. Misra, Economic Environment of Business, Latest Edition, Himalaya Publishing House, New Delhi.
- A.C. Fernando, Business Environment, Latest Edition, Pearson Publication, New Delhi.
- V. Neelamegam, Business Environment, Latest Edition, Vrinida Publications, Delhi.
- Francis Cherunilam, Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- K. Aswathappa, Essentials of Business Environment, Latest Edition, Himalaya Publishing House, New Delhi.
- Govt. of India, Five Years Plan Documents.

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MBA 106-18
BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Objective: This Paper introduces students to the relationship between business and ethics, and tries them to understand how ethical principles could influence management decisions. It also signifies the concept of CSR and its implications on business.

Course Outcomes: At the end of the course, the student will be able to:

CO1: To integrate and apply contemporary Ethics & Governance issues in a business context

CO2: To analyse and apply ethics to contemporary business practices.
CO3: To analyse key perspectives on corporate social responsibility and their application.

CO4: To evaluate different corporate ownership structures and their key governance features.
CO5: To understand the ethical decision making, ethical reasoning, the dilemma resolution process.
CO6: To analyse and apply corporate governance perspectives to contemporary business practices.

Unit I
Business Ethics: Characteristics, Principles, Types, Importance, Factors highlighting the importance of Business Ethics, Myths about Business Ethics. Ethical Values, Theories of Ethics, Absolutism verses Relativism, Teleological approach, the Deontological approach, Kohlberg's six stages of moral development (CMD), Code of Ethics.
Business Ethics and Social Responsibilities of the firm - relationship of the firms with customers, competitors, stockholders, dealers and suppliers. Ethics v/s Ethos, Indian v/s Western Management, Globalisation and Business Ethics. Emerging issues of Business Ethics.

Unit II
Ethical Dilemma; Characteristics, ethical decision making, ethical reasoning, the dilemma resolution process.
Ethical Considerations in Marketing, Ethics in Accounting and Finance, Ethical Implications at Top Level. Ethical considerations in Human Resource Management, Environmental Ethics.
Note: Relevant Case Studies regarding ethical issues in Marketing, HRM, Accounting and Finance and Environment Management should be discussed in the class.

Unit III
Corporate Social Responsibility: Concept, Definition, Need, Arguments in favour of and against CSR. Historical Phases of Corporate Social Responsibility, Perspectives of CSR. Models of CSR, Drivers of CSR, Corporate Governance, Business Ethics and CSR.
Corporate Social Responsibility and Corporate Sustainability: Meaning, Need and importance of Sustainability, Sustainability Case Studies-Triple Bottom Line (TBL).

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Corporate Sustainability Reporting Frameworks- Global Reporting Initiative Guidelines, National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business.

Unit IV

Corporate Social Responsibility within the organisation, CSR and Society, Strategic Planning and CSR, Environmental Aspects of CSR, CSR under the Companies Act, 2013, CSR Practices in India, Case Studies of Major CSR Initiatives.

Corporate Governance: Introduction, Need, Models.

References:

- Fernando, A. C. (2010). *Business Ethics and corporate governance.* Pearson Education.
- Velasuez, M. G. (2011). *Business Ethics: Concepts and Cases..* PHI Learning.
- Gosh, B. N. (2009). *Business Ethics and Corporate Governance.* Tata McGraw Hill. T
- Thomas M. Garrett - *Business Ethics* - The times of India Press Bombay.
- Peter Pratley - *The essence of Business Ethics* - prentice Hall of India (P) Ltd., New Delhi.
- Chackraborty S.K. - *Ethics in Management - Vedantic Perspectives* - Oxford University Press, Delhi.
- Keith Davis *Business and Society* Mc Graw Hill.

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MBA 107-18
BUSINESS COMMUNICATION FOR MANAGERIAL EFFECTIVENESS

Objective: This course presents communication as integral to management and as a critical component for success in the workplace. The students will develop a foundation for designing effective messages, both written and oral, from concept to delivery. They will use various communication models to identify objectives, analyze audiences, choose information, and create the most effective arrangement and channel for that message. Particularly, the course emphasizes elements of persuasive communication: how to design messages for diverse and possibly resistant audiences and how to present that information in a credible and convincing way.

Specifically, students will practice drafting and editing clear, precise, and readable written business documents as well as learn to design documents to make information easily accessible to a busy, executive-level reader. In addition, they will develop and deliver an individual presentation, using appropriate and effective visual support, in which they will present a persuasive argument that demonstrates relevance and benefits to an audience at different levels of expertise or interest and will learn and practice group communication.

Course Outcome:

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To understand the basics of communication and its process, and the various barriers in the communication.

CO2 – To learn the listening skills and comprehend the value of business etiquettes

CO3– To comprehend Non – Verbal communication skills and its application for effective Communication.

CO4 – To learn the skills of writing effective business messages, letters and reports

CO5– To develop the presentation skills and learning to organize and structure a Presentation using visual aids

CO6 – To prepare the students for interview , employment messages and resume writing skills

UNIT - 1

Understanding the Foundations of Business Communication: Business Communication concept, Communication Models, Communication Process, Characteristics of effective business communication, Barriers in communication environment, Communication and Ethics, Cross Cultural Communication;
Guidelines for successful collaborative writing, Social networking technologies in business communication, Importance of listening, business etiquette & nonverbal Communication

UNIT - II

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The Three-Step Writing Process: Importance of analyzing the situation before writing a message, Information-gathering options, Information organization, Writing Business Communication: Adapting to your audience, Crafting brief messages, Crafting messages for electronic media, Writing routine and positive messages, Writing negative messages; Planning, Writing, and Completing Reports and Proposal and Emails.

UNIT – III

Designing and Delivering Oral and Online Presentations: Developing oral and online presentations, Enhancing presentations with slides and other visual aids, Just-A-Minute Presentation, Individual/Group Presentations, Feedback and overcoming Glossophobia, Group discussion.

UNIT - IV

Writing Employment Messages and Interviewing for Jobs: Employment strategy, Planning, writing and completing your resume, Applying and Interviewing for Employment: Understanding, preparing and follow-up, Role Play and Simulation games – Employer - employee and Interviewer – interviewee relationship.

Suggested Readings:

- Penrose/Rasberry/Myers *Business Communication for Managers (5th edition)* Cengage Learning.
- Courtland/John/Roshan *Business Communication Today (13th edition)* Pearson
- Rizvi *Effective Technical Communication* Tata Mcgraw Hills
- Raymond/Marie/Kathryn/Neerja *Business Communication* Tata Mcgraw Hills

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MBA 201-18

Business Analytics for Decision Making

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision making.

Course Outcomes: At the end of the course, the student will be able to:

CO1: To have a deeper and rigorous understanding of fundamental concepts in business decision making under subjective conditions

CO2: To enhance knowledge in probability theory and normality and its distribution concepts

CO3: To conduct research surveys through multiple regression and multiple correlation

CO4: To design a good quantitative purpose statement and good quantitative research questions and hypotheses

CO5: To know the various types of quantitative sampling techniques and conditions to use.

CO6: To utilize the time series method to predict the future of sales in a concern.

Unit I

Introduction to Statistics: Meaning, Importance, Applications of inferential statistics in managerial decision making. **Collection of Data:** concept of primary data and secondary data, sources of primary data and secondary data, **Classification and Tabulation of Data:** Concept and types of classification, construction of frequency distributions, tabulation of data: role of tabulation, parts of table, rules of tabulation, review of table, types of table.

Sampling: Concept, definitions, census and sampling, probability and non probability methods of sampling, relationship between sample size and errors.

Unit II

Sampling Distributions: Concept and standard error.

Hypothesis Testing: Formulation of hypothesis, procedure of hypothesis testing, errors in testing of hypothesis, tests of significance for large samples, tests of significance for small samples, application of t-test, Z-test, F-test and Chi-square test and Goodness of fit, ANOVA.

Techniques of association of attributes.

Unit III

Business Forecasting: Introduction, Role of forecasting in business, Steps in forecasting and methods of forecasting.

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Correlation: Partial and Multiple correlation.

Regression Analysis: Multiple regression analysis, Testing the assumptions of regression: multicolinearity, heteroscedasticity and autocorrelation.

Unit IV

Index Number: Definition, importance of index number in managerial decision making, methods of construction, tests of consistency, base shifting, splicing and deflation, problems in construction.

Time Series Analysis: Meaning, component and, methods of time series analysis. Trend analysis: Least square method, linear and non linear equations, applications of time series in business decision making.

Suggested Readings:

- Levins, Krehbiel, *Business Statistics*, Pearson Berenson
- Levin & Rubin, *Statistics for Management*, Prentice Hall
- S P Gupta, *Statistical Methods*, Sultan Chand
- Beri, *Business Statistics*, Tata Mc Graw Hill
- Croucher, *Statistics: Making Business Decisions*, Tata McGraw Hill
- C.R. Reddy, *Quantitative Techniques for Management Decisions*, Himalaya Publishing
- Anderson Statistics for Business & Economics, Cengage Learning
- Levin, Richard and David S. Rubin. "*Statistics for Management*". 7th Edition,
- Prentice Hall of India, New Delhi.
- Render, B. and Stair, R. M. Jr., "*Quantitative Analysis for Management*", 7th Edition, Prentice–Hall of India, New Delhi.
- Siegel, Andrew F, *Practical Business Statistics.* International Edition, 5th Edition (2001), McGraw Hill Irwin.
- Berenson, L.M., Krehbiel, T.C., Vishwanathan, P.K. and Levine, D.M., "Business Statistics: A First Course", 4th Edition (2008), Pearson Education.

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MBA 202-18
Legal Environment for Business

Course Objective: The objective of this paper is to give an exposure to students about important commercial, corporate and taxation laws, so that they are able to relate the impact of these legal enactments on business in an integrated manner.

Course Outcomes: Following are the expected outcomes of the course:

1. Students shall be able to understand the legal and regulatory framework of business environment.
2. Students shall be able to identify the fundamental legal principles behind contractual agreements.
3. Students shall be able to understand the legal provisions of sales of goods.
4. Students shall be able to understand the concept of negotiable instruments as well as rules pertaining to crossing, transferring and dishonouring of negotiable instruments.
5. Students shall have understanding of legal rules governing admission, retirement and death of partner and dissolution of partnership firm.
6. Students shall be able to understand the legal framework relating to the process of incorporation of Joint Stock Company

UNIT-I

Introduction to Business Laws:- Business Management and Jurisprudence; Structure of the Indian Legal Systems: sources of Law. **Law of Contract**: Definition, features of a valid contract, offer and Acceptance, Consideration, Capacity of parties, Free consent, Legality of Object, Performance and Discharge of Contract, breach of a contract and its remedies. Meaning and types of agents. Special Contracts-Laws of Agency; Principal-Agent Problem-Bailment, Pledge, Guarantee and Indemnity.

UNIT-II

Sales of Goods Act- Principles of Sales of Goods- Transfer of Ownership& Property– Performance of contract.

Unit III

Partnership Act: Introduction to Partnership Act, admission of partner, retirement and death of partner, dissolution of partnership firm.

Negotiable Instrument: Bills of Exchange, Promissory Note, Cheque and Rules Regarding the Crossing of Cheques, Dishonour of cheques and liability of banker and drawer.

UNIT-IV

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Company law: Definition and features of company; concept of corporate veil; distinction between company and partnership firm; type of companies, Process of formation and incorporation of Company, Memorandum of Association and Articles of Association, Definition, qualification, rights, duties and position of Directors, Constitution of Board of Directors, Chairman of Board, independent and executive directors, Introduction to meetings and resolution.

SUGGESTED READINGS:

1. Bansal, C. L. 'Business Laws' Taxmann Publishers (Edition-2011)
2. Kuchhal, M. C. and Kuchhal,Vivek-'Business Legislations for Management' Vikas Publications (4th Edition 2014).
3. Maheshwari,S.N. and Maheshwari,S.K.-A Manual of Business Laws- Himalya Publishing House Pvt. Ltd. (7th Edition-2018)
4. Singhania, V. and K.,Singhania, K. and Singhania, M. 'Direct Taxes – Law & Practice', Taxmann's Publication, Pvt. Ltd.(60th Edition 2018-19)
5. **Swain, Dr. Anil Kumar and Agrawal, Mr. Gopal Prasad,** GST Concepts and Applications,Himalya Publishing House Pvt. Ltd. (1stEdition-2018)
6. Tulsian,P.C. and Tulsian, Bharat, Business Laws, McGraw Hills Education, (3rdEdition-2014)

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MBA 203-18
Marketing Management

Course Objective: The course aims at making students understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm in turbulent business environment. This course will provide better understanding of the complexities associated with marketing functions, strategies and provides students with the opportunity to apply the key concepts to practical business situations.

Course Outcomes: At the end of the course, the student will be able to:

CO1 - To learn the basics of marketing, selling, marketing mix and its core concepts.

CO2 – To understand the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.

CO3– To equip the students with necessary skills for effective market segmentation, targeting and positioning

CO4 – To prepare the students for understanding the various components of product mix, product life cycle and comprehend the new product development process.

CO5– To develop an understanding of promotion mix and strategies for successful promotion

CO6 – To gain knowledge about the emerging trends in marketing and pyramid marketing.

Unit –I

Understanding Marketing and Consumers: Introduction to Marketing Management. Definition, Importance, Scope, Basic Marketing Concepts, Marketing Mix, Marketing vs Selling, Customer Value, techniques and relevance. **Marketing Environment and Competition:** Analyzing Marketing Environment-Micro, Macro, Impact of environment on marketing. **Corporate Strategic Planning:** Defining role of marketing strategies, marketing planning process. **Marketing Information System:** Concept and Components. **Consumer Behaviour:** Consumer buying process, Factors Influencing Consumer Buying Behaviour,

Unit –II

Market Segmentation & Targeting: Product differentiation, Positioning for competitive advantage, Product Decisions: Product Mix, Packaging and Labelling Decisions, Branding, Brand value & Brand Equity. **New Product Development**, Consumer Adoption Process, Product Life Cycle and marketing mix strategies. **Services Marketing** and 7Ps framework. **Pricing Decisions:** Objectives, Factors Affecting Pricing Decisions, Pricing Methods, Price Changes, Pricing Strategies.

Unit –III

Delivering and Promoting Product: Supply Chain Decisions Nature, Types, Channel Design and Channel Management Decisions, Retailing, Wholesaling, **Personal Selling:** Personal Selling Process, Managing the Sales Force. **Promotion Mix:** Advertising, Sales

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Promotion, Public Relations. **Emerging Trends in Marketing**: Green Marketing, Event Marketing, Network Marketing, Social Marketing, Buzz Marketing/ Viral Marketing, Customer Relationship Management (CRM), Global Marketing, Rural Marketing, E-Commerce: Marketing In The Digital Age.

Unit -IV

Bottom of Pyramid Marketing: Understanding poverty and the Base of the Pyramid, understanding the BoP consumer: their basic needs wants and demands, Design-Develop-Distribute approach towards BoP. Consumption and marketing practices in BoP contexts: few challenges-The institutional context of BoP markets.-Conducting Marketing Research in BoP Markets-BoP Consumers and Producers-Producers and Entrepreneurs at the BoP. Concept of Informal Economy-Alternative Market initiatives at BoP-Ethical issues associated with BoP.

Suggested Readings:

- Kotler & Koshy, *Marketing Management*, Pearsons Education
- Ramaswamy & Namakumari, *Marketing Management*, McMillian.
- McMEtzel, Walker, Stanton, and Pandit, *Marketing Management*, Tata McGraw Hill
- Kurtz & Boone, *Principles of Marketing*, Cengage Learning
- Kotler & Armstrong, *Principles of Marketing*, Prentice Hall
- Biplab S. Bose, *Marketing Management*, Himalaya Publications
- Subhash c. Jain, *Marketing Management*, Cengage Learning
- Rajan Saxena,, *Marketing Management*, Tata McGraw Hill.

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MBA 204-18

Human Resource Management

Course Objective: The objective of the paper is to make student aware of the various functions and importance of HR department in any organization. It is basically concerned with managing the human resources, whereby the underlying objective is to attract retain and motivate the human resources in any organization.

Course Outcomes: At the end of the course, the student will be able to:

CO1- To explain the basics of Human Resource Management and analyse the evolution of HRM.
CO2- To comprehend the environment of HRM.
CO3: To appraise various functions of HRM that facilitate employee hiring viz. human resource planning, job analysis recruitment and selection.
CO4: To understand the role of training, development, career planning and performance appraisal functions in human resource development.
CO5: To examine the provisions of employee health, safety and welfare.
CO6: To analyse the concerns of government, employees and employers in establishing Industrial relations.
CO7: To illustrate mechanisms adopted by the organizations for settlement of disputes and grievances

Unit I

Human Resource Management (HRM): Nature, Scope, Objectives and functions of HRM. Evolution of HRM, HR as a factor of competitive advantage. Organization of HR department, Line ad staff responsibility of HR managers, competencies of HR Manager. Personnel Policies and Principles. **Strategic HRM**: Introduction, Integrating HR strategy with Business Strategy, Difference between SHRM and HRM. HRM Environment and Environment Scanning. **Human Resource Planning**: Meaning, Process and importance, factors affecting Human Resource Planning. **Job Analysis**: Process, methods of Job Description & Job Specification.

Unit 2

Recruitment & Selection: Meaning & Concept, Process & Methods Recruitment & Selection, Induction & Placement. **Training & Development**: Meaning & Concept of Training & Development, Methods of Training & Development, Evaluating training effectiveness. HRM vs. HRD. **Career Planning & Development**: concept of career, career planning, career development, process of career planning and development, factors affecting career choices, responsibilities of Employers / managers, organization and employees in career planning and development, career counseling. **Internal Mobility**: Promotion, Transfer, Demotion, Separation, downsizing and outplacement.

Unit 3

Performance Appraisal: Meaning & Concept of Performance Appraisal, Methods & Process of Performance Appraisal, Issues in Performance Appraisal, Potential Appraisal. **Compensation Management**- Concept and elements of compensation, Job evaluation, Wage / Salary fixation, Incentives Plans & Fringe Benefits. **Quality of work life (QWL)**: Meaning, Concept, Techniques to improve QWL. Health, Safety & Employee

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Welfare, Social Security. **Quality Circles**: Concept, Structure, Role of Management, QCs in India.

Unit 4

Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery. **Collective Bargaining:** Meaning, Scope, Objectives, Issues and Strategies, steps of collective bargaining, negotiation skills. Participative Management, Grievance Handling, Disciplining and Counseling of employees, HRIS, HR Audit. Ethical Issues in HRM. Human Resource Management practices in India.

Suggested Readings:

- Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia. 2017 15th Edition
- Aswathappa, K.. Human Resource Management, Text and Cases (7th ed.). Mc Graw Hill.
- Flippo, E. Human Resource Management (5th ed.). McGraw Hill.
- Ivancevich, J. Human Resource Management (12th ed.). Tata Mc Graw Hill.
- Gomez Mejia, L. Managing Human Resources (8th ed.). Pearson Education.
- Bratton, J. and Gold, J. Human Resource Management: Theory and Practice (6th ed.). Palgrave.
- Mirza S. Saiyadain. Human Resources Management (4th ed.). Tata McGraw Hill.
- Dale Yoder, Personal Management & Industrial Relations, Tata McGraw Hill

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MBA 205-18

Production & Operations Management

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

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Understand ever growing importance of Production and Operations management in uncertain business environment.
CO2: Gain an in-depth understanding of resource utilization of an organization.
CO3: Appreciate the unique challenges faced by firms in services and manufacturing.
CO4: Understand the subject as a crucial part of functional management.
CO5: Develop skills to operate competitively in the current business scenario.

CO6: Understand the concepts of inventory and purchasing management.

Unit- I

Operations management: concept, functions, transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crossby, Taguchi.

Facility Location – importance, factors in location analysis, location analysis techniques. **Product Design and Development** – product design and its characteristics, product development process (technical), product development techniques. **Process selection**- project, job, batch, mass and process types of production systems. operations management in corporate profitability and competitiveness

Unit- II

Facility Layout – Objectives, Advantages, Basic Types of Layouts, Problems in facility layout. **Production Planning & Control (PPC):** –Concepts, Objectives, and Functions, work study – Productivity: Method study; Work measurement. **Capacity Planning** – Concepts, Factors affecting Capacity Planning, Capacity Planning Decisions.

Unit- III

Quality Management: Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application. **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.

Unit- IV

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JIT and Lean Production System: JIT Approach, Implementation requirements, Services, Kanban System. **Inventory Management**: Concepts, Classification, Objectives, Factors affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising. **Purchasing Management** – Objectives, Functions, Methods, Procedure.

Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Note : Relevant Case Studies should be discussed in class.

Suggested Readings / Books:

- Mahadevan B, Operations Management: Theory and Practice (2nd Ed.). Pearson Education
- Krajewski & Ritzman, Operations Management (5th Ed.) Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, (8th Ed.) John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al , Cases in Operations Management, Pitman
- McGregor D, Operations Management, McGraw-Hill
- Nair, Production & Operations Management. Tata McGraw

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MBA 206-18

Corporate Finance and Indian Financial System

Course Objective: To provide an in-depth understanding of the core finance functions and decisions in the area of corporate financial management. Further provide a practical and problem insight for effective financial decision-making.

Course Outcomes: After completing the course, the students shall be able to:
CO1- To explain the evolution, objectives and functions of corporate finance and interface of corporate finance with other functional areas.
CO2- To illustrate the concept of time values of money and valuation of securities.
CO3: To comprehend the significance of capital structure theories in capital structure decisions.
CO4: To understand the applications of approaches of working capital management.
CO5: To be able to describe the role of various financial institutions on Indian financial system.
CO6: To discuss the evolution of financial markets and various financial instruments.

Unit-I

Introduction to Financial Management and Corporate Finance: Meaning, nature, evolution, objectives, functions and scope of corporate finance. Interface of financial management with other functional areas, environment of corporate finance, functions and role of financial manager.
Time Value of Money-Introduction, types of cash flows, future value of single cash flow, multiple flows and Annuity.
Valuation of Securities: Concept of Valuation, Methods for valuation of equity, debt and hybrid securities.

Unit-II

Capital Structure Decision-Capital Structure Theories: Meaning and features of capital structure decision, Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani-Miller Hypotheses with special reference to the process of arbitrage and Agency Cost.
Capital Budgeting Decision: Nature of investment decisions; process of capital budgeting, investment evaluation criteria: Discounted and Non-Discounted Methods (Pay-Back Period, Average rate of return, Net Present Value, Benefit Cost Ratio and Internal Rate of Return). Risk analysis in capital budgeting and Capital rationing.

Unit-III

Dividend Decision-: Issues in dividend decisions. forms of dividend, theories of relevance and irrelevance of dividends.
Management of Working Capital: Meaning, nature, objectives and Approaches of Working Capital (Conservative, Matching and Aggressive approaches), Static vs. Dynamic View of Working Capital. Factors determining the amount and composition of Working Capital .Methods for financing of working capital.

Unit-IV

Introduction to Financial System: Overview, evolution of Indian financial system. Structure and functions of Indian financial system. Financial sector reforms-major reforms in the last decade. **Financial Institutions:** Introduction to Reserve Bank of India, Securities and Exchange Board of India, Insurance Regulatory and Development

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Authority of India, Introduction to commercial banks, co-operative banks, NBFCs, insurance companies, mutual funds, stock exchanges, commodity exchanges, and Depositories.

Financial Markets: Introduction, evolution, capital market and money market, functions and operations of primary market and secondary market. **Financial Instruments**: Shares, Debentures, Bonds, Money Market Instruments, Derivatives, Global Depository Receipts, Foreign Currency Convertible Bonds

Suggested Readings:

1. Pandey, I. M. (2015). Financial Management, 11th Edition. Vikas Publishing House.
2. Khan, MY. and Jain, PK. (2014). Financial Management, 7th Edition. Tata McGraw Hill, New Delhi.
3. Chandra, Prasanna. (2015).Financial Management: Theory and Practice, 9th Edition. Tata McGraw Hill, Delhi.
4. Van Horne. J.C. and J.M. Wachowicz. (2015). Fundamentals of Financial Management,13th Edition. Prentice Hall, Delhi.
5. Brealey, Richard A; Stewart, C. Myers and Allen, F. (2017). Principles of Corporate Finance, 11th Edition. McGraw Hill, New York.
6. Bhole, L. M. (2017). Financial Institutions and Markets, 6th Edition. McGraw Hill.
7. Srivastava, R. M and Divya, N. (2014). Management of Indian Financial Institutions, 9th Edition. Himalaya Publishing House.
8. Varshney, P. N. and Mittal, DK. (2010). Indian Financial System, 11th Edition. Sultan Chand & Sons.

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MBA 207-18

Entrepreneurship Development and Project Management

Course Objective: To provide a comprehensive understanding of the concept of an Entrepreneur and intricacies involved in managing entrepreneurial projects. The prime aim is to imbibe the necessary entrepreneurial competencies among students and motivate them choose Entrepreneurship as a feasible and desirable career option.

Course Outcomes: After completing the course, the students shall be able to:
CO1- To explain the characteristics, functions and traits of an entrepreneur.
CO2- To illustrate the concept of corporate entrepreneurship and development of the same in the organizations.
CO3: To comprehend the significance of women entrepreneurs, rural entrepreneurship and social entrepreneurship.
CO4: To examine entrepreneurial strategies to explore new entry opportunities, methods of enhancing creativity and generation of ideas.
CO5: To be able to develop an effective business plan.
CO6: To explain the basic concepts of project management and analyse different phases of project management viz. generation and screening of project ideas, project analysis, selection, financing, implantation and review.

Unit I

Introduction to Entrepreneur: Concept, Characteristics, functions of an entrepreneur, Entrepreneur Vs Manager, Types of entrepreneur, Entrepreneurial Mind Set, Key attributes of an entrepreneur, desirable and acquirable traits and behaviours, Readiness of the entrepreneur: Right age, right time and right conditions, Myths and Realities of entrepreneurship. **Entrepreneurship and Intrapreneurship:** Similarities and variance, Developing Corporate Entrepreneurship.
Women entrepreneurs:-Meaning, role, problems for women entrepreneurs, **Rural entrepreneurship, social entrepreneurship,** Entrepreneurship Development, Entrepreneurial support systems and role of government in Entrepreneurship Development..

Unit II

Entrepreneurial Motivation: Concept and Theories, **Entrepreneurial Strategy: Generating and Exploiting New Entry Opportunities**, Generation of new Entry Opportunity, entry Strategy, Risk reduction strategies for New Entry Exploitation
Creativity and Business Idea Generation: Concept of creativity, ideas from trend analysis, sources of new ideas, Methods of generating new ideas, Creative problem solving, creativity and entrepreneurship. **Entrepreneurial Innovation:** Concept and types, Opportunity Recognition and opportunity assessment plan, product planning and development process..

Unit III

Protecting Ideas and Legal issues for the entrepreneur. Concept of IPR, Patents, Trademarks, Copyrights, Licensing, Product Safety, Other Legal Issues in Setting Up An Organisation. **Business Plan Creating and Starting the Venture:** Concept of Business Plan, Scope and Value, Writing the business plan, Using and implementing business plan. **Succession Planning and Strategies for Harvesting and Ending Venture:** Exit Strategy , succession of Business, Selling off, bankruptcy

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Reasons of failure of business plan, Reasons for the failure of entrepreneurial ventures.

Unit IV

Project Management: Concept, facets and Key Issues of project management. **Generation and screening of project ideas, Project Analysis:** Market and demand analysis, Technical analysis, Financial estimates and projection, **Project Selection:** Investment criteria, Risk analysis, Social Cost Benefit analysis.

Project Financing: Financing of projects, Concept of Venture Capital in detail, Difference between Venture Capital and Private Equity. **Project Implementation:** Project planning and control, Network techniques for project management: PERT and CPM Models, **Project Review**: Post Audit and Administrative Aspects.

Relevant case studies related to the topics should be discussed.

Suggested readings:

- Chandra, P. (2017). *Projects:Preparation, Appraisal, Budgeting and Implementation.* New Delhi: 8th Edition,Tata Mcgraw .
- Desai, V. (2017). *Project Management and Entreprenueurship.* New Delhi: 2nd Edition, Himalaya Publishing House.
- Fyffe, D. S. (2001). *Project Feasibility Analysis.* New York: John Wiley and Sns.
- Hisrich, R. D, Peters, M.P, and Shephers, D.A.(2016). *Entrepreneurship.* New Delhi:10th Edition,Tata mc graw.
- Mohanty, Sangram Keshari (2017). *Fundamentals of Entrepreneurship*, Revised Edition, PHI Learning Pvt Ltd.
- Natrajan, K. and Gordon, E. (2017). *Entreprenuership Development.* New Delhi: 6th Edition , Himalaya Publishing House.

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MBAGE 201-18

Computer Applications for Business

Course Objective: The purpose of this course is to provide a through exposure to the operating and office management tools available in different packages. A student can be exposed to the working knowledge of Windows based operating systems and software packages such as Windows-95, 98, 2000-Professional, windows -XP and MS -Office.

Course Outcomes: After completing the course, the students shall be able to:

CO1: Develop understanding of computer fundamentals, functions and their classifications
CO2: Develop a clear understanding and knowledge about the functioning of a Computer software and window operating system
CO3: Demonstrate proficiency in Microsoft word & Excel.
CO4: Apply formatting and editing features to enhance worksheets.
CO5: Use styles, themes, and conditional formats to customize worksheets.
CO6: apply the concepts of data base and Access for editing Data; managing reports and labels, Managing Multiple Tables.

Unit I

Introduction to Computer: Definition of Computer, Features of Modern Computer, Classification of Computer on the Basis of Generation.
Components of Computer: Input Unit, Output unit, Central Processing Unit Various Input Devices and Output Devices, Internal and External Memory Storage, RAM, ROM, PROM, EPROM, Hard Disc, Magnetic Tapes

Unit II

Operating System: Concepts, Definition of Operating System (as Resource Manager, Processor Manager and Information Manager)
Window: Introduction to Window (Working of Windows, Manipulation of Icon, Menus and opening different applications simultaneously), Various Versions of Windows, Basic commands of windows (Creating, Moving, Renaming, Deleting Files/Folders). **MS-Office**: Introduction, Components of Office.

Unit III

MS-Word: History, Creating, Saving, Opening, Importing, Exporting and Inserting document, Formatting pages, Alignment, Paragraphs and Sections.
Indents and Outdents, creating lists and numberings Formatting Commands: Headings, Styles, Fonts and Size editing, Viewing Text, Finding and Replacing text, Headers and Footers, Inserting page breaks, Page numbers, Special Symbols and Dates Mail merge, Preview and Printings command.
MS-PowerPoint: History, Creating, Saving, Opening, existing presentation, Creating and Saving a Presentation using Auto Content Wizard, Design Template, Blank

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Presentation the Slide Sorter View, Slide Show, Inserting pictures and graphics and Printing Slides.

Unit IV

MS-Excel: Introduction, Components of Excel History, Creating, Saving, Opening, Spreadsheet, Formatting numbers and Text, Graph and Chart Formatting Commands, Menu Bar, Toolbars, Producing Charges, Protecting Cell Macro and Printing Operation, Spell Checking, Cell Editing, Calculation of various Financial and Statistical Functions using Formulas.

MS Access: Introduction to Data Base and Access: Viewing and Editing Data; Sorting and Indexing Printing Reports and Labels, Managing Multiple Tables. Forms, Queries, Reports.

Suggested Readings:

- Ram, B.(2018).*Computer Fundamentals Architecture and Organization.* New Delhi: Age Publications
- Sinha, P.K. and Sinha, P. (2017).*Foundation of computing*. New Delhi: BPB Publications.
- Arora, A.(2015) *Computer fundamentals and applications*. Vikas Publishing.
- Rajaraman, V.(2014).*Fundamentals of Computers.* Delhi: Prentice-Hall.
- Roger,J. (2010).*MicrosoftAccess2010*.Delhi:PearsonEducation.
- Forouzan,(2009).*Basics of Computer Science.* India: Cengage Learning
- Levi, D.S., Kaminsky, P. (2007) Designing and Managing the Supply Chain. McGraw Hill
- Turban, E., Aronson JE., Liang, TP. (2005). *Decision Support Systems and Intelligent Systems* (7th Edition). Pearson Publishers.

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MBA 301-18
Organizational Behaviour & Design

Course Objective: The course aims to provide an understanding of basic concepts, theories and techniques in the field of human behaviour at the individual, group and organizational levels in the changing global scenario at workplace.

Course Outcomes: Upon completion of this course, students will be able to:
CO1- To explain the basics of Orgnaizational behaviour and various challenges for OB in national and global environment.
CO2- To illustrate the foundations of Individual Behaviour and analyse the influence of individual level factors viz. learning, personality, perception, attitude and motivation on behaviour in organizations.
CO3: To assess the significance of leadership and role of leadership styles in effectiveness of the team. **CO4:** To examine the dynamics of group development, group properties and formation of organizational culture.
CO5: To demonstrate dimensions of organisational design and types of organisational structure and to analyse the influence of environment on organisational design.
CO6: To interpret the effect of political climate (conflict, power and politics) on human behaviour.

Unit 1
Organisational Behaviour: Meaning, foundations, contributing disciplines to OB, Challenges and opportunities for OB.
Individual Behaviour: Foundations of individual behaviour, Determinants of individual behaviour.
Learning and Reinforcement: Theories of learning, Schedules of reinforcement, Behaviour modification.
Emotions and Moods: Types and sources of emotions, emotional intelligence, managing emotions at work place.

Unit 2
Personality: Determinants of personality, The Myers-Briggs Type Indicator model of personality, The Big five model of personality, traits of personality.
Attitudes & Values: sources and types of attitude, cognitive dissonance theory, Types of attitudes at work place, attitude change.

Perception: factors influencing perception, process of perception, attribution theory of perception, perceptual distortions and improving perceptions.
Motivation: early and contemporary theories of motivation, application of motivation process.
Leadership: nature and significance of leadership, theories of leadership, behavioural styles of leaderships, leadership traits, transactional leadership, concept of charisma leaders.

Unit 3
Transactional analysis: Ego states, life positions, Johari window model.
Foundations of Group Behaviour: Nature and concept of group, Group formation, stages of group formation, theories of group formation, Types of teams, issues in team management.
Group Properties: Roles, norms, status, size, cohesiveness and decisions making in groups.
Stress management: sources of stress, approaches for stress management.
Organizational culture: meaning, concept and dimensions of organizational culture, developing organizational culture, cultural differences.

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Unit 4

Understanding Organisations: Meaning and importance of organisations, Organisational theory, Organizational life cycle. **Organization and environment**: General vs specific environment, actual vs perceived environment, environmental uncertainty. **Organisational Design:** Meaning, factors influencing organisational design: organizational strategy, size, technology, environment. Dimensions of Organizational design: Complexity, formalization, centralization. Common organizational designs: Traditional designs and contemporary designs. Organisational structure: Meaning and Types of organisational structures.
Conflict Management: Meaning, types and sources of conflict, Process of conflict management, approaches to conflict management. **Learning Organizations:** Meaning of learning organisations, creating learning organisations.
Power and politics in organizations: Nature & concepts, sources and types of power, tactics and techniques of politics.

Suggested Readings /Books:

- Robbins, *Organization Behaviour*, Pearson Education
- Luthans ,*Organization Behaviour*, Tata McGraw Hill
- Newstrom, *Organizational Behaviour: Human Behaviour at work*, Tata McGraw Hill
- Kalliath, *Organization Behaviour*, The McGraw –Hill
- Griffin& Moorhead, *Introduction to Organisational Behaviour*, Cengage Learning
- Hersey, *Management of Organizational Behaviour*, Prentice Hall India
- Parikh, Gupta, *Organisational Behaviour*, Tata McGraw Hill
- Aswathappa, *Organization Behaviour*, Himalaya Publications
- Locum, *Fundamentals of Organisational Behaviour*, Cengage Learning.
- Saiyadain , M.S. : Organization Behaviour , Tata McGraw Hill
- Steven L. McShane, Mary Ann Von Glinow, Radha R Sharma, *Organisational Behaviour,* New Delhi, Tata McGraw Hill, 2007.
- Udai Pareek, *Understanding Organizational Behaviour*, New Delhi, Oxford University Press, 2007.
- P.G Aquinas, *Organization Structure and Design- Applications and Challenges,* New Delhi, Excel Books, 2010.
- Stephen, P. Robbins and Mary Mathew, *Organizational Theory- Structure, Design and Applications*, New Delhi, Pearson Education, 2009.

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MBA 302- 18
Marketing Research

Objective: The course aims to provide an understanding of basic concepts, theories and statistical techniques used in research. Students will also be given exposure to use and apply SPSS.

Course Outcomes: Upon completion of this course, students will be able to:
CO1: Understand the process of marketing research and its application in managerial decision making
CO2: Identify various sources of data for marketing research.
CO3: Examine different research methods and be able to apply them.
CO4: Identify different research designs and develop a research proposal.
CO5: Design an effective questionnaire and test reliability and validity of the scales.
CO6: Apply different methods of data preparation and data analysis.

Unit I

Marketing Research: Definition, Nature and Scope for marketing decision making. Marketing Research Process. Types of Research – Descriptive research, Exploratory Research and Causal Research.
Sources of Data: Commercial (Syndicated) and Non-commercial Sources of Secondary Data for Marketing Research.

Unit II

Casual Research Designs: Basic designs – After-only design, Before-After design, After only with control group design, Before-After with control group design, Time Series Design Latin Square Design, Factorial Design, Ex-Post Facto Design, Completely Randomized Design, Randomized Block Design.
Observation Research: Direct Observation, Indirect Observation, Observational Variables.
Developing Research Proposal: purpose, nature and evaluation, content and format.

Unit III

Questionnaire Design: Principles of Writing Questionnaire.
Reliability and Validity: Basic concepts; True Score Model; Measurement Errors in Marketing; Scales of Measurement – Nominal, Ordinal, Interval and Ratio; Coefficient Alpha and Internal Consistency; Types of Reliability – Test-retest Reliability, Alternative Forms and Split-Half Reliability; Types of Validity – Content, Criterion, Concurrent, Predictive Convergent, Construct, Discriminant and Nomological Validity; Concept of Generalizability.

Unit IV

Data Preparation: Understanding SPSS, Creating SPSS Sheet; Entry of Data in SPSS; Basic computations of Descriptive Statistics.
Basic Data Analytic Techniques: Assessing Reliability; Computing Coefficient Alpha Scale Refinement and Item Analysis.
Advanced Data Analytic Techniques: Correlation Analysis, Factor Analysis, Regression Analysis.

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Suggested Readings:

1. Malhotra N.K., Marketing Research, Pearson Education, New Delhi, 2012.
2. D R. Cooper, &P.S,Schindler, Business Research Methods, Tata McGraw Hill.
3. Thomas C. Kinnear and James R. Taylor, Marketing Research-An Applied Approach, McGraw Hill
4. Paul, E. Green and Donald, S. Tull, Research for Marketing Decisions, Prentice Hall of India Pvt. Ltd., Delhi.
5. Harper, W. Boyd, (Jr.), Ralph Westfall and Tandoy, F. Stasch, Marketing Research, All India Travelers Bookseller, Delhi, 2002.
6. Ramanuj Majumdar Marketing Research, Wiley Eastern Ltd., New Delhi, 1991.
7. David J. Luck and Ronald S. Rubin, Marketing Research, Prentice Hall of India, 1990.
8. Nargundkar R, Marketing Research, Tata McGraw Hill, New Delhi, 2002.
9. Churchill & Israel, Marketing Research, Cengage Learning
10. Zikmund, Essentials of Marketing Research, Cengage Learning.

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HVPE 101-18
HUMAN VALUES, DE-ADDICTION AND TRAFFIC RULES

Course Objective: This introductory course input is intended

a. To help the students appreciate the essential complementarily between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations of all human beings.
b. To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and the rest of Existence. Such a holistic perspective forms the basis of Value based living in a natural way.
c. To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enriching interaction with Nature.

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons. Whatever is found as truth or reality is stated as proposal and the students are facilitated to verify it in their own right based on their Natural Acceptance and Experiential Validation.
- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education [6]

1. Understanding the need, basic guidelines, content and process for Value Education
2. Self Exploration–what is it? - its content and process; 'Natural Acceptance' and Experiential Validation- as the mechanism for self exploration
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfill the above human aspirations: understanding and living in harmony at various levels

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Module 2: Understanding Harmony in the Human Being - Harmony in Myself! [6]

7. Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
8. Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*
9. Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs to ensure *Sanyam* and *Swasthya*

- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship [6]

13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;
    Trust (*Vishwas)* and Respect (*Samman)* as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family): *Samadhan, Samridhi, Abhay, Sah-astitva* as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj),* Universal Order (*Sarvabhaum Vyawastha)*- from family to world family!

- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co-existence [4]

19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space
22. Holistic perception of harmony at all levels of existence

- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics [6]

23. Natural acceptance of human values
24. Definitiveness of Ethical Human Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
26. Competence in professional ethics:

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a) Ability to utilize the professional competence for augmenting universal human order,

b) Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems,

c) Ability to identify and develop appropriate technologies and management patterns for above production systems.

27. Case studies of typical holistic technologies, management models and production systems

28. Strategy for transition from the present state to Universal Human Order:

a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers

b) At the level of society: as mutually enriching institutions and organizations

Text Book

R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education.*

Reference Books

1. Ivan Illich, 1974, *Energy & Equity,* The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher, 1973, *Small is Beautiful: a study of economics as if people mattered*, Blond & Briggs, Britain.
3. A Nagraj, 1998, *Jeevan Vidya ek Parichay,* Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976, *How the Other Half Dies,* Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism*, Commonwealth Purblishers.
6. A.N. Tripathy, 2003, *Human Values*, New Age International Publishers.
7. Subhas Palekar, 2000, *How to practice Natural Farming,* Pracheen(Vaidik) Krishi Tantra Shodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, 1972, *Limits to Growth – Club of Rome's report*, Universe Books.
9. E G Seebauer & Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists & Engineers ,* Oxford University Press
10. M Govindrajran, S Natrajan & V.S. Senthil Kumar, *Engineering Ethics (including Human Values)*, Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, *Foundations of Ethics and Management,* Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management*, New Royal Book Co., Lucknow. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

1. Value Education website, *http://uhv.ac.in*
2. Story of Stuff, *http://www.storyofstuff.com*
3. Al Gore, *An Inconvenient Truth*, Paramount Classics, USA
4. Charlie Chaplin, *Modern Times*, United Artists, USA
5. IIT Delhi, *Modern Technology – the Untold Story*

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HVPE 102-18
Human Values, De-addiction and Traffic Rules (Lab/Seminar)

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar atleast once during the semester. It will be binding for all the students to attend the seminar.

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MBA 921-18

Consumer Behaviour

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

Course Outcomes: Upon completion of this course, students will be able to:
CO1: Provide an understanding of how consumers make decisions.
CO2: Analyze personal and environmental factors that influence consumer decisions.
CO3: Understand the processes used when individuals, group or organizations make buying decisions.
CO4: Understand how and why marketers craft particular messages to appeal to consumers.
CO5: Understand the interrelationship with other functional areas of business as a part of the management process.
CO6: Assess the process of opinion leadership and its relationship with firm's promotional strategy.

UNIT – I
Introduction to Consumer Behaviour
Consumer Behaviour: Scope, importance and interdisciplinary nature. **Consumer Research Process:** Qualitative and Quantitative research. **Market Segmentation:** Uses and bases of segmentation. **Emerging trends in consumer behavior:** Consumer behavior in online space. Use of Information technology and AI in consumer profiling and engagement, concept of materialistic vs spiritualistic consumption.

UNIT – II
Individual Determinants of Consumer Behaviour
Motivation: Nature and Types of Motives, Process of motivation, types of Needs. **Personality:** Theories, Product Personality, Self Concepts. **Consumer Perception:** Concept and Elements of Perception, Consumer Imagery, Perceived Risk. **Consumer Learning:** Behavioural and Cognitive Learning Theories. **Consumer Attitude:** Functions of Attitude and Sources of Attitude Development, Attitude formation Theories (Tricomponent, Multi attribute and Cognitive Dissonance), Attitude Change Strategies.

UNIT – III
External Influences on Consumer Behaviour
Group Dynamics and Reference Groups: Consumer relevant groups, Types of Family: Functions of family, Family decision making, Family Life Cycle (Modern and Traditional) **Culture:** Values and Norms, Characteristics and influence on Consumer Behaviour, sub culture, Cross cultural consumer behavior. **Social Class:** Categories, Measurement and Applications of Social Class.

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UNIT – IV

Consumer Decision Making

Process and models (Howard Sheth, Nicosia Model, Engel Blackwell and Kollat). **Personal Influence and Opinion Leadership:** Process of Opinion Leadership, Profile of Opinion Leader, Opinion leadership and Firm's Promotional Strategy. **Diffusion of innovations:** Diffusion Process, Adoption Process, and Profile of Consumer Innovators

Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, Prentice Hall of India
2. Loudon, D. and Bitta, D., Consumer Behaviour, Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. , Consumer Behaviour,Thomson Learning

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MBA 922-18

Services Marketing

Course Objective: The objective of this course is to help students understanding various factors affecting consumer behavior and to understand the process of consumer buying. Based on the understanding of consumer behavior, the students are expected to design the strategy.

Course Outcomes: Upon completion of this course, students will be able to:
CO1: Understand the fundamental concepts of service marketing and its functions.
CO2: Identify the role and significance of various elements of service marketing mix.
CO3: Analyze customer requirement, measure service quality and design and deliver better service.
CO4: Analyze integrated services marketing communications and services marketing triangle.
CO5: Examine various pricing strategies and pricing approaches in service sectors.
CO6: Understand service marketing applications in different service sectors.

UNIT – I

Introduction to Services: Growth and development of service sector economy, contribution to the Indian economy, Service Characteristics, Service Classification, Service Marketing Mix. **Consumer Behavior in Services:** Customer Expectation of Service, Customer Perceptions of Service. **Service Quality:** Integrated gaps model of service quality. Prescriptions for closing quality gaps

UNIT – II

Managing relationships in Services: Building customer loyalty, Complaint handling and Service recovery strategies. **Service development and design:** Challenges of service design, types of new services, core and supplementary elements, new service development process. **Service blueprinting**: Nature, need and process of blueprinting. **Physical evidence and the Servicescapes**: Nature, Importance and Types, role and its effect on Consumer behaviour.

UNIT – III

Delivering and performing service through employees and customers: service culture, employee's role, strategies to deliver quality, cycle of failure, mediocrity and success, self service technologies and Customer Participation. **Delivering services through intermediaries:** Nature and types of intermediaries, role of electronic channels in service delivery. **Managing demand and capacity**: Waiting line strategies integrated. **Integrated Services Marketing Communications and Services marketing triangle**

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UNIT – IV

Pricing of services: Pricing approaches, Pricing Strategies. **Service Marketing Applications:** Marketing of services in Financial, Healthcare and Hospitality sectors.

Suggested Readings:

1. Zeithmal A Valarie and Bitner Mary, Services Marketing, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher H. Services Marketing, Pearson Education, New Delhi
3. P.K.Sinha and S.C.Sahoo, Services Marketing, Himalaya Publishing House, New Delhi

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MBA 911-18

Investment Analysis and Portfolio Management

Course Objective: This course aims to acquaint students with the market microstructure of financial markets and understanding of economic, industrial and company analysis. It shall also enable them to understand the valuable linkage between modern theories of finance and the analytical techniques used by investors for valuing securities and construct portfolios to achieve investor's investment goals.

Course Outcomes: Upon completion of this course, students will be able to:
CO1 – To familiarize the students about the basic concepts, various investment avenues, process of investment and market microstructure of financial markets.
CO2 - To enable students to understand the operation of primary as well as secondary markets in India and to understand the concepts of risk and its measurement.
CO3 – To familiarize the students with the concepts and process of fundamental analysis so that they may understand the impact of various environmental factors on investment valuation..
CO4 – To explain the concepts and process of technical analysis and enable the students to understand the role of daily price movements in portfolio management.
CO5 – To explain the concepts, process and techniques for portfolio construction, evaluation and revision.
CO6 – To familiarize the students about the financial derivatives and computation of their expected payoffs.

Unit I

Introduction: Concepts of investment, objectives of investment, various alternatives of investments, investment process, financial investments vs. real investments, differentiate investment, speculation and gambling. **Risk and Return:** Concept, types and measurement of risk and return.
Financial Markets - Primary and secondary markets. Introduction to primary market, design of primary market, its role and functions, types of offers in the primary market, SEBI guidelines on primary market
Secondary Market: Introduction, participants, trading and settlement Mechanism, types of orders, stop Loss, margin trading, short selling, price freeze, hair-cut, market wide circuit breakers, insider trading, bulk deals, block deals and arbitrage opportunity in the market.

Unit II

Fundamental Analysis: Meaning, scope and introduction to concept of intrinsic value. Process of conducting economic analysis; industry analysis and company analysis by using E-I-C and C-I-E approaches. Valuation of securities using fundamental analysis.

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Unit III

Technical Analysis: introduction, terminology of technical analysis, Dow theory, characteristic phases of Bull and Bear trends, critical appraisal of Dow theory, various types of charts, concept of trend, trend lines: support and resistance, Importance of trading volume, reversal patterns, continuation pattern, moving averages, other market indicators

Portfolio Management: Meaning, importance and approaches of portfolio management, portfolio analysis, portfolio evaluation and revision techniques.

Unit IV

Portfolio Theory: Markowitz Model, Capital Asset Pricing Model, Single-index model, Arbitrage Pricing Theory. Market Efficiency and Behavioral Finance

Derivatives: Introduction, features, derivative instruments, difference between forward and futures contracts, types of option contracts, computing payoffs of forward, futures and option contracts.

Suggested Readings

1. Reily and Brown, Investment Analysis and Portfolio Management, Cengage, New Delhi
2. Bodie, Kane, Marcus and Mohanty, Investments, Tata McGraw Hill, New Delhi
3. Fisher DE and Jordon RJ, Security Analysis and Portfolio Management, PHI, New Delhi
4. Hirt and Block, Fundamentals of Investment Management, Tata McGraw Hill, New Delhi
5. V. A. Avdhani 'Security Analysis and Portfolio Management' Himalaya Publications
6. Preeti Singh 'Investment Management' Himalaya Publications

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MBA 912-18

Management of Financial Services

Course Objective: The objective of the course is to understand role of Financial Services in Business organizations and to give an insight into the strategic, regulatory, operating and managerial issues concerning select financial services. In addition, the course will examine the present status and developments that are taking place in the financial services sector and developing an integrated knowledge of the functional areas of financial services industry in the real services industry in the real world situation.

Course Outcomes: Upon completion of this course, students will be able to:
CO1: To understand the concept of financial services and their importance.
CO2: To know the structure and schemes of mutual funds.
CO3: To understand the importance and process of Dematerialisation and rematerialisation.
CO4: To know the structure and system of credit rating ,leasing ,merchant banking and venture capital.
CO5: To know the process and importance of factoring and securitisation.
CO6: To understand the process of asset liability management and risk management in banks.

Unit I

Financial Services: Meaning, types and their importance. Financial sector reforms in India, Future challenges for Indian banks, Improving risk management systems, Banking and the Management of Financial Services

Mutual Funds and Pensions Funds, Insurance Services, Bank assurances, Reinsurances, Venture Capital –Private Equity –strategic secrets of private equity, Investment strategies, Hedge funds, E banking, Securitization –Indian Banking and Financial crisis, Asset Reconstruction Companies, Depositaries, Credit Cards, Micro/Macro finance, Financial Inclusion, Behavioural Finance.

Depository – Introduction, Concept, depository participants, functioning of depository systems, process of switching over to depository systems, benefits, depository system in India, Dematerialization and Re materialization. Role, objectives and functions of SEBI and its guidelines relating to depository system.

Unit II

Credit rating: The concept and objective of credit rating, various credit rating agencies in India, Credit Rating Agencies –Importance, Issue, Difference in credit rating, Rating methodology and benchmarks, Are Indian Credit Rating Credible? International credit rating agencies –crisis of confidence?

Leasing: Concept and development of leasing, business, difference between leasing & hire purchase, types of leasing business, advantages to lessor and lessee. Tax aspect of leasing.

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Merchant Banking: Origin and development of merchant banking in India scope, organizational aspects and importance of merchant bankers. Latest guidelines of SEBI w.r.t. Merchant bankers.

Venture Capital: Concepts and characteristics of venture capital, venture capital in India, guidelines for venture capital.

Unit III

Debt Securitization: Meaning, Features, Scope and process of securitization.

Factoring: Development of factoring types & importance, procedural aspects in factoring, financial aspects, prospects of factoring in India.

Plastic Money: Concept and different forms of plastic money – credit and debit cards, pros and cons. Credit process followed by credit card organizations. Factors affecting utilization of plastic money in India.

Unit IV

Asset Liability Management: Significances, ALM process, Techniques – Gap, Duration, Simulation, Value at Risk value of equity and market value of equity perspective.

Risk Management in Banks: Credit risk management, Operational risk management, Market risk management, Corporate treasury management, Liquidity risk management, Governance risk and compliance, Asset Liability Management and Basel 2 – Basel 1 and 2, IPR and Basel 2, Three Pillars, ALM and Interest rate swaps, Swaps as a risk management tool, ALM and Capital Adequacy, ALM Software's.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. M Y Khan 'Financial Services' Tata McGraw-Hill.
2. L M Bhole 'Financial Instructions & Markets' Tata McGraw-Hill
3. S Gurusamy ' Financial Services & System' Thomson Publications
4. V. A. Avdhani ' Financial Services in India' Himalaya Publications
5. Gordon & Natarajan ' Financial Markets & Services' Himalaya Publications
6. Vasant Desai 'Financial Markets & Financial Services' Himalaya Publications
7. Harrington, S. E. (2004). Risk management and insurance: Instructor manual (2nd ed.). New York: McGraw- Hill Publishing Company.
8. Madura, J. (2009). Financial markets and institutions (9th ed.). USA: South Western College.
9. McDonald, S. S., & Koch, T.W. (2009). Management of banking (7th ed.). USA: Cengage Learning.
10. Mishkin, F.S., & Eakins, F.S. (2009) financial markets and institutions. (6th ed.). New Delhi: Pearson Education.
11. Rose, P.S. (2008).Bank management and financial services (8th ed.) USA: McGraw-Hill Education.
12. Saunders, A., & Cornett, M.M. (2007). Financial institutions management: A risk management approach (6th ed.). New Delhi: McGraw-Hill.

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MBA Batch 2018 onwards

MBA 931-18
Organizational Change and Development

Course Objective: This course aims to introduce students to theories and concepts of organizational change and development and also it enhances the knowledge and understanding of organizational interventions terminology and provides students with the opportunity to apply the key concepts to practical organizational situations.

Course Outcomes: Upon completion of this course, students will be able to:
CO1:Develop understanding of organization change and Define, explain and illustrate theories of planned change, their relevant foundations, strengths and weaknesses.
CO2:Recognize and comment on issues and problems arising out of organizational change initiatives.
CO3: To Understand concepts related to system theory, Action Research and Models,
CO4: Understand the role of various intervention strategies in organizational development.
CO5: Facilitate organizational change; and apply diagnostic models and concepts to change issues at the organizational, group and individual levels.
CO6: Examine various issues in the relationship between client and consultant relationship.

Unit –I

Introduction to Organizational Change and Development; Definitions & its distinguishing characteristics, Dynamics of planned change, models and theories of planned change, triggers for change, strategies for implementing organizational change. **Foundations of OD**: Conceptual Framework of OD, Historical background of OD, Values, assumptions and beliefs in OD, Systems theory, Participation and Empowerment, Teams and Teamwork, Strategies of change, Inter-Disciplinary Nature of OD.

Unit –II

Action Research and OD, Action Research: A Process and an Approach. **Managing OD Process**: Diagnosis, The Six-Box Model, Third Waves Consulting, Nature of OD intervention, Analysis of Discrepancies, Phases of OD Program, Model of Managing Change, Creating Parallel Learning Structures.
OD Interventions: An overview, characteristics of OD interventions. Structural Interventions, Training Experience: T-Groups, Behavioral Modeling and Career Anchors.

Unit –III

Team Interventions, Intergroup and Third-Party Peace-Making Interventions.
Comprehensive Interventions, Power, politics and OD: Power defined and explored, theories about the sources of Power, Organizational Politics in the practice of OD.

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Unit –IV

Issue in Consultant-Clint Relations: Entry and contracting, defining the client system, trust, the nature of the consultant's expertise, diagnosis and appropriate, interventions, depth of intervention, on being absorbed by the cultural, the consultant as a model, the consultant team as a microcosm, the dependency issue and terminating the relationship, ethical standards in OD, Implications of OD for the Client. Contemporary Issues in OD. OD and Quality Movement, OD- Now and Beyond.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Wendeel L. French, Cecil H. Bell : Organization Development Prentice Hall
2. Richard Beckhard: Organization Development Strategies & Models Tata Mc Graw Hill.
3. Blake, Robert & Mouton : Building a Dynamic Corporate through Grid OD, Homewood
4. Thomas H, Patten Organization Development through Team Building , Thomas Publication
5. Edgar F. Huse : Organization Development & Change, Thomas Publication
6. Burke W.W.: Organization Development Principles & Practice, Sage Publication
7. S. Ramnarayan & Kuldeep Singh and T.V. Rao: OD – Interventions & Strategies, Response Books, New Delhi.
8. S. Ramnarayan, and T.V. Rao : OD – Accelerating Learning & Transformation, Sage, New Delhi

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MBA 932-18
Employee Relations

Course Objective: The aim of this course is to help students to understand basics of labour laws and industrial relations applicable in various business houses.

Course Outcomes: Upon completion of this course, students will be able to:
CO1: Understand establishing & maintaining a sound relationship between the worker & the employer.
CO2: Understand the significance & functioning of Trade Unions.
CO3: Identify the simmering issues which might take the form of a dispute in the workplace.
CO4: Examine various provisions laid down by laws to settle disputes in the organizations.
CO5: Assess the importance of various Acts in Industrial Relations.
CO6: Comprehend the concept and classification of labour welfare.

Unit –I

Industrial Relations-Concept, Theories and Evolution, System approach to IR-Actors, Context, Web of Rules & Ideology, Trade Unionism, impact of trade unions on wages, The Trade unions Act ,1926 (with amendments), Factories Act, 1947 (with amendments).

Unit –II

Anatomy of industrial disputes. Dispute Settlement Machinery: Conciliation- Concept, Types, Conciliation Procedure and Practices in India; Adjudication – Concept and types; Arbitration: Approaches and types. Sexual Harassment.
Industrial Disputes Act 1947, Provisions in Industrial Disputes- Lay Off, Termination Retrenchment, Closures, VRS, Anatomy of Industrial disputes, Managing foreign nationals in Indian organizations.

Unit –III

Social Security: Concept, Social Assistance, Social Insurance.
Payment of wages Act,1936, Payment of Bonus Act, 1965, Workman's Compensation Act,1923, Payment of Gratuity Act 1982.

Unit –IV

Maternity Benefit Act,1961, ESI Act 1948, Provident Fund and Miscellaneous Provisions Act, 1951.
I.L.O and social Security. The concept of Labour welfare: definition, Scope and Objectives, classification of welfare work, agencies for welfare work. Agencies for administering labour welfare laws in India.

Note: Relevant Case Studies should be discussed in class.

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Suggested Readings:

1. Venkata Ratnam, C.S. "Industrial Relations", Oxford University Press, New Delhi, 2006.
2. Srivastava, S. C. "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi, 2008.
3. Sinha, P.R.N., Sinha, Indu Bala and Shekhar, Seema Priyadarshini, "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi, 2004.
4. Sen Ratna, "Industrial Relations in India", MacMillan, New Delhi, 2003.
5. Mamoria, Mamoria and Gankar. "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi, 2007.
6. Monappa Arun, "Industrial Relations", Tata McGraw Hill Edition, New Delhi, 2007.
7. Davar, R S, Personnel Management and Industrial Relation, Vikas Publishing House Pvt. Ltd, New Delhi; 1999.
8. Sivarethinamohan, R, Industrial Relations and Labour Welfare- Text and Cases, PHI Learning Pvt. Ltd. New Delhi, 2010.

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MBA Batch 2018 onwards
MB 941–18 : Data Mining for Business Decisions

Objective: The objective of this paper is to acquaint the students with an introduction to data analytics, data mining, and data-driven decision making. Data mining enables one to extract useful insights, which then can be utilized for data-driven decision-making and competitive advantage. Data mining and data analytics involve a collection of techniques for extracting patterns and trends in large databases to present results to stakeholders in terms of the business objectives set, and how the information learned can be used to add value to the business. For this course, two software packages that are commonly used throughout industry are: WEKA, a well-established, highly popular data mining application, and R, a powerful open-source statistical language.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To understand the opportunities, techniques and critical challenges in using data mining and predictive modelling in a business setting.

CO2: Use research-based knowledge and methods including company analysis, primary and secondary data collection, analysis and interpretation of data to find solution to business problems

CO3: To understand and translate business challenges into data mining problems.

CO4: To become familiar with the processes needed to develop, report and analyze business data.

CO5: To gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Unit I

Need for strategic information, difference between operational and informational data stores Data warehouse : definition, characteristics, role and structure, Introduction to Business Intelligence. Introduction to OLAP and its Operations, Data mart, Building a data warehouse, Introduction to Dimensional Modelling and ETL Process.

Unit II

Introduction to Data mining Process, Data Mining functionalities, various kinds of Data mining (Text mining, Web mining, Pattern Mining, Sequence Mining, Context Based Mining), Introduction to Data Visualization, Predictive Data Mining and descriptive data mining. Need of Data analytics for business intelligence

Unit III

Regression and correlation; Classification : Decision trees; Clustering – Neural networks; Market basket analysis – Association rules – Genetic algorithms and link

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analysis, Support Vector Machine Bayesian Classification: Bayes theorem, Bayesian belief networks Naive Bayesian classification, Other classification methods: k-Nearest Neighbour, case based reasoning, Genetic algorithms, Fuzzy set approach

Unit IV

Introduction to prediction: linear and multiple regression, Clustering: types of Data in cluster analysis: interval scaled variables, Binary variables, Nominal, ordinal, and Ratio-scaled variables; Major Clustering Methods: Partitioning Methods: K-Mean and K-Mediods, Hierarichal methods: Agglomerative, Density based methods: DBSCAN

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Data Mining: Concepts and Techniques By J.Han and M.Kamber Publisher Morgan Kaufmann Publishers
- Modern Data Warehousing, Mining and Visualization By George M Marakas, Publisher Pearson

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MB 942 – 18 : E-Commerce and Digital Markets

Objective: The objective of this paper is to acquaint the students with the effectiveness of ecommerce and digital marketing. Students will learn about the implications of an increasingly technological Society and to provide insights on how to implement marketing in a digital world.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To understand of various applications and scope of ecommerce.

CO2: To know the working of various payment modes used in ecommerce today.

CO3: Understand how and why to use digital marketing for multiple goals within a larger marketing and/or media strategy, Developing effective digital and social media strategies

CO4: Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media

CO5: Students will be able to explore the latest digital ad technologies

Unit I

Need and Origin of E-Commerce, Factors affecting E -Commerce, Business dimension and technological dimension of E-Commerce, E-Commerce framework

Electronic Commerce Models, Value Chains in Electronic Commerce. Internet and E-Business Introduction to Internet and its application, Intranet and Extranets. World Wide Web, Internet Architectures, Internet Applications, Business Applications on Internet, E - Shopping,

Electronic Data Interchange, Components of Electronic Data Interchange, Creating Web Pages using HTML.

Unit II

Technology for Online Business: Internet, IT Infrastructure, Middleware Contents, Text and Integrating E-Business Applications, Mechanism of Making Payment Through Internet, Online Payment Mechanism, Electronic Payment Systems, Payment Gateways, Visitors to Website, Tools for Promoting Website, Plastic Money, Debit Card, Credit Card, Laws Relating to Online Transactions. Applications in E-commerce: E-commerce Applications in Manufacturing, Wholesale, Retail and Service Sector

Unit III

Understanding Digital Marketing Process, Digital marketing vs. Traditional marketing, Website Planning Process: Understanding Domain names & Domain extensions, Search Engine Optimization: Understanding SEO, SEO Keyword Planning, On Page SEO, Off Page SEO, Local SEO, Social media marketing, Understanding the existing Social Media paradigms & psychology, How social media marketing is different than others Forms of Internet marketing, Google analytics: Introduction to Google Analytics, how Google Analytics works, Google AdWords & Online Display advertising

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Unit IV

Email marketing : Need, working and challenges faced in sending bulk emails, Types of email marketing- Opt-in & bulk emailing, Lead Generation for Business: Understanding lead generation for business and its importance. Landing page vs website, Content marketing, Affiliate marketing: Sources to Make Money Online, Selecting Affiliate Program, Blogging & freelancing to make money, AdSense, approval process and AdSense Administration. E Business Entrepreneurship.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Whitley, David, "E-Commerce Strategy, Technologies and Applications", Tata McGraw Hill.
- Gary P. and Perry, James T., "Electronic Commerce, Schneider", Thomson Learning.
- Bajaj, Kamlesh K & Nag, Debjani, "E-Commerce: The Cutting Edge of Business", McGraw Hill
- Laudon and Traver, "E-Commerce: Business, Technology & Society", Pearson Education
- Damian Ryan, Calvin Jone. Kogan Page; "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation".
- Kent Wertime, Ian Fenwick; "DigiMarketing: The Essential Guide to New Media and Digital Marketing"
- Seema Gupta, Digital Marketing, McGraw Hill

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MBA Batch 2018 onwards

MBA 401-18 Corporate Strategy

Course Objective: This course aims to familiarize the students with organization perspective from strategic viewpoint integrating different functional areas of management. The aim is to develop an understanding of how organizational strategies are formulated and implemented in a changing global environment.

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand the concepts of strategic management process and strategic decision making process.

CO2: Discuss various techniques of external as well as internal environmental analysis of business.

CO3: Explain various business level and corporate level strategies for the growth of the business along with their implications.

CO4: Illustrate the issues involved in strategy implementation and the role of leadership, communication and organizational structure in implementation of strategy.

CO5: Develop various functional plans for successful implementation of strategy.
CO6: Understand organisational systems and techniques of strategic evaluation and control.

Unit I

Understanding Strategy and Strategic Management: Strategic Management Process, Strategic Decision Making, Levels of Strategy, Role of strategists, Benefits of Strategic Management, Mckinsey's 7 S model.
Defining Strategic Intent: Vision, Mission, Goals and Objectives.
External Environment Analysis: Concept of environment, Strategically Relevant Components of External Environment, Environmental Scanning Techniques- ETOP, PEST, SWOT, TOWS.

Unit II

Industry analysis- Porter's Five Forces Model; Strategic Group Mapping; Industry Driving Forces; Key Success Factors, External Factor Evaluation Matrix.
Internal Environment Analysis – Organisational capabilities in various functional areas and Strategic Advantage Profile. Resource based view of an organization: VRIO Framework; Value Chain Analysis; Competitive Advantage and Core Competency, Identification of Critical Success Factors (CSF). Internal Evaluation Factor Matrix.
Business Level Strategies – Porter's Framework of Competitive Strategies: Cost, Leadership, Differentiation and Focused Strategies, Location and timing tactics. Concept, Importance, Building and use of Core Competence.

Unit III

Corporate Level Strategies – Expansion (growth)-Horizontal and Vertical Integration, Strategic outsourcing, Related and Un-related Diversification, International Entry Options, Corporate restructuring. Concept of Synergy, Mergers & Acquisitions, Stability, harvesting and Retrenchment and Combination strategies.

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Strategic Analysis and choice (Multi Business Strategies: Portfolio Strategies) – BCG, GE Nine cell, Product life cycle Matrix).

Unit IV

Strategy Implementation– Strategy- Structure Fit: Resource allocation, Projects and Procedural issues. Organisation structure and systems in strategy implementation. Leadership and corporate culture. Operational and derived functional plans to implement strategy. Integration of functional plans.

Strategy Evaluation and Control – Nature of Strategy Evaluation; Strategic control and operational Control. Organistional systems and Techniques of strategic evaluation. Strategy Evaluation Framework; The Balanced Score Card.

Suggested Readings:

- Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. "Crafting and Executing Strategy. The Quest for Competitive Advantage - Concepts and Cases", Tata McGraw, New Delhi.
- Kazmi, Azhar, Strategic Management, Tata Mc .Graw
- Wheelen Thomas L. & Hunger J. David; Concepts in Strategic Management and Business Policy; Pearson Education
- Pearce III, John A, Robinson, Jr., Richard B and Mittal, A "Strategic Management:Formulation, Implementation and Control. Tata McGraw Hill.
- David, R Fred, "Strategic Management- Concepts and Cases", Pearson Education, India.
- Hill, Charles W L and Jones Gareth R, "An Integarated Approach to Strategic Management" Cengage Learning
- Pitts, Robert A and Lei, David. "Strategic Management Building and Sustaining Competitive Advantage", Thomson, India
- Porter, M.E., Competitive Advantage: Creating and Sustaining Superior Performance, Free Press, New York.

MBA 923-18 Integrated Marketing Communication and Sales Management

Course Objective: This course will help the students to understand the principles and practices of marketing communication, tools used by marketers to inform consumers and

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to provide a managerial framework for integrated marketing communications planning as well as sales management.

Course Outcomes: After successfully completing this course, students will be able to:
CO1: Apply the key terms, definitions, and concepts used in integrated marketing communications.
CO2: Conduct and evaluate marketing research and apply these findings to develop competitive IMC Programme.
CO3: Examine the role of various promotional strategies such as advertising, direct marketing, sales promotion and PR in effectiveness of marketing communication.
CO4: Understand and apply the concepts of sales management and organization.
CO5: Develop sales related marketing policies such as product policies, distribution policies & pricing policies.
CO6: Explain various sales operations such as sales budget, sales territories, sales Quota's, control of sales, sales meeting and sales contest, organizing display, showroom and exhibition.

UNIT I

Role of IMC in marketing process: IMC planning model, IMC components. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications, Purpose, Functions, Types of IMC. **Advertising management**: Advertising appeals, advertising designs, Advertising agencies, Advertising Budgeting, Media planning and evaluation, Media strategy: Creativity, Elements of creative strategies and its implementation.

UNIT II

Direct Marketing: Features, Advantages/Disadvantages, strategies in Direct Marketing **Promotion:** Meaning, Importance, tools used, push pull strategies, **Publicity/ Public relations:** Meaning, Objectives, strategies and tools of public relations. **Corporate Advertising** Role, Types, Limitations, **Monitoring, Evaluation and control:** Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing. **International Advertising:** Global environment in advertising, **Internet advertising:** Meaning, Components, Advantages and Limitations, Types of Internet advertising.

Unit- III

Sales Management and Organization: Objectives of sales management, sales executive as a coordinator, sales management and control, sales organization - it's purpose , setting up a sales organization , types of sales organization. **Objectives and theories of personal selling,** analyzing market potential, sales potential and sales forecasting method & evaluation, determining sales related marketing policies - product policies, distribution policies & pricing policies.

Unit- IV

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Sales Operations: Sales budget , sales territories, sales Quota's, control of sales , sales meeting and sales contest, organizing display , showroom and exhibition. **Sales manager**- Qualities and functions , types of salesman , psychology of customers .

Note: Relevant Case Studies should be discussed in class.

Suggested Readings

1. Kenneth . E. Clow and Donald Baack, "Integrated Advertising, Promotion and Marketing Communication", Prentice Hall of India
2. Philip j. Kitchen and Patrick D. Pelsmacker, "Integrated Marketing Communication- A Primer", Routledge London.
3. Spiro, Stanton and Rich "Management of a Salesforce", Tata McGraw Hill; 11th Edition.
4. Richard R Still, Cundiff W Edward Govoni A P Norman, "Sales Management: Decision Strategy and Cases", Pearson Education; 5th Edition.
5. Mark W. Johnston & Greg W. Marshall, 'Sales Force Management', Tata McGraw-Hill
6. Rosenbloom, Bert, 'Marketing Channels: A Management View', Cengage Learning,
7. Havaldar, K. K. and Cavale, VM. 'Sales and Distribution Management', Tata McGraw Hill,
8. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House

MBA 924-18 Retail Management

Course Objectives: This course enables students to understand the evolution of retailing and the strategic role of retailing in the distribution of consumer goods and services. The content of the course is useful for students interested in a retail career, working for companies that interface with retailers, or interested in owning or running a retail business.

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Course Outcomes: After studying this course, the students should be able to:

CO1: Understand opportunities and challenges in retail management and retail management decision process.

CO2: Examine various types of retail formats and comprehend the application of theories of retail development on business models in retail.

CO3: Discuss and apply various function of store management.

CO4: Recognize the importance of store design and apply the concepts of store design to determine store layout and merchandising.

CO5: Understand the importance of customer service in improving retail service qualities.

CO6: Describe the applications of IT in retailing.

Unit - I

Introduction to Retailing: Economic Significance, Opportunities in Retailing, Retail Management Decision Process
Retailing in India: Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

Unit-II

Types of retailers: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.
Retail Models & Theories of Retail Development: Evolution of Retail Formats, Theories of Retail Development, Concept of Life cycle in Retail, Business Models in Retail

Unit-III

Managing the Store: Store Management Responsibilities, Recruiting & Selecting Store
Employees, Socializing & Training New Store Employees Motivating, Managing & Evaluating Store Employees.
Store Layout, Design & Visual Merchandising: Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques. Atmospherics.

Unit-IV

Customer Service: Strategic Advantages Through Customer Service, Customer Evaluation of Service Quality, GAPS Model for improving Retail Service Quality.
Application of IT to Retailing: Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence. International Retailing: International Retail Structures, MotiChain Integration.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Levy, Michael and Barton A. Weitz (2003), Retail Management, Tata McGraw Hill, 5th

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Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), Managing Retailing, Oxford, 1st Edition.
3. Newman, Andrew J. and Peter Cullen (2007), Retailing: Environment and Operations, Thomson,
4. 1st Edition.
5. Pradhan, Swapna (2007), Retail Management – Text and Cases, Tata McGraw Hill, 2nd
Edition.
6. Cox, Roger and Paul Brittain (2004), Retailing – An Introduction, Pearson Education, 5th
Edition.
7. Gilbert, David (1999) Retail Marketing Management, Prentice Hall, 1st Edition.
8. Dunne, Patrick M; Robert F. Lusch and David Griffith (2002), Retailing, Thomson

MBA 925-18 International and Social Media Marketing

Course Objectives: The course aims at acquainting students with the concepts and procedures for international marketing and trains them to develop and implement plans and strategies for entering international markets and managing overseas operations. The course also helps students to understand the basics in Social Media Marketing and Blogging.

Course Outcomes: After successfully completing this course, students will be able to:
CO1: Assess the challenges in international marketing and understand various international market entry strategies.

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CO2: Evaluate international marketing environment and identify various international trade barriers and regional blocks.
CO3: Develop international product, pricing and communication policy and examine international distribution system.
CO4: Discuss the evolution of social media marketing and identify various benefits and applications of social media.
CO5: Explain how to develop effective social media marketing strategies for various types of industries and businesses.
CO6: Describe the major social media marketing portals that can be used to promote a company, brand, product, service or person.

Unit-I

Definition and challenges of international marketing, Reasons for going international, International Market Segmentation and Positioning; **International Market Entry Strategies:** Screening and Selection of Markets; Methods to enter International markets. **International Marketing environment:** political, legal, environmental, socio Cultural and Technological environment, Country Risk Analysis, **International Economic environment:** IMF, WTO, International Monetary System, **International Trade Barriers:** Tariff and Non-Tariff. **Regional Blocks**: European Union, NAFTA, SAARC, ASEAN, International Marketing Research.

Unit-II

EXIM policy of India, export promotion organizations, incentives, Export documents. organisation and structure of export and import houses. **International product and pricing policies:** Product standardization & adaptation, international pricing strategies. **International distribution system:** International distribution channels, types, role of internet in international distribution **International communication policy:** communication strategies in international marketing, international promotion mix.

Unit III

Introduction to Social Media Marketing: Evolution, from traditional to Modern marketing, Rise of internet and E concepts. Emergence of social media marketing as a tool. **Social media Channels:** Types and models, Social media benefits and applications. Social media marketing framework. **Consumer behavior on the Internet:** Basics, evolution of the digital consumer, managing consumer demand. IMC. **Social media marketing strategies:** Introduction, defining social media marketing mix, social media marketing planning, social media marketing marketing channels.

Unit IV

Social media marketing campaign: Elements of marketing campaigns, implementing social media marketing campaigns, SEM, SEO, Content marketing, Social media execution, campaign analytics and ROI, **Managing social media marketing revenue:** social media marketing revenue sources, managing service delivery and payments, **Emerging trends in social media marketing:** Big data, IOT, Content Creation and Sharing: Blogging, micro blogging, Streaming Video, Podcasts, and Webinars.
Note: Relevant Case Studies should be discussed in class.

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Suggested readings

1. Czinkota M, Ronkaine I, Sutton Brady, C. and Beal, T. International Marketing, Cengage Learning.
2. Cherunilam F, International Trade & Export Management, Himalaya Publishing.
3. Cateora & Graham, International Marketing, McGraw Hill.
4. Dan Zarella, Social media marketing , O reilly.
5. R Solomon and Tracy , Social Media Marketing: Pearson New International Edition

MBA 926-18 Product and Brand Management

Course Objective: To create understanding among students for concepts, process, techniques of product and management. The course also aims to familiarize students with the concept of a 'brand', the role of branding in marketing strategy; brand equity, its importance and measurement, how to create and retain brand equity; operational aspects of brand management.

Course Outcomes: After studying this course, the students should be able to:
CO1: Understand what a product is, the various levels which make it up, and different types of products.

CO2: Examine various challenges and issues involved in product planning and development.

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CO3: Discuss and apply the concepts of test marketing and market entry of a product.

CO4: Recognize the features and importance of a brand and conduct branding research.

CO5: Understand the concept of brand loyalty and measuring brand performance.

CO6: Describe the role of various branding strategies in brand equity management.

Unit I

Product management: meaning, importance of the product manager's job, planning and control systems for product management, product portfolio planning and analysis, Mapping, understanding company product/brands and competitive brand market position, Impact of global forces on products.

Unit II

Product planning and development: Meaning, objectives, Strategic reasons, processes challenges and issues, Forecasting demand, Estimating market opportunity, test marketing, types, design issues, Evaluation of test marketing results, Market entry decisions - Launching new product programs, National launching of new products, Tracking the launch, absorbing the new product in the mix.

Unit III

Basic understanding of brands: concepts and process, significance of a brand, brand mark and trade mark, **Different types of brand:** family brand, individual brand, private brand, Co-branding, selecting a brand name. **Functions of a brand**: branding decisions, influencing factors. Understanding customer-cased brand equity. Monitoring brand performance. **Branding research**: Designing and implementing branding research, Brand design and structures.

Unit IV

Brand loyalty: loyalty programs, Building strong brands. Measuring brand performance, Brand extensions. **Brand Equity Management**: Brand Equity Measurement, Brand Leverage, Global Branding strategies, Brand Audit, Role of Brand Manager, Branding challenges & opportunities. **Brand rejuvenation and re-launch**, brand development through acquisition takes over and merger, relaunching the brand, need, methods and success rate

Note: Relevant Case Studies should be discussed in class.

Suggested readings:

1. Keller, Kevin Lane, Strategic Brand Management : Building, Measuring and Managing Brand Equity, Prentice Hall of India, Third Edition, (2008).
2. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
3. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition, (2008).
4. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (2005).

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5. Venugopal 'Product and Brand Management' Himalaya Publications

MBA 913-18 Behavioural Finance

Course Objective: The primary objective of the course is to make the students understand how behavioural bias affects the classical financial theory.

Course Outcomes: After studying this course, the students should be able to:
CO1: Understand and differentiate between different theories of behavioural finance.
CO2: Examine the concepts of bounded rationality.

CO3: Discuss various anomalies in the market giving rise to behavioural bias.

CO4: Describe the basis of behavioural bias of professional investors trading in market.

CO5: Understand the concept of market efficiency and will be able to relate it with the concept of behavioural finance.

CO6: Describe the challenges to the efficient market hypothesis.

Unit I

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Introduction: Meaning, features and scope of behavioural finance. Rational Expectations Paradigm and the Behavioural Challenge

Theories of Behavioural Finance: Agency theory, Prospect theory, Reasoned emotions; Overreaction and optimism, Rationality to psychology, Neo-classical finance and Efficient Market Hypothesis

Unit II

BEHAVIOURAL ASPECTS OF INVESTING: Heuristics and Biases, Self-deception, Emotional Factors and Social Forces and Neuro-scientific and Biological Perspective, Small / Medium / Large firm effect, Momentum Vs Reversal, Noise trader risk in financial market, Attitude to risk, Expected utility, Mental accounting, Over confidence, Emotion and reasoning, Excessive risk taking, Behavioural explanation for anomalies, Excessive volatility, Loss aversion, Gamblers' fallacy

Unit III

Investor behaviour: Types of investors – on the basis of risk appetite and investment exposure, Conformity, Contrarian investing, Social forces selfishness or altruism, Group psychology on Board, Resistance to recognising failure, Conflict of interest. Value investing and growth investing. Stock market bubbles.

Unit IV

Model of Investor Sentiment
Market Efficiency and Biases in Brokerage Recommendations
Evidence on the Characteristics of Cross-sectional Variation in Stock Returns
Behavioural Corporate Finance and Wisdom from Other Sources

Suggested Readings:

1. Chandra, P. (2017) 'Behavioural Finance', McGraw Hill.
2. Parikh, P (2017), 'Value Investing and Behavioural Finance: Insights into Indian Stock Market Realities', Tata McGraw Hill.
3. Davies, G. B. and Servigny, A. D. (2010), 'Behavioural Investment Management: An Efficient Alternative to Modern Portfolio Theory', McGraw Hill.
4. Forbes, W. (2011), 'Behavioural Finance', John Wiley and Sons Ltd.
5. Sulphey, M. M. (2014), 'Behavioural Finance', PHI Learning.
6. Ackert, L. F. and Deaves, R. (2012), 'Understanding Behavioural Finance', Cengage Learning.
7. Graham, B. (2013), 'The Intelligent Investor' Harper and Brothers.

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MBA 914-18 Mergers, Acquisitions and Corporate Restructuring

COURSE OBJECTIVE: The main objective of this course is to enable the students to understand, evaluate, and interpret the significance of Mergers, Acquisitions and Corporate Restructuring in the current global business environment, and enable them to appreciate how these strategic decisions are affected by various issues like valuation, regulatory environment and methods of payment.

Course Outcomes:

1) To explain the popularity of merger and acquisition strategies in firms competing in the global economy.
2) To describe the reasons why firms use an acquisition strategy to achieve strategic competitiveness.
3) To describe the issues that are significant in valuation decisions, and the factors which work against achieving success when using an acquisition strategy.
4) To define the restructuring strategy and distinguish among its common forms.
5) To explain the regulatory aspects of mergers, acquisitions and corporate restructuring.

UNIT-I

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Introduction to Mergers, Acquisitions and Corporate Restructuring: Evolution, Need and Reasons/Motives for Mergers and Acquisitions. Forms of Corporate Restructuring. Mergers and Acquisitions as Strategic Choice. Evaluation of Strategic Alternatives. Value Creation in Mergers and Acquisitions. Takeover Defence Strategies. Reasons for Failures of Mergers and Acquisitions.

UNIT-II

Demerger, Reverse Merger and Buyback of Shares. Strategic Alliances: Types, Structure and Problems in Strategic Alliances. LBO(Leveraged Buy Out):Characteristics, Categories, Financing. Types of LBO Sponsor. Restructuring of Sick Companies. Deal Valuation in Mergers and Acquisitions: Factors affecting valuation, Valuation Basics. Valuation of Intangibles.

UNIT-III

Methods of Payment and Financing Options in Mergers and Acquisitions. Impact on EPS(Earning Per Share).Determinants of Mergers and Acquisitions Financing Decisions. Accounting Aspects of Mergers and Acquisitions. Impact of Mergers and Acquisitions on Shareholder Wealth.

UNIT-IV

Tax Implications of Mergers and Acquisitions. The Process of Integration in Mergers and Acquisitions. International Mergers and Acquisitions: Motivations, Strategies and its Execution. Due Diligence in Mergers and Acquisitions. Regulatory Aspects of Mergers and Acquisitions

Suggested Readings:

1. Aurora, Rajinder S, Shetty, Kavita and Kale, Sharad, "Mergers and Acquisitions(2011)"Oxford Higher Education.
2. Kar,Rabi Narayan(2017), "Mergers, Acquisitions and Corporate Restructuring-Strategies and Practices",3rd Edition, International Book House Pvt. Ltd., New Delhi.
3. Krishnamurti,Chandrashekar and Vishwanath,S R(2018), "Mergers, Acquisitions and Corporate Restructuring: Text and Cases", SAGE Publications.
4. Kapil, Sheeba & Kapil,Kanwal N.(2018) , "Mergers and Acquisitions: Strategy, Valuation, Leveraged Buyouts and Financing" Wiley Publications.
5. Prasad G. Godbole (2013),"Mergers, Acquisitions and Corporate Restructuring",Vikas Publishing House.
6. Sharma, Dr. Manu(2015), "Mergers, Acquisitions and Corporate Valuation", Dreamtech Press.
7. Sudarsanam, S(2016), "Creating Value from Mergers and Acquisitions", Pearson Education.

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MBA 915-18 International Finance and Financial Derivatives

Course Objective: The primary objective of the course is to familiarize the students with the different aspects of finance in respect of international trading and investing and to equip them with the trading framework of different types of derivative contracts.

Course Outcomes: After studying this course, the students should be able to:

CO1: Understand the framework of international exchange rate system including factors influencing exchange rates.

CO2: Discuss the basics of different types of derivative contracts like futures, options and swaps.

CO3: Understand various types of risks / exposures in forex trading and their management.

CO4: Describe various theories underlying the concepts of international finance.

CO5: Understand trading strategies using options contracts.

CO6: Describe the regulatory framework of derivatives contracts in India.

Unit I

International Finance: An overview, importance, nature and scope, recent changes and challenges in IFM. International flow of funds: Balance of Payments (BoP),

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Fundamentals of BOP, Accounting components of BOP, Factors affecting international trade flows, Agencies that facilitate International flows. **International Monetary System:** Evolution, Gold Standard, Bretton Woods system, the flexible exchange rate regime, the current exchange rate arrangements, the Economic and Monetary Union (EMU).

Foreign Exchange Market: Function and Structure of the Forex markets, Major participants, Types of transactions and settlements dates, Foreign exchange quotations, Factors influencing foreign exchange rates.

Unit II

Parity Conditions in International Finance and Currency Forecasting: PPP, the Fisher effect, The International Fisher Effect, Interest Rate parity Theory, The relationship between forward and future spot rate.

International Sources of Finance: Long Term- International Capital Markets (ADR's, GDR's), Foreign Bond Market, Foreign Banks, Euro Markets, World Bank and IMF. Short Term: Banker's Acceptance, Discounting, Factoring, Forfating, EXIM Bank of India

Unit III

Derivatives: Meaning, Types, Importance, Principles and regulatory framework in India

Forward and Futures Contracts: Meaning, Difference between forward and futures contracts, pricing of futures contracts, determinants of value of futures contracts, Mark-to-Market, Payoffs of futures contracts. Speculation, Hedging and Arbitrage by using futures contracts.

Options Contracts: Meaning, type, importance, Black-Scholes Model for pricing options contracts, factors determining option prices, Payoffs of Call Option and Put Option contracts, Put-Call Parity. **Option Trading Strategies:** Covered call writing, protective puts, Straddles, Strangles, Strips, Straps, Spreads including butterfly spreads, calendar spreads etc.

Unit IV

Swaps and Swaptions: Meaning, types, importance and pricing of swaps and Swaptions. Factors determining price of swaps and Swaptions.

Credit Derivatives: Meaning, Importance, pricing models and strategies to hedge by using credit derivatives.

Foreign Exchange Risk Management: Measuring and managing Transaction exposure, Measuring and Managing Economic exposure, and Measuring and Managing translation exposure, Country Risk Analysis, Foreign Exchange and Derivative Markets: Currency Futures and option Markets, Swap and Interest rate derivatives.

Suggested Readings:

1. P. G. Apte, International Financial Management, Tata McGraw-Hill, New Delhi.

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2. Alan C. Shapiro, Multinational Financial Management, Prentice Hall India Private Ltd,
3. Jeff Madura, International Financial Management, Thomson Publications.
4. Maurice D. Levi, International Finance, Tata McGraw-Hill, New Delhi.
5. S. Eun Choel and Risnick Bruce, International Financial Management, Tata McGraw
6. Hill,Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall of India
7. Walmsley, Julian: New Financial Instruments, Prentice Hall of India
8. Marshall, John F. and Bansal, Vipul K.: Financial Engineering, Prentice Hall of India
9. Strong, Robert A.: Derivatives – An Introduction, Thomson South-Western
10. Kumar, S.S.S: Financial Derivatives, Prentice Hall of India

MBA 916-18 Taxation and Personal Financial Planning

Course Objective - To enable the students to understand the importance of tax management and various methods available for tax planning. This course also aims to acquaint students with the importance and methods for personal financial planning.

Course Outcomes:

CO1 – The students will be familiarised with the concepts of tax management, tax avoidance and tax evasion and the methods of ways of tax planning.

CO2 – To acquaint students with the provision of the current finance act with regard to various head of income.

CO3 – To enable students to compute the tax liability of individuals after considering their residential status, various exempted incomes, permissible deduction, clubbing of income and setting off of losses.

CO4 – To familiarise students with the concept, objectives and importance of personal financial planning and enable the students to understand the implications of environmental factors and time value of money on the personal financial statements.

CO5 – To enable students to identify various types of risks any individual is exposed to and how they can hedge diversifiable risk.

CO6 – To familiarise students with various instruments available for investment by an individual for achieving their personal financial goals

UNIT I:

Tax Management: Introduction to tax management, features and scope of tax management. Differentiate between tax planning, tax avoidance and tax evasion.

Tax Planning: Meaning, need, scope, objectives and methods of tax planning.

UNIT II:

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Tax planning for Five Heads of Income: Income from salary, house property, profits and gains from business or profession, capital gains and income from other sources. Tax Planning with reference to Residential status, exempted incomes, permissible deductions, clubbing of income and setting off & carry forward of losses.

UNIT III:

Personal Financial Planning: Introduction, features, objectives and scope of personal financial planning.

Environmental Analysis: Screening and analysis of environmental factors affecting personal financial planning.

Time Value of Money and Personal Financial Statements: Meaning and calculation of present value and future value of money. Factors affecting the time value of money and its impact on the personal financial statements.

UNIT IV:

Personal Risk Management: Meaning of risk, measurement of risk and its identification (Risk taker, moderate risk taker, risk averter), introduction to life insurance and general insurance, differentiate between life insurance and investment. Insurance planning for the individual as well as family.

Investment Planning: Meaning and process of investment planning. Investment Planning objectives – Retirement planning, tax saving, capital growth, liquidity and safety

Investment Instruments for Personal Financial Management: Tax saving instruments (all investments covered u/s 80C like, Provident fund, PPF, ELSS, NPS etc.), Mutual fund schemes (open ended and closed ended; growth and dividend schemes), Fixed income securities (Government bonds, corporate debt securities, bank deposits, fixed income plans by mutual funds, post office saving schemes etc.), Capital market instruments (Equity shares, Preference shares, Debentures, Long-term Government as well as corporate securities, Derivatives etc.), Money market instruments (T-bills, Commercial papers, certificate of deposits etc.) and Real Assets (like Real estate, precious metals, antiques etc.).

Suggested Readings:

1. Mehrotra, H. C. and Goyal, S. P., 'Income Tax: Tax Planning and Management' Sahitya Bhawan Publications.
2. Singhania V.K., 'Direct Taxes: Law and Practice', Taxmann Publications
3. Ahuja, G. and Gupta, R., 'Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST', Wolters Kulwer

Gaur, V. P. and Narang, D. B., 'Income Tax Law and Practice'

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MBA 933-18 International Human Resource Management

Course Objective: This course provides an understanding of the role of human resource management (HRM) in international contexts. The course is divided into three areas of study: the context of international HRM, strategic and functional HRM in international contexts, and comparative international contexts.

Course Outcomes:

CO1: Understand issues, opportunities and challenges pertaining to international HRM.
CO2: Develop competency in dealing with cross cultural situations.
CO3: Understand the strategic and functional roles of HRM in various international contexts, especially in areas such as recruitment and selection, performance management, training, learning and development, career management, compensation, motivation and repatriation;
CO4: Identify the role of cross cultural leadership in managing multicultural teams.
CO5: Understand external forces (e.g. globalisation, sociocultural changes, political and economic changes) that have the potential to shape international HRM.
CO6: Develop generic and transferable skills-especially in diagnosing international HRM issues critically and analytically and discussing specific cases relating to international HRM.

Unit –I

International Human Resource Management: Concept, Difference between Domestic and International HRM, Variables that moderate difference between Domestic and International HRM.
Sustaining International Business Operations: Approaches to Staffing, Transferring Staff for International Business Activities, Role of Expatriates and Non-Expatriates, Role of the Corporate HR function.

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Recruiting and Selection Staff for International Assignments: Concepts, Issues in Staff Selection, Factors Moderating Performance, Selection Criteria, Dual Career Couples and Role of Women in International Management.

Unit –II

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

Training and Development: Concept, Role of Expatriate Training, Expatriates or Local Managers, Components of Effective Predeparture Training Programs, Effective of Pre-Departure Training, Developing Staff through International Assignments. Staffing and Training for Global Operations, Global Staffing Choices, Dynamics of Cross-Cultural leadership, managing and motivating multi culture Teams.

Unit –III

Performance Management: Concept, Multinational Performance Management, Performance
Management of International Employees, Performance of Appraisal of International Employees.

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

Unit –IV

Knowledge Transfer within a Multinational Company: Organizational Knowledge and its Significance, Sources of Organizational Knowledge; Tacit and Explicit Knowledge; HRM and Organizational Knowledge; Transfer of Knowledge between and within organizations, Transfer of Knowledge within MNCs, Transfer of Knowledge across National Borders, Transfer of Managerial Know-how and HRM across National Borders.

Industrial Relations: Key issues in International Industrial Relations, Trade Union and International Industrial Relations, Responses of Trade Unions to Multinationals; Regional Integration: the European Union, Issue of Social Dumping, Impact of Digital Economy. National Context of HRM: HRM Practices in Japan, United Kingdom, United States, India and China.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

1. Peter, J. Dowling and Denice, E. Welch (2007), International Human Resource Management, Thomson Publishers, New Delhi.

2. K .Aswathappa (2012) International Human Resource Management, McGraw Hill, New Delhi.

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3. Monir H. Tayeb (2004), International Human Resource Management – A Multinational
Company Perspective, Oxford University Press, New Delhi

4. Anne-Wil Harzing and Joris Van Ruysseveldt (1995), International Human Resource
Management, SAGE Publications, New Delhi.

5. Ian Beardwell and Len Holdon (2001), HRM: A Contemporary Perspective, McMillan, New Delhi.

MBA 934-18 Strategic Human Resource Management

Course Objective: The aim of this course is to help students to understanding the strategic approach to human resources as distinguished from the traditional functional approach, understanding the relationship of HR strategy with overall corporate strategy, strategic role of specific HR systems and appreciating SHRM in the context of changing form of organizations in the global environment.

Course Outcomes:

Upon completion of this course, students will be able to:

CO1: Understand an integrated approach to the development of HR strategies that enable the organization to achieve its goals.
CO2: Describe the process of strategic HRM.
CO3: Discuss the strategic role of HR systems such as strategic staffing, strategic appraisal, strategic reward system etc.
CO4: Explain various human aspects of strategy implementation.
CO5: Identify the role of leadership in implementing strategic change.
CO6: Understand Global HRM and role of global HRM in successful implementation of MNC strategy

Unit –I

Strategic HRM: Introduction to business and corporate strategies; Integrating HR strategies with
business strategies, Analyzing HR Practices followed by different firms-Human Resource System-HR as a Strategic Partner. Strategic HRM: Scope and process of strategic HRM, traditional vs. strategic HR, typology of HR activities, best fit approach vs best practice approach, the role of national context, sectoral context and organizational context in HR strategy and practices, external and internal analysis for strategic HR management.

Unit –II

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Strategic role of HR systems - Strategic staffing, strategic appraisal, strategic executive appraisal, strategic design of reward system, performance management strategies, integrating HR strategy and business strategy, HR strategies and practices in Indian industries and service sector, HR as distinctive competitive advantage, reward and compensation strategies, retrenchment strategies, downsizing strategies. Human Resource Environment- Technology, structure; Workforce diversity; Demographic changes, Temporary & contract labour; Recruitment & Retention strategies, training & development strategies.

Unit –III

Human aspects of strategy implementation: behavioural issues in strategic implementation - matching culture with strategy, leadership factor in strategy and implementing strategic change, HR strategy evaluation and control, IT and future directions in HR strategy, HR strategy in workforce diversity, employee engagement strategies, talent management and retention strategies

Unit –IV

Global HRM: Role of global HRM in successful MNC strategy, HR planning for global demand and diversity at workplace, global staffing approaches - polycentric, ethnocentric, geocentric and region centric, recruitment and selection of human resources for global assignments, training and development imperatives for global workforce, expatriate problems and culture shock, repatriation issues, performance and compensation management for global workforce, global employee relations.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

1. Dreher, Dougherty, G.F. & Thomas, W. (2005) Human Resource Strategy, Tata McGraw Hill.
2. Agarwal, Tanuja, (2007), "Strategic Human Resource Management", Oxford University Press, New Delhi.
3. Armstrong, M. & Baron, A. (2002) Handbook of Strategic HRM - The Key to Improved Business Performance, Jaico Publishing House.
4. Becker, B.E.(2001) The HR Scorecard: Linking People, Strategy & Performance, Harward Bussiness School Press.
5. Greer, C.R.(2001) Strategic Human Resource Management: A General Managerial Approach, Pearson Education Asia.
6. Holbeche, L.(2009) Aligning Human Resource and Business Strategy, Butterworth Heinemann.
7. Salaman, G.(2005) Strategic Human Resource Management - Theory and Practice, Sage Publications Ltd.

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MBA 935-18 Leadership and Team Dynamics

Course Objective: This course is designed to be an interactive exploration of team dynamics and leadership. Through the introduction of current theories and models, students will learn to work effectively in groups, increase their understanding of leadership, make effective decisions, and stimulate the development of new skills through demonstration and practice.

Course Outcomes:

CO1: Understand the history of leadership and current leadership theories.
CO2: Explain how leadership models are put into practice personally, locally, and globally.
CO3: Discuss the knowledge of developing leadership abilities.
CO3: Describe the concept of Strategic Leadership and ethical leadership.
CO4: Explain composition, formation, and development of teams.
CO6: Illustrate the dynamics of team Performance and motivation and the role of leadership in dynamics of team management and decision making.

Unit –I

Leadership: Meaning, definitions, Skills and Roles of a leader, analysis of leadership theory; Leadership traits and ethics: Personality traits and leadership, Leadership attitudes, ethical leadership, Leadership behavior and motivation, contingency leadership. Understanding the inspiration, dilemmas and issues in becoming a leader.

Unit –II

Leadership theories and styles, charismatic and transformational leadership, team leadership, organizational Leadership, strategic leadership, Leadership for Creating high performance culture, Leadership development through self-awareness and self-discipline, Development through education, experience and mentoring, Succession, Evaluation of leadership development efforts, leadership communication.

Unit –III

Strategic leadership, ethical leadership, the leader as social architect-creating vision and strategic direction, shaping culture and values, designing and leading a learning

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organisation, leading change, spiritual foundations of personal effectiveness, the habits of highly effective people.

Unit –IV

Team composition, formation, and development-Team Performance and Motivation-Team Conflict and Leadership-Team Decision Making , Discovering the interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari window, communication skills, Negotiation skills and strategies for team building, , team morale, conflict resolution in teams, competitive vs collaborative behavior, developing collaboration.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

1. Richard L.Hughes (2018), Leadership, McGraw-Hill. ed. 8
2. Bass, B.M. (1973) Leadership, Psychology and Organizational Behaviour, Greenwood Pub Group.
3. Northouse, P.G.(2018) Leadership - Theory and Practice, Sage Publications.
4. Purohit, S. & Nayak, S. (2003) Enhancing Personal Effectiveness: Training Instruments for Students, Teachers and Parents, Tata McGraw-Hill.
5. Tannenbaum, R., Weschler, I.R. and Hansen, J. (2015) Leadership and Organization: A Behavioral Science Approach, McGraw-Hill.

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MBA 936-18 PERFORMANCE AND COMPENSATION MANAGEMENT

Course Objective: The objective of the course is to impart relevant knowledge required to perform the functions of human resource planning in an organisation and equipping seekers with comprehensive and practical skills to manage employees' performance effectively, and to understand the structure and components of wages and salaries, and the wage administration in India

Course Outcomes: After completing the course, the student shall be able to:
CO1: Increase the awareness of the process and principles of performance Management / appraisal.
CO2: Identify the negative aspects of appraisal systems and consider how these might be overcome.
CO3: Discuss performance with regard to pay awards, and whether these should, or should not be automatically related to each other.
CO4: Demonstrate a familiarity with the appeal process relating specifically to the performance review.
CO5: Illustrate different ways to strengthen the pay-for-performance link and also learn the concepts of Payment and employee benefits issues for contingent workers.
CO6: Develop appropriate reward and compensation policies.

Unit –I

Performance Management - Performance management system, performance counseling, performance planning, performance appraisal, potential appraisal, problems and errors in performance appraisal. Performance monitoring, performance implementation, role of HR professionals in performance management, performance management through training and development, ethics in performance management.

Unit –II

Reviewing & Managing Performance–Performance Management and strategic planning, Alternative models for Assessing Performance-Balance score card; EFQM Model; Outcome metrics–Economic Value Added (EVA); other economic measures. Building a High-Performance Culture-Performance Management & Employee Development, Performance Management and Rewards-Ethics in Performance Management.

Unit –III

Compensation and Benefits Management: Job evaluation approach to compensation management- Bonuses- concept & methods of calculation-Pay for performance,

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competency-based pay, equity based rewards, team rewards-Reward strategy & psychological contract–Law relating to compensation-Executive compensation, Benefits administration, employee welfare and working conditions-statutory and voluntary measures.

Unit –IV

Executive compensation - Components, pay structure in India, linking salary with potential and performance, types of rewards and incentives, wage incentive schemes in India, wage incentive plans, employee benefits and services, special features of fringe benefits, benefit programmes for management and other employees, administration of benefits and services, recent trends in wages and salaries in Indian industries and service sector.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings: -

1. George T. Milkovich (2009), Compensation, McGraw-Hill Ryerson.
2. Goel, D. (2012) Performance Appraisal and Compensation Management: A Modern Approach, Prentice Hall of India Pvt. Ltd.
3. Henderson, R.I. (2006) Compensation Management in a Knowledge Based World, Prentice Hall.
4. Henderson, R.I.(1985) Compensation Management: Rewarding Performance in the Modern Organisation, Reston Publishing Co.
5. Kandula, S.R.(2006) Performance Management: Strategies, Interventions, Drivers, Prentice Hall of India.
6. Marshall, D.R.(1978) Successful Techniques for Solving Employee Compensation Problems, John Wiley & Sons.
7. Patten, T. H.(1977) Pay-Employee Compensation and Incentive plans, McGraw-Hill.
8. Rock, M. L. and Berger, L.A. (2015) Compensation Handbook: A State-of-the Art Guide Compensation Strategy and Design, McGraw-Hill.

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MBA Batch 2018 onwards

MB 943 – 18 : Managing Software Projects

Objective: The objective of this paper is to acquaint the students with major issues and techniques of Managing Software Projects. Understanding approaches for managing and optimizing the software development process and choosing an appropriate project development methodology (e.g. waterfall, spiral, agile etc.). Applying efficient techniques for managing each phase of the systems development lifecycle

Course Outcomes: Upon completion of this course, students will be able to:

CO1: Understanding approaches for managing and optimizing the software development process

CO2: Examine contemporary software life cycle processes, activities and work products

CO3: Apply different methods to identify, analyze, and manage software project risks

CO4: Estimate software project effort, cost, and schedule for an intermediate size project

CO5: To make aware about the various software project teams in terms of roles and responsibilities and managers can plan their projects and minutely work out the cost and time overrun of projects.

Unit I

Software Development Process : Introduction to Software and Software Engineering; The Evolving Role of Software, Software: A Crisis on the Horizon and Software Myths, Software Engineering: A Layered Technology, Software Process Models, Water Fall Life Cycle Model, The Prototyping Model, The RAD Model, Evolutionary Process Models, Agile Process Model & Development, Component-Based Development, Product and Process. Choosing an appropriate Project Development Methodology.

Unit II

Managing Software Projects : Software Metrics (Process, Product and Project Metrics), Software Project Estimations, Software Project Planning, Project Scheduling & Tracking, Risk Analysis & Management (Risk Identification, Risk Projection, Risk Refinement and Risk Mitigation). Software Process Improvement and Project Management: Project planning infrastructure, process planning feasibility analysis cost and efforts estimation, models and technique.

Unit III

Software Quality Assurance and Management : Quality Concepts and Software Quality Assurance, Software Reviews (Formal Technical Reviews), Software Reliability, The

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Quality Standards: ISO 9000, CMM, Six Sigma for SE, SQA Plan, SCM activities and Project Management Plan.

Unit IV

Project management for special classes of software project : Component-Based Software Engineering, Client/Server Software Engineering, Web Engineering, Reengineering, Computer-Aided Software Engineering (CASE), Software Process Improvement, Outsourcing and Software Project Management Standards

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Pankaj Jalote , "Software Project Management in Practice" Pearson publication
- Andrew Stellman and Jennifer Greene, "Applied Software Project Management", O'Reilly Media (2005).
- Hughes and cotterell, software project management, Tata McGraw-Hill Publication
- Pankaj Jalote, "CMM in practice", Pearson Publication
- Pankaj Jalote, "An Integrated Approach to Software Engineering", Narosa Publishing House
- R. Pressmen, "Software Engineering", McGraw Hill Publication
- Ian Somerville, Software Engineering, Pearson Publication

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MB 944 – 18 : Managing Digital Innovation and Transformation

Objective: The objective of this paper is to acquaint the students with introduction to digital transformations and innovation and build Digital Capabilities.

Course Outcomes: Upon completion of this course, students will be able to:

CO1 : Identify how Digital Transformation impacts corporate strategies

CO2 : Understand Security Issues in Digital Transformations

CO3 : Understand the risk associated with evolving international clients and environment

CO4 : To learn Security Issues, Methods & Laws

CO5 : Understanding cloud computing

Unit I

Digital transformation & Capabilities : Digital transformation myths and realities. Various Types of digital transformations: Legacy transformation, strategic transformation, cloud first transformation, digital enterprise natives, and disruption embracers. Digitization and essential elements. Digital Disruption, Important causes of digital disruption and transformation. Digital Capabilities and Challenges going to digital transformation, Social media transformation and its benefits & threats. Types of social media and its impact on the business. Role of Digital media in the enhancement of business development skills.

Unit II

Security Issues in Digital Transformations : Security Overview, Digital Threats, Fundamentals of Encryption & Cryptography, Securing E-commerce Networks: Security Protocols such as HTTP, SSL, Firewalls, Personal Firewalls, IDS, VPNs, Public Key Infrastructure (PKI) for Security

Unit III

Security Issues, Methods & Laws : Digital Signature: Digital signature Certificate; Certifying Authorities and liabilities in the event of Digital Signature Compromise; E-Governance in India. Introduction To Information Technology Act, 2000 : Object; Scope; Scheme of the Act; Relevancy With Other Laws.

Unit IV

Digital Transformation Framework : Understanding cloud architecture, cloud computing vs peer- to peer architecture, cloud computing vs grid computing, cloud computing vs client server architecture, broad approaches to migrating into the cloud, seven step model

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of migration into a cloud, components of cloud computing, cloud types- private, public and hybrid; Models of Cloud Computing. Mobile cloud & Understanding cloud security

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Neil Perkin, "Building the Agile Business through Digital Transformation"
- Oberoi, Sundeep, "e-Security and You", Tata McGraw-Hill,
- Kannamal, Fundamentals of Cloud Computing, Cengage Learning
- Cady, G H and Part McGreger, "The Internet", BPB Pub.
- Carpenter Phil, "e Brands", HBS Press, Boston, 2000
- Jayaswal, Cloud Computing Black Book. Wiley

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MBA Batch 2018 onwards

MB 945 – 18 : IT Consulting

Objective: The objective of this paper is to acquaint the students with role of IT Consulting in Business Processes. It shall enable them to understand Consulting Life Cycle, Consulting Projects, Service Level Agreements (SLA) and Ethics in Consulting.

Course Outcomes: Upon completion of this course, students will be able to understand:

CO1: To analyze the IT requirements of the organization and the underlying environment.

CO2: To advise IT solutions and services based on requirements.

CO3: To understand RFP Analysis.

CO4: To provide an understanding about SLA.

CO5: To familiar with ethics in consulting.

Unit I : Principles of Consultancy

Overview and principles of consultancy, role & competencies of the consultants; Consultancy models; Technology Management; Technology Life Cycles.

Unit II : Life Cycle of Consultancy Assignment

The Life Cycle of a consultancy Assignment : Gaining entry, Contracting and assignment initiation, Identification of problems and business needs, Diagnosis and solution definition, Solution appraisal and evaluation, Implementation and taking action. Life Cycle Assessment (LCA): Evolution, Stages in product LCA. Code of good conduct for LCA.

Unit III : Request For Proposal

Request For Proposal (RFP) : Introduction, Scope of Work, Proposal Requirements, Process for Proposal Preparation and Submission, Proposal Review/Evaluation/Selection, Rules, Optional/Possible Appendices.

Service Level Agreements (SLA) : Introduction, Importance, Preparation, Components of SLA. SLA Monitoring and Verification. SLA metrics, Periodic review,

Unit IV

Principles for Ethical Consulting, Different approaches to Ethic, Codes of Ethics, Consultant's Unethical and Avoiding Behaviors. Business Ethics, International business ethics, Ethics and Self-Interest, Responsibility and Accountability

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- Narayanan, V K. Managing Technology and Innovation for Competitive Advantage. 3rd Edition, Pearson Education.

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- Peter F. Drucker, 'Social Needs and Business Opportunities', in The Frontiers of Management, 1986
- Title: The Trusted Advisor Author: David Maister, Charles Green, Robert Gallford Publisher: Free Press (Simon and Schuster) Publication Date: 2002 ISBN: 978-0743207768

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MB 946 – 18 : Strategic Management of IT

Objective: The objective of this paper is to acquaint the students with the value of IT in strategic management and its processes. This course is designed to explore an organisation's vision, mission, examine principles, techniques and models of organisational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership through the use of IT.

Course Outcomes: Upon completion of this course, students will be able to:

CO1: To develop an understanding of strategic management concepts and techniques and acquire the ability to apply the same in business situations

CO2: Learning how to use IT as a tool to implement business strategies and gain competitive advantage, not merely to support business operations.

CO3: In addition to familiarizing students with new technological changes in management, students are expected to integrate and apply their prior learning to strategic decision making in organisations

CO4: Integrate and apply knowledge gained in basic courses to the formulation and implementation of strategy from holistic and multi-functional perspectives.

CO5: Analyze and evaluate critically real life company situations and develop creative solutions, using a strategic management perspective.

Unit I

Strategic Management : Role of IT and IS in Business. Introduction to Executive Support System (ESS) Importance of Decision-Making Systems in the Business Organization Structure. Planning for IT support. Types of Strategic Management Planning: The Ad Doc Approach, The Data Collection Approach, **The Organization Chart Approach, The Top-down Approach and The Bottom-up Approach; Comparison of Top-Down and Bottom-up approach. Process for Strategic Management Approaches and Planning for Strategic IT Applications. Selecting the best approach and the factors playing pivotal roles in it.**

Unit II

Strategic Management as Competitive Advantage : Introduction to Value Chain and Porter's Value Chain (Value Chain Model); Understanding the concept of Value chain Analysis and the Competitive Advantage of it to the business/organization. Value Chain

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Analysis and its advantages. Understanding Linkages and Interrelationships : Approach to IS/IT Strategy Formulation.

Unit III

Turning technology into business transformation. IT as a strategic source. IT as competitive : strategy, advantage and resource. Risks of Using IT Strategically; Inter-organizational systems (IOS) : Advantages and opportunities in strategic IT Applications. IOS and Competitive Advantage; Strategic Grid : Organizational movements around the Strategic Grid.

Unit IV

Fundamental characteristics of industrial dynamics of strategic management and IT. Visioning of the strategic role of IT in the organization. Diversification of strategies : Digital transformation, success factors and implications. Factors for organizations shifting to digital and AI transformations.

Note: Relevant Case Studies should be discussed in class.

Suggested Readings:

- S.A. Kelkar, "Strategic IT Management: A Concise Study", PHI, Eastern Economy Edition
- Sanjiva Shankar Dubey, "IT Strategy and Management", Third Edition, PHI (EEE)
- J. David Hunger, Thomas L. Wheelen, "Essentials of Strategic Management", 5th Edition, Prentice Hall
- L. M. Prasad, "Strategic Management", 5th Edition, Sultan Chand & Sons
- Osterhage Wolfgang W., "IT Quality Management", Springer, 2016
- Rogers David L., "The Digital Transformation Playbook", Columbia Business School Publishing, 2016

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I.K.G. Punjab Technical University
MBA Batch 2018 onwards
MBA 403-18 Workshop on Indian Ethos

Course Objective: The course is an attempt for the students to learn about how to apply the concepts and theories of ancient Indian management in business.

Courses Outcomes:
CO1: Comprehend and practice Indian Ethos and values system.
CO2: Applying value based management and ethical practices in business.
CO3: To gain the knowledge of management principles from Vedas and other holy books and explain the application of Indian heritage in business.
CO4: To comprehend various stress management techniques and their applications in organizations.
CO5: To describe salient features and advantages of ancient Indian system of learning.
CO6: To describe various laws of Karma and explain the concept of corporate karma.

Unit 1
Indian Ethos: History & Relevance, Principles Practiced by Indian Companies, Role of Indian Ethos in Managerial Practices.

Management Lessons from Vedas, Mahabharata, Bible, Quran, Kautilya's Arthashastra, Indian Heritage in Business, Management-Production and Consumption. Ethics v/s Ethos, Indian v/s Western Management.

Unit 2
Work Ethos: Meaning, levels, dimensions and steps.

Values: Values for Indian Managers, Relevance of Value Based Management in Global Change, Impact of Values on Stakeholders. Trans-Cultural Human Values, Secular v/s Spiritual Values, Value System in Work Culture.

Unit 3
Stress Management: Meaning, types of stress at work, causes of stress, consequences of stress.

Techniques for Managing Stress: Meditation: Meaning, advantages for mental health and its importance in management. Brain storming, brain stilling, Yoga: Meaning, Significance.

Contemporary Approaches to Leadership- Joint Hindu Family Business–Leadership Qualities of Karta.

Unit 4
Indian Systems of Learning- Gurukul System of Learning, Advantages- Disadvantages of Karma, importance of Karma to Managers, Nishkama Karma. Laws of Karma: Law of Creation, Law of Humility, Law of Growth, Law of Responsibility, Law of Connection.

Corporate Karma: Meaning, methodologies, guidelines for good corporate karma.

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Suggested Readings: -

1. N M Khandelwal- Indian Ethos & Values for Management- Himalya Publishing.

2. Tushar Agrawal and Nidhi Chandorkar- Indian Ethos in Management- Himalya Publishing.

3. Chakraborty, S.K., Ethics in Management-Vedantic Approach, New Delhi, Oxford India Ltd. 1995.
4. Dwijendra Tripathi, History of Indian Business by Publisher, Oxford University Press India, 2004.
5. Fernando A.C., Business Ethics: An Indian Perspective, Pearson, 2009.
6. Habib Irfan, The Cambridge Economic History of India, Volume 1 Cambridge University Press, 1982.
7. Jitatmananda Swami, Indian Ethos for Management, Rajkot, Ramakrishna Ashrama, 1996.
8. Kautilya's Arthasastra, King, Governance, and Law in Ancient India, Oxford University Press, 2016.

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DOCTOR OF PHILOSOPHY

FACULTY OF MANAGEMENT STUDIES

Syllabus
for
PhD Course Work

(Credit Based Continuous Evaluation Grading System)

PTU

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FACULTY OF MANAGEMENT STUDIES

SCHEME OF COURSE

Course No.	C/E/I	Course Title	L	T	P	Total Credits
PHD 901	C	Research Methodology	4	--	--	4
PHD 902	C*	Accounting and Finance	4	--	--	4
PHD 903		Marketing Management		--	--	
PHD 904		Human Resource Management		--	--	
PHD 905	C	Report Writing and Presentation	3	--	--	3
PHD 906	I	Human Values and Professional Ethics	4	--	--	4
Total Credits			**15**	--	--	**15**

***Note: Students will study one core course depending on their area of specialization.**

Note: While teaching these courses, teachers will rely on readings 'A' class journals in the area of their specialization. Detail of those readings will be circulated in the assignment sheet prepared by individual teachers.

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PHD 901

Research Methodology

Objective: To familiarize the scholars with tools, techniques and methods of research and to equip them with data collection, analysis, interpretation and report writing techniques.

Unit I
Research: Introduction; types of research design and approaches: exploratory designs, descriptive designs, conclusive designs, experimental design (after only designs; before-after designs; before-after with control group designs; randomized two-group design; factorial design; quasi-experimental design; time series design). **Qualitative Research Designs:** Case studies; survey studies; focus groups. **Review of Literature:** Goals of literature review; types of review; sources of research literature; writing of review and application of Mendeley software for literature review.
Unit II
Sampling: Theory; designs and issues. **Parametric Tests:** One sample t-test; independent sample t- test paired sample t-test; Anova and Manova. **Non-Parametric Tests:** Chi-Square test; runs test; Kruskal-wallis H-test. **Sources of Bias:** Method for controlling; questionnaire designs; data collection: Assessment methods and measurement. Scaling and measurement: Psychometric considerations; Testing reliability and validity.
Unit III
Multivariate Statistical Techniques: Understanding application and uses of factor analysis, regression analysis, cluster analysis, discriminant analysis and multidimensional scaling through SPSS. **Testing the Assumption of Regression:** Multicolinearity, hetroscedasticity and autocorrelation. Introduction to panel data and time series analysis. Introduction to E-views.

Suggested Readings:

1. Cooper, D.R. and Schindler, P. S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
2. Levine, D. M., Krehbiel T. C. and Berenson M. L., *Business Statistics*, Pearson Education, New Delhi.
3. Naresh K. Malhotra and Satyabhushan Dash,"Marketing Research: An Applied Orientation", Pearson Education
4. Joseph F. Hair Jr, William C. Black, Barry J. Babin and Rolph E. Anderson,"Multivariate Data Analysis", Pearson
5. Anderson, Sweeney and Williams: *Statistics for Business and Economics*, Thompson, New Delhi.
6. David Wilkinson and Peter Birmingham, *Using Research Instruments: A Guide for Researchers,* Routledge Falmer, New York.

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PHD 902

Accounting and Finance

Objective: To appraise the scholars about emerging issues in accounting, microstructural designs, functions and role of financial system.

Unit I
Introduction to Financial Management: Objectives; functions; scope; evolution; interface of financial management with other functional areas. **Overview of Financial Markets and Sources of Finance:** Features of financial markets; functions; classification and participants in financial markets; environment of corporate financing in India. **Introduction to Risk and Return:** Risk and return concepts; relationship between risk and return; Capital Asset Pricing Model; Factor Model **Time Value of Money:** Introduction; types of cash flows; future value of a single cash flow; Multiple Flows and Annuity- Present Value of Single Cash Flow, Multiple Flows and Annuity, Growing Annuity, Perpetuity and Growing Perpetuity. **Corporate Valuation:** Meaning, features, scope and approaches
Unit II
Fundamental Analysis: Meaning; scope and approaches. **Technical Analysis:** Meaning, introduction Dow theory; moving average and candle stick charts **Efficient Market Hypothesis:** Weak form of efficiency; semi strong form of efficiency and strong form of efficiency **Financial Markets and Market Microstructure:** Introduction, features of financial markets and market microstructure, scope of operation, regulations. **Financial Risk Management** – Meaning; types of financial risk; role of financial derivatives in managing financial risk.
Unit III
Financial Distress and Corporate Restructuring: Meaning and types of corporate restructuring, accounting issues and practices in corporate restructuring; revival of sick units and turnaround strategies. Emerging issues in accounting and corporate reporting practices. **Corporate Reporting:** Future of Corporate Reporting. Financial Reporting Supply Chain. Online reporting. Harmonization of accounting practices; convergence of Accounting Standards and IFRS.

Suggested Readings:

1. Richard Brealey, Stewart Myers, Franklin Allen, Pitabas Mohanty, *Principles of Corporate Finance*, McGraw-Hill Education
2. Eugene F. Brigham, Michael C. Ehrhardt, *Financial Management - Theory & Practice*, Cengage Learning.

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3. Frank K. Reilly, Keith C. Brown, *Investment Analysis and Portfolio Management*, Cengage Learning.
4. John C Hull, *Options Futures and Other Derivatives*, Prentice Hall India.
5. Aswath Damodaran, *Corporate Valuation*, John Wiley.
6. Don M. Chance, Robert Brooks, *An Introduction to Derivatives and Risk Management* South-Western, Cengage Learning.
7. Robert A. Jarrow Arkadev Chatterjee, *An Introduction to Derivative Securities, Financial Markets, and Risk Management*, W. W. Norton & Company

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PHD 903
Marketing Management

Objective: To develop scholars with the ability to conduct and evaluate research in the area of marketing by focusing on relevant theories, research issues and quality research in the area of marketing.

Unit I
Understanding Marketing and Consumers: Definition; importance; scope; various marketing concepts; marketing mix; marketing vs selling; defining role marketing strategies; marketing planning process. **Understanding Consumer Behaviour:** Factors influencing consumer buying behaviour; business buying process and understanding business buyer behaviour. **Creating and Managing Product**: Market segmentation and targeting; differentiation and positioning; competitors analysis. **Delivering and Promoting Product:** Supply chain decisions – nature; types; channel design and channel management decisions; retailing; wholesaling; managing logistics and supply chain.
Unit II
Product Decisions: Product mix; packaging and labeling decisions; branding and brand equity; services marketing; new product development; consumer adoption process; product life cycle and strategies. **Pricing Decisions:** Objectives; factors affecting pricing decisions; pricing methods; price changes; pricing strategies **Promotion Decisions:** Communication process; promotion mix; advertising; sales promotion; public relations; direct selling and online marketing; personal selling; personal selling process.
Unit III
Customer Relationship Management: Concepts; measurement tools in customer satisfaction; loyalty and retention; process and measurement of customer relationship management. **Services Marketing:** Unique features of services; Tasks involved in service marketing; service quality – meaning; gap model of service quality, measuring service quality- SERVQUAL. **Retailing:** Nature and scope of retailing; the retailing mix / activities; contemporary scheme of retailing in India; Key drivers of growth, retail formats, retail chains. **Emerging Trends in Marketing:** Green marketing; event marketing; network marketing; direct marketing; social marketing; buzz marketing / viral marketing.

Suggested Readings:

1. Philip Kotler, Kevin L. Keller, Abraham Koshi and Mithileshwar Jha, "Marketing Management: A South Asian Perspective", Pearson Education.
2. David L. Kurtz and Louis E. Boone, "Principles of Marketing", Cengage Learning.
3. K. Douglas Hoffman and John E. G. Bateson "Services Marketing", Cengage Learning.
4. V. S. Ramaswamy and S. Namakumari, "Marketing Management: Global Perspective Indian Context", Macmillan Publishing House.

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PHD 904
Human Resource Management

Objective: To help scholars in understanding the importance of researching human capital and its role in shaping world class organization.

Unit I
Human Resource Management-An Overview: Concept, Environmental scanning. **Human Resource System:** Concept; Functions of HRS; Structuring the System; Strategic HRM; HRM in the Global context. **Human Resource Planning**: Factors affecting, process, and barriers. Stock taking, Work Force Flow Mapping, Age and Grade Distribution Mapping; Behavioural factors in Human Resource Planning; Wastage Analysis, Retention, Redeployment and Exit Strategies. **Manpower Search**: Recruitment Strategies and Selection Process in Corporate Sector. Models and Techniques of Manpower Demand and Supply Forecasting. **Performance Management System:** Concept; objectives; Comparison of Performance Management and Performance Appraisal; Developing effective Performance Management Systems; Problems in Performance Management; recent developments in Performance Management; Succession planning, Diversity management.
Unit II
Employment Relationship: Concept; Basis of the Employment Relationship; Employment Relationship Contracts; Changes in the Employment Relationship; Managing the Employment Relationship; Developing a High Trust Organization Psychological Contract: Concept; The significance of the Psychological Contract; Changes to the Psychological Contract; How Psychological Contracts develop; Developing and maintaining a positive Psychological Contract. **Career Planning and development:** concept of career, career planning and development methods, factors affecting career -choices - responsibilities of Employers/managers, career counseling, designing career development system; Training and Retraining, Measuring Training Effectiveness. **Retention Strategies:** Need for Retention, Causes of attrition of managerial personnel in modern day service and manufacturing organizations. Managing Separations and Rightsizing.
Unit III
Industrial Relations: Government's concerns, Union's concerns, Management concerns; Approaches of IR; Dispute Resolution Machinery, Industrial Dispute Act, 1947; Settlement Authorities under the Act; Grievance Procedure, Trade unions and IR, Technology and IR; Managing Industrial conflicts. **Quality of Working Life**: Workers' Participation-Schemes and their evaluation. **Human Resource Evaluation:** Concept; Rationale for HR Evaluation, Measures of HRM performance, Approaches to HR Evaluation, Balance Score Card; HR Scorecard; HRIS; Impact of HRM practices on organizational performance. **Global HR practices:** HR practices in Japan, UK, USA, India and China. **Ethics and Human Resource Management**: Concept; Reasons for unethical behavior; need and implications of Ethics in HRM; Managing Ethics.

Suggested Readings:

1. Mirza S. Saiyadain, "Human Resources Management", Tata McGraw Hill, New Delhi, 2010.

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. Michael Armstrong, 'A Handbook of Human Resource Management Practices', Kogan Page London, 2009.

3. Paul Boselie, "Strategic Human Resource Management", Tata McGraw Hill, New Delhi, 2011.

4. Tanuja Agarwal, "Strategic Human Resource Management", Oxford University Press, New Delhi, 2007.

5. Udai Pareek & T. Venkateswara Rao, "Designing and Managing Human Resource Systems", Oxford & IBH Publishing Co., 2002.

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PHD 905
Report Writing and Presentation

Credits: 3 (2 for Research Report and 1 for Presentation)

Objective of the Course: To test the level of the understanding of the research problem and argumentative ability of scholar through oral presentations followed by report writing.

Report Writing:
Introduction; different types of report writings; layout of the research reports; oral presentation; mechanics of writing a research report; precautions for writing research reports; References and Bibliography;
Ethical Considerations in Research: Fundamental ethical principles; disseminating the results of research studies. Understanding plagiarism: Concepts of IPR; Patent, Copyright, Trade-Mark

Presentation:
Every student will conduct a study on his / her related topic of research. The candidate will review literature; identify a valid research gap; define objectives; collect data; analyze the data and submit conclusions and recommendations. The study should also detail-out the limitations and give potential areas for future research. The report will be submitted and presentation will be held. The candidate will have to present for one hour on the topic of the study. Evaluation of the presentation will be on the basis of his / her depth of knowledge of the subject; clarity of thought process; capability to reach conclusions after the analysis and other communication skills.

Suggested Readings:

1. Cooper, D.R. and Schindler, P. S., *Business Research Methods*, Tata McGraw Hill, New Delhi.
2. Naresh K. Malhotra and Satyabhushan Dash, *Marketing Research: An Applied Orientation*, Pearson Education.
3. Mary Ellen Guffey, Dana Loewy, *Essentials of Business Communication*, South Western CENGAGE Learning.

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PHD 906
Human Values and Professional Ethics

Objective: To help the students to discriminate between valuable and superficial in the life. To help students develop sensitivity and awareness; leading to commitment and courage to act on their own belief.

Unit I

Introduction: Need, Basic Guidelines, Content and Process for Value Education.

Self Exploration: Concept; its content and process; natural acceptance' and Experiential Validation- as the mechanism for self exploration.

Continuous Happiness and Prosperity- A look at basic Human Aspirations

Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority

Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario

Method to fulfill the above human aspirations: understanding and living in **harmony** at various levels

Understanding Harmony in the Human Being - Harmony in Myself: Understanding human being as a co-existence of the sentient 'I' and the material 'Body'; Understanding the needs of Self ('I') and 'Body' - *Sukh* and *Suvidha*, Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer), Understanding the characteristics and activities of 'I' and harmony in 'I'

Understanding the harmony of I with the Body: *Sanyam* and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail, Programs to ensure *Sanyam* and *Swasthya*

Unit II

Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship: Understanding harmony in the Family- the basic unit of human interaction.

Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*; Trust (*Vishwas)* and Respect (*Samman)* as the foundational values of relationship.

Understanding the meaning of *Vishwas*; Difference between intention and competence

Understanding the meaning of *Samman*, Difference between respect and differentiation; the other salient values in relationship

Understanding the harmony in the society (society being an extension of family): *Samadhan, Samridhi, Abhay, Sah-astitva* as comprehensive Human Goals

Visualizing a universal harmonious order in society- Undivided Society (*Akhand Samaj),* Universal Order (*Sarvabhaum Vyawastha)*- from family to world family!

Unit III

Understanding Harmony in the Nature and Existence - Whole existence as Co-existence: Understanding the harmony in the Nature, Interconnectedness and mutual fulfillment among the four orders of nature-recyclability and self-regulation in nature, Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units in all-pervasive space, Holistic perception of harmony at all levels of existence

Implications of the above Holistic Understanding of Harmony on Professional Ethics: Natural acceptance of human values, Definitiveness of Ethical Human Conduct, Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order,

Competence in professional ethics: Ability to utilize the professional competence for

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augmenting universal human order, Ability to identify the scope and characteristics of people-friendly and eco-friendly production systems, Ability to identify and develop appropriate technologies and management patterns for above production systems.
Case studies of typical holistic technologies, management models and production systems
Strategy for transition from the present state to Universal Human Order: At the level of individual: as socially and ecologically responsible engineers, technologists and managers, At the level of society: as mutually enriching institutions and organizations

Suggested Readings:

1. R. R. Gaur, R Sangal, G. P. Bagaria, *A Foundation Course in Value Education.*
2. Ivan Illich, *Energy and Equity,* The Trinity Press, Worcester, and Harper Collins, USA
3. E. F. Schumacher, *Small is Beautiful: A Study of Economics as if People Mattered,* Blond & Briggs, Britain.
4. A Nagraj, *Jeevan Vidya ek Parichay,* Divya Path Sansthan, Amarkantak.
5. Sussan George, *How the Other Half Dies,* Penguin Press.
6. P. L. Dhar, RR Gaur, *Science and Humanism,* Commonwealth Purblishers.
7. A. N. Tripathy, *Human Values,* New Age International Publishers
8. Subhas Palekar, *How to Practice Natural Farming,* Pracheen (Vaidik) Krishi Tantra Shodh, Amravati.
9. Donella H. Meadows, Dennis L. Meadows, Jorgen Randers, William W. Behrens III, *Limits to Growth – Club of Rome's Report,* Universe Books.
10. E. G. Seebauer and Robert L. Berry, *Fundamentals of Ethics for Scientists & Engineers,* Oxford University Press.
11. M. Govindrajran, S. Natrajan and V. S. Senthil Kumar, *Engineering Ethics (including Human Values),* Eastern Economy Edition, Prentice Hall of India Ltd
12. B. P. Banerjee, *Foundations of Ethics and Management,* Excel Books.
13. B. L. Bajpai, *Indian Ethos and Modern Management,* New Royal Book Co., Lucknow.

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Study Scheme & Syllabus of
Bachelor of Hotel Management & Catering Technology
(BHMCT)

For

University Main Campus, Constituent Campuses
And Affiliated Colleges

Batch 2021 Onwards

By

Department of Academics
I. K. Gujral Punjab Technical University

Bachelors of Hotel Management & Catering Technology (BHMCT) :
It is an Under Graduate (UG) Programme of 4 years duration (8 semesters)
Eligibility for Admission: 10+2 Pass in any Stream.

Courses & Examination Scheme:
First Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BHMCT101-18	Core Theory	Food ProductionFoundation-I	3	0	0	40	60	100	3
BHMCT102-18	Practical	Food ProductionFoundation-I	0	0	4	60	40	100	2
BHMCT103-18	Core Theory	Food & BeverageService Foundation-I	3	0	0	40	60	100	3
BHMCT104-18	Practical	Food & BeverageService Foundation-I	0	0	4	60	40	100	2
BHMCT105-18	Core Theory	Front OfficeFoundation-I	3	0	0	40	60	100	3
BHMCT106-18	Practical	Front OfficeFoundation-I	0	0	2	60	40	100	1
BHMCT107-18	Core Theory	AccommodationOperations-I	3	0	0	40	60	100	3
BHMCT108-18	Practical	AccommodationOperations-I	0	0	2	60	40	100	1
BTHU103-18	Ability EnhancementCompulsory Course(AECC)-I	English	1	0	0	40	60	100	1
BTHU104-18	Ability EnhancementCompulsory Course(AECC)	English Practical/ Laboratory	0	0	2	30	20	50	1
[illegible]E101-18	Ability EnhancementCompulsory Course(AECC)	Human Values, De-addiction and Traffic Rules	3	0	0	40	60	100	3
HVPE-102-18	Ability EnhancementCompulsory Course(AECC)	Human Values, De-addiction and Traffic Rules (Lab/ Seminar)	0	0	1	25	--**	25	1
BMPD102-18		Mentoring and Professional Development	0	0	1	25	--**	25	1
	TOTAL		**16**	**0**	**16**	**560**	**540**	**1100**	**25**

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement
**The Human Values, De-addiction and Traffic Rules (Lab/ Seminar) and Mentoring and Professional Development course will have internal evaluation only.

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Second Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		TotalMarks	Credits
			L*	T*	P	Internal	External		
BHMCT201-18	Core Theory	Food Production Foundation-II	3	0	0	40	60	100	3
BHMCT202-18	Practical	Food Production Foundation-II	0	0	4	60	40	100	2
BHMCT203-18	Core Theory	Food & Beverage Service Foundation-II	3	0	0	40	60	100	3
BHMCT204-18	Practical	Food & Beverage Service Foundation-II	0	0	4	60	40	100	2
BHMCT205-18	Core Theory	Front Office Foundation-II	3	0	0	40	60	100	3
BHMCT206-18	Practical	Front Office Foundation-II	0	0	2	60	40	100	1
BHMCT207-18	Core Theory	Accommodation Operations-II	3	0	0	40	60	100	3
BHMCT208-18	Practical	Accommodation Operations-II	0	0	2	60	40	100	1
EVS102-18	Ability Enhancement Compulsory Course (AECC) -III	Environmental Science	2	0	0	40	60	100	2
BMPD202-18		Mentoring and Professional Development	0	0	1	25	--	25	1
	TOTAL		14	0	13	465	460	925	21

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

Third Semester

CourseCode	CourseType	Course Title	Load Allocations			Marks Distribution		TotalMarks	Credits
			L*	T*	P	Internal	External		
BHMCT301-18	Practical	Food Production Operations- Industry Exposure-1	0	0	12	60	40	100	6
BHMCT302-18	Practical	Food & Beverage Service Operations- Industry Exposure-1	0	0	12	60	40	100	6
BHMCT303-18	Practical	Front Office Operations- Industry Exposure-1	0	0	12	60	40	100	6
BHMCT304-18	Practical	Accommodation Operations Industry Exposure- I	0	0	12	60	40	100	6
BHMCT305-18	Practical	Log Book & Training Report on Industry Exposure	0	0	4	60	40	100	2
BMPD302-18		Mentoring and Professional Development	0	0	1	25	--	25	1
	TOTAL		0	0	53	325	200	525	27

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

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Fourth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BHMCT401-18	Core Theory	Introduction to Indian Cookery	3	0	0	40	60	100	3
BHMCT402-18	Practical	Introduction to Indian Cookery	0	0	4	60	40	100	2
BHMCT403-18	Core Theory	Food & Beverage Service Operations-II	3	0	0	40	60	100	3
BHMCT404-18	Practical	Food & Beverage Service Operations-II	0	0	4	60	40	100	2
BHMCT405-18	Core Theory	Front Office Operations-II	3	0	0	40	60	100	3
BHMCT406-18	Practical	Front Office Operations-II	0	0	2	60	40	100	1
BHMCT407-18	Core Theory	Accommodation Operations-III	3	0	0	40	60	100	3
[redacted]MCT408-18	Practical	Accommodation Operations-III	0	0	2	60	40	100	1
BHMCT409-18	Elective	Accounting Skills for Hospitality	2	0	0	40	60	100	2
BMPD402-18		Mentoring and Professional Development	0	0	1	25	--	25	1
	TOTAL		14	0	13	465	460	925	21

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

Fifth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BHMCT501-18	Core Theory	Larder & Kitchen practices	3	0	0	40	60	100	3
BHMCT502-18	Practical	Larder & Kitchen practices	0	0	4	60	40	100	2
[redacted]MCT503-18	Core Theory	Bar operations & Management	3	0	0	40	60	100	3
BHMCT504-18	Practical	Bar operations & Management	0	0	4	60	40	100	2
BHMCT505-18	Core Theory	Front Office Operations & Management	3	0	0	40	60	100	3
BHMCT506-18	Practical	Front Office Operations & Management	0	0	2	60	40	100	1
BHMCT507-18	Core Theory	Accommodation Operations & Management	3	0	0	40	60	100	3
BHMCT508-18	Practical	Accommodation Operations & Management	0	0	2	60	40	100	1
BHMCT509-18	Elective	Food & Beverage controls and Management	2	0	0	40	60	100	2
BMPD502-18		Mentoring and Professional Development	0	0	1	25	--	25	1
	TOTAL		14	0	13	465	460	925	925

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*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

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Sixth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BHMCT601-18	Core Theory	International cuisine- An Exploration	3	0	0	40	60	100	3
BHMCT602-18	Practical	International cuisine- An Exploration	0	0	4	60	40	100	2
BHMCT603-18	Core Theory	Banquet and restaurant operations & Management	3	0	0	40	60	100	3
BHMCT604-18	Practical	Banquet and restaurant operations & Management	0	0	4	60	40	100	2
BHMCT605-18	Core Theory	Front Office Management	3	0	0	40	60	100	3
BHMCT606-18	Practical	Front Office Management	0	0	2	60	40	100	1
BHMCT607-18	Core Theory	Accommodation Management	3	0	0	40	60	100	3
BHMCT608-18	Practical	Accommodation Management	0	0	2	60	40	100	1
BHMCT609-18	Elective	Principles of Management	2	0	0	40	60	100	2
BMPD602-18		Mentoring and Professional Development	0	0	1	25	--	25	1
		TOTAL	14	0	13	465	460	925	21

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

Seventh Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
BHMCT701-18	Core Theory	Specialization-I	3	0	0	40	60	100	3
BHMCT702-18	Practical	Specialization-I	0	0	4	60	40	100	2
BHMCT703-18	Core Theory	Specialization-II	3	0	0	40	60	100	3
BHMCT704-18	Practical	Specialization-II	0	0	4	60	40	100	2
BHMCT705-18	Core Theory	Principles of Marketing	3	0	0	40	60	100	3
BHMCT706-18	Core Theory	Financial Management	3	0	0	60	40	100	3
BHMCT707-18	Core Theory	Entrepreneurship	3	0	0	40	60	100	3
BHMCT708-18	Practical	Project Report	0	0	2	00	100	100	1
BHMCT709-18	Elective	Facility Planning	2	0	0	40	60	100	2
BMPD702-18		Mentoring and Professional Development	0	0	1	25	--	25	1
		TOTAL	17	0	11	405	520	925	23

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

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NOTE: Student has to choose one group out of following as Specialization –I and Specialization-II
NOTE: Student has to choose one group out of following as Specialization –I and Specialization-II

	SPECIALIZATION – I	SPECIALIZATION-II
GROUP A –	Food Production Management	Tandoor-Principle, concept and application
GROUP B	Food& Beverage Service Management	Event Management
GROUP C	Front Office Management	Tour & Travel Management
GROUP D	Accommodation Management	Interior Decoration

Eighth Semester

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
			L*	T*	P	Internal	External		
[redacted]MCT801-18	Practical	Specialized HospitalityTraining	0	0	16 week	00	200	200	8
BHMCT802-18	Practical	Project Report on emergingtrends in hospitality Industry	0	0	05	00	100	100	4
BMPD802-18		Mentoring and Professional Development	0	0	01	25	-	25	1
		TOTAL	**0**	**0**		**25**	**300**	**325**	**13**

*A course can either have four Hrs Lecture or Three Hrs Lecture + One Hrs Tutorial as per requirement

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Program Outcome (PO's)

Graduate of BHMCT Program will demonstrate:

PO1: Graduate will have knowledge of Operations in Hospitality Services Industry

PO2: Graduate will be able to perform various tasks, duties and other activities in the operation of the hotels, restaurants, in accordance with the Standard Operating Procedures.

PO3: Graduate will have the ability to analyse the situation or identifies problems, and be able to formulate a suitable solution & implement the same in Food & Beverage Service and accommodation operations.

PO4. Graduate will be able to demonstrate the ability to develop, examine, question, and explore perspectives or alternatives to problems in hospitality operations.

PO5: Graduate will be able to use professional written and oral communication skills to communicate effectively.

PO6: Graduate will be able to pursue entrepreneurial endeavours.

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FIRST SEMESTER

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COURSE CODE:	**BHMCT-101**
COURSE TITLE:	**FOOD PRODUCTION FOUNDATION I** (THEORY)
COURSE OBJECTIVES:	CO1. To develop understanding of basics of Food Production. CO2. To develop ability to compare and illustrate various methods of cooking. CO3. To gain understanding on Kitchen organisation structure and Food production. CO4.Learner will able to explain the importance of basics of cooking.
Syllabus Mapping	

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 40 percent of the total marks and rest through semester end examination of 3 hours duration.
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided in three parts Part A: There will be ten short answer questions covering whole syllabus of course. This part will be of 20 marks. Part B: There will be Five questions covering whole syllabus of course and student has to attempt four questions. Each question carries Five marks each. Part C: There will be Three questions covering whole syllabus of course and student has to attempt Two questions. Each question carries 10 marks each.
UNIT-1	**INTRODUCTION TO COOKERY:** Levels of skills and experiences, Attitudes and behaviour in the kitchen, Personal hygiene, Uniforms & protective clothing, Safety procedure in handling equipment **CULINARY HISTORY:**Origin of modern cookery Classical and New World Cuisine, Different styles cookery: oriental, European, Continental, Pan American **HIERARCHY AREA OF DEPARTMENT AND KITCHEN:** Classical Brigade, Modern staffing in various category hotels, Roles of executive chef, Duties and responsibilities of various chefs, Co-operation with other departments General Layout Of the kitchen in organisations, layout of receiving areas, layout of service & wash up **CULINARY TERMS:** List of culinary (common and basic) terms, Explanation with examples **AIMS & OBJECTS OF COOKING FOOD:** Aims and objectives of cooking food, Various textures, Various consistencies, Techniques used in pre-preparation, Techniques used in preparation **HACCP** - Practices in food handling & storage **CONVERSION TABLES:** American, British measures and its equivalents
UNIT-2	**Fuels used in catering industry:** Types of fuel used in catering industry; calorific value; comparative study of different fuels, Calculation of amount of fuel required and cost. Gas: method of transfer, LPG and its properties; principles of Bunsen burner, precautions to be taken while handling gas; low and high-pressure burners, Gas bank, location, different types of manifolds

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	FIRE PREVENTION AND FIRE FIGHTING SYSTEM: Classes of fire, methods of extinguishing fires (Demonstration), Fire extinguishers, portable and stationery, Fire detectors and alarm, Automatic fire detectors cum extinguishing devices, Structural protection, Legal requirements METHODS OF **COOKING** FOOD: Roasting, Grilling, Frying, Baking, Broiling, Poaching, Boiling:-Principles of each of the above, Care and precautions to be taken, Selection of food for each type of cooking.
UNIT-3	BASIC PRINCIPLES OF FOOD PRODUCTION **VEGETABLE AND FRUIT** COOKERY: Introduction – classification of vegetables, Pigments and colour changes, Effects of heat on vegetables, Cuts of vegetables, Classification of fruits, Uses of fruit in cookery. **STOCKS:** Definition of stock, Types of stock, Preparation of stock, Recipes, Storage of stocks, Uses of stocks, Care and precautions **SAUCES:** Classification of sauces, Recipes for mother sauces, Storage & precautions **SOUPS:** Classification with examples, Basic recipes of Consommé with 10 Garnishes and other soups. **EGG COOKERY:** Introduction to egg cookery, Structure of an egg, Selection of egg, Uses of egg in cookery **SALADS AND SANDWICHES:** Salads & its compositions Types Of Lettuce , Types of Dressing, Emerging trends in salad making, Sandwiches History origin and its Different types
UNIT-4	COMMODITIES: i) **SHORTENINGS** (Fats & Oils): Role of Shortenings, Varieties of Shortenings, Advantages and Disadvantages of using various Shortenings, Fats & Oil – Types, varieties ii) **RAISING AGENTS:** Classification of Raising Agents, Role of Raising Agents, Actions and Reactions iii) **THICKENING AGENTS:** Classification of thickening agents, Role of Thickening agents iv) **HERBS & SPICES** : Uses its Importance & it's different types **Kitchen Organsiation and Layout:** General layout of Kitchen in various organisations, layout of receiving areas, layout of service and washup areas
REFERENCES:	• The Professional Chef (4th Edition) By Le Rol A.Polsom • The Professional Pastry Chef, Fourth Edition By Bo Friberg Publisher: Wiley & Sons INC • Theory of Catering By Kinton & Cessarani • Theory of Cookery By K Arora, Publisher: Frank Brothers • Accompaniments & Garnishes from waiter; Communicate: Fuller J. Barrie & Jenkins • Bakery & Confectionery By S. C Dubey, Publisher: Socity of Indian Bakers • Modern Cookery (Vol-I) By Philip E. Thangam, Publisher: Orient Longman • Practical Cookery By Kinton & Cessarani

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COURSE CODE:	**BHMCT-102**
COURSE TITLE:	**FOOD PRODUCTION FOUNDATION I (PRACTICALS) (PART A)**
Course Outcome	CO1. To be able to list and relate to kitchen equipment's and their handling. CO2. To develop the ability to classify different vegetables along with the cuts. CO3. Students will learn and compare various methods of cooking used in Food Production. CO4. Students will be able to apply the hands on learning to prepare various dishes.
Syllabus Mapping	

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 60 percent of the total marks and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR PAPER EVALUATION	**This paper consist of two sections Part A and Part B** **Part A will be :** PRACTICAL'S OF FOOD PRODUCTION OF 30 MARKS **Part B will be:** BAKERY & PATISSERIE of 10 MARKS

S.No	Topic	Method
1	• i) Equipments - Identification, Description, Uses & handling • ii) Hygiene - Kitchen etiquettes, Practices & knife handling • iii) Safety and security in kitchen	Demonstrations & simple applications
2	i) Vegetables - classification ii) Cuts - julienne, jardinière, macedoines, brunoise, payssane, mignonnete, dices, cubes, shred, mirepoix iii) Preparation of salad dressings	Demonstrations & simple applications by students
3	Identification and Selection of Ingredients - Qualitative and quantitative measures.	Market survey/tour
4	i) Basic Cooking methods and pre-preparations ii) Blanching of Tomatoes and Capsicum iii) Preparation of concasse iv) Boiling (potatoes, Beans, Cauliflower, etc) v) Frying - (deep frying, shallow frying, sautéing) Aubergines, Potatoes, etc. vi) Braising - Onions, Leeks, Cabbage vii) Starch cooking (Rice, Pasta, Potatoes)	Demonstrations & simple applications by students
5	i) Stocks - Types of stocks (White and Brown stock) ii) Fish stock iii) Emergency stock iv) Fungi stock	Demonstrations & simple applications by students
6	Sauces - Basic mother sauces • Béchamel • Espagnole • Veloute • Hollandaise • Mayonnaise • Tomato	Demonstrations & simple applications
7	Egg cookery - Preparation of variety of egg dishes	Demonstrations &

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	• Boiled (Soft & Hard) • Fried (Sunny side up, Single fried, Bull's Eye, Double fried) • Poaches • Scrambled • Omelette (Plain, Stuffed, Spanish) • En cocotte (eggs Benedict)	simple applications by students
8	Simple Salads: • Cole slaw, • Potato salad, • Beet root salad, • Green salad, • Fruit salad, • Consommé Simple Egg preparations: • Scotch egg, • Assorted omelletes, • Oeuf Florentine • Oeuf Benedict • Oeuf Farci • Oeuf Portugese • Oeuf Deur Mayonnaise Soups Preprations: • Cream Soups • Puree Soups • Consomme Simple potato preparations • Baked potatoes • Mashed potatoes • French fries • Roasted potatoes • Boiled potatoes • Lyonnaise potatoes • Allumettes Vegetable preparations • Boiled vegetables • Glazed vegetables • Fried vegetables • Stewed vegetables. Sandwiches • Open • Club • Closed • Canapé • Zukuskis • Pin wheel • Checkers board	Demonstration by instructor and applications by students
9	Demonstration & Preparation of simple menu	Demonstrations & simple applications by students
PART B -	BAKERY & PATISSERIE (PRACTICAL)	
10	Equipments	Demonstration by

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	• Identification • Uses and handling Ingredients - Qualitative and quantitative measures	instructor and applications by students
11	**BREAD MAKING** • Demonstration & Preparation of Simple and enriched bread recipes • Bread Loaf (White and Brown) • Bread Rolls (Various shapes) • French Bread • Brioche	Demonstration by instructor and applications by students
12	**SIMPLE CAKES** • Demonstration & Preparation of Simple and enriched Cakes, recipes • Sponge, Genoise, Fatless, Swiss roll • Fruit Cake • Rich Cakes • Dundee • Madeira	
13	**SIMPLE COOKIES** • Demonstration and Preparation of simple cookies like • Nan Khatai • Golden Goodies • Melting moments • Swiss tart • Tri colour biscuits • Chocolate chip • Cookies • Chocolate Cream Fingers • Bachelor Buttons.	Demonstration by instructor and applications by students
14	**HOT / COLD DESSERTS** • Caramel Custard, • Bread and Butter Pudding • Queen of Pudding • Soufflé – Lemon / Pineapple • Mousse (Chocolate Coffee) • Bavaroise • Diplomat Pudding • Apricot Pudding • Steamed Pudding - Albert Pudding, Cabinet Pudding	Demonstration by instructor and applications by students

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COURSE CODE:	**BHMCT-103**
COURSE TITLE:	**FOOD & BEVERAGE SERVICE FOUNDATION I (THEORY)**
COURSE OUTCOMES:	CO1. Course inculcates knowledge about various food outlets and their characteristics. CO2. Students will be able to understand and explain various F&B equipment's and their usages. CO3. To develop the ability to understand the intricacies in preparation of Restaurant operations. CO4. Student will be able to classify and illustrate on food service principles and procedures.
SYLLABUS MAPPING	

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√		√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class Participation, house tests, regularity and assignments carrying 40 percent of the total marks and rest through semester end examination of 3 hours duration.
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided in three parts Part A: There will be ten short answer questions covering whole syllabus of course. This part will be of 20 marks. Part B: There will be Five questions covering whole syllabus of course and student has to attempt four questions. Each question carries Five marks each. Part C: There will be Three questions covering whole syllabus of course and student has to attempt Two questions. Each question carries 10 marks each.
UNIT-1	**INTRODUCTION TO FOOD AND BEVERAGE INDUSTRY:-** Introduction to Food & Beverage Service Industry, Types of catering operations– commercial, welfare, transport, others. Role of catering establishment in the hospitality industry
UNIT-2	**FOOD SERVICE AREAS (F & B OUTLETS)** Restaurants, Coffee Shop, Bar, Banquet, Cafeteria, Fast Food (Quick Service Restaurants), Grill Room, Vending Machines, Discothèque **ANCILLIARY DEPARTMENTS:-** Pantry, Food pick-up area, Store, Linen room, Kitchen stewarding
UNIT-3	**DEPARTMENTAL ORGANISATION & STAFFING:** Organization of F&B department of hotel, Principal staff of various types of F&B operations, Job Descriptions & Job Specifications of F& B Service Staff,French terms related to F&B staff, Attributes of F&B Personnel, Inter and Intra departmental relationship.
UNIT-4	**F & B SERVICE EQUIPMENT:-**Familiarization & Selection factors of:- Cutlery, Crockery, Glassware, Flatware, Hollowware, All other equipment used in F&B Service, French terms related to the above **PREPARATION FOR SERVICE:** Organising Mise-en-scene, Organising Mise- en-place **NON-ALCOHOLIC BEVERAGES:** Classification (Nourishing, Stimulating and Refreshing), Tea- Origin, Manufacture, Types & Brands, Coffee- Origin, Manufacture, Types & Brands, Juices and Soft Drinks, Cocoa & Chocolate

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	Beverages - Origin & Manufacture
REFERENCES:	• Food & Beverage Service- Bobby George &Sandeep Chatterjee, Jaico Publishing House • Food & Beverage Service- R. Singaravelavan, Oxford University Press, New Delhi. • Food & Beverage Service - Dennis R. Lillicrap. & John .A. Cousins. Publisher: ELBS • Food & Beverage Service Training Manual - Sudhir Andrews, Tata McGrawHill. • The Waiter Handbook By Grahm Brown, Publisher: Global Books &Subscription Services New Delhi.

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COURSE CODE:	**BHMCT-104**
COURSE TITLE:	**FOOD & BEVERAGE SERVICE FOUNDATION I (PRACTICAL)**
COURSE OUTCOME	CO1. Students will be able to List and name various Restaurant equipment's. CO2. Students will practice basic service skills used in F&B Outlets. CO3. Students will be able to learn how to setup the restaurant before service. CO4. Student will be able to learn service of various non-alcoholic beverages.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 60 percent of the total marks and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR EXTERNAL EXAMINER	The performance of the students will be evaluated on the basis of his performance during the examination out of 40 marks

S.No	Topic	
1.	Familiarization of F&B Service equipment	
2.	Basic Technical Skills Task-01: Holding Service Spoon & Fork Task-02: Carrying a Tray / Salver Task-03: Laying a Table Cloth Task-04: Changing a Table Cloth during service Task-05: Placing meal plates & Clearing soiled plates Task-06: Stocking Sideboard Task-07: Service of Water Task-08: Using Service Plate & Crumbing Down Task-09: Napkin Folds Task-10: Changing dirty ashtray Task-11: Wiping of Tableware, Chinaware, Glassware	
3.	**PREPARATION FOR SERVICE (RESTAURANT)** A. Organizing Mise-en-scene	B. Organizing Mise-en-Place C. Opening, Operating & Closing duties
4.	Briefing/debriefing	
5.	Tea & Coffee Service	

COURSE CODE	**BHMCT – 105**
COURSE TITLE	**FRONT OFFICE FOUNDATION I (THEORY)**
COURSE OUTCOME	CO1 To understand the work ethics towards customer care and satisfaction and its basic skills & knowledge of front office. CO2 Students will be able to outline and explain hospitality industry and its importance. CO3 Students will be able to endorse classification of hotels & describe the most distinctive feature of each. CO4 Student will be able to analyse, evaluate & discuss front office organization.

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SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3		√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION

The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments. All carrying 40 percent of the total marks and rest 60 percent through semester end examination of 3 hr duration.

INSTRUCTION FOR PAPER SETTING

The paper will be divided in three parts

Part A: There will be ten short answer questions covering whole syllabus of course. This part will be of 20 marks.
Part B: There will be Five questions covering whole syllabus of course and student has to attempt four questions. Each question carries Five marks each.
Part C: There will be Three questions covering whole syllabus of course and student has to attempt Two questions. Each question carries 10 marks each.

UNIT – 1

INTRODUCTION TO HOSPITALITY INDUSTRY

Hospitality and its origin, Tourism and hotel Industry, its importance, and scope, Evolution of Tourism and Hotel Industry, Introduction of World's leading Hotel Operators and their brands, Introduction to Indian leading and emerging Hotel Operators and their brands, Role of Tourism industry in Indian economy with a special emphasis on Hotel Industry.

UNIT – 2

CLASSIFICATION OF HOTELS

A brief introduction to hotel core areas.
Classification of Hotels on the basis of Size, Location, Type of guest, Length of stay of guest.
Ownership basis :- Independent Hotels, Chain Hotels, Franchise and Management Contracts Hotels, Marketing/Retailing/Consumer's Co-operatives/Referral Groups with examples, Vacation ownership/Time share and Condominium Hotels with examples of hotel groups involved in this business concept,

STAR CLASSIFICATION OF HOTELS

Government's Classification Committee, Star ratings and Heritage Classifications adopted in India, Basis on which Star ratings are granted along with the Performa of Star Classification.

OVERVIEW OF OTHER CONCEPTS

Spa, Boutique hotels, All Suite, Budget Hotels, Green Hotels, Ecotels etc., Supplementary/Alternative Accommodations, examples of National and International Hotels with its type, category and classification.

UNIT – 3

FRONT OFFICE ORGANIZATION

Introduction to Front Office in Hotels, Types of Rooms, Sub-sections/Function areas in Front Office Department and their functions in Front Office and hotel in details, Layout of Front Office Department.

FRONT OFFICE PERSONNEL

Personality traits, Duties and Responsibilities, Hierarchy/ Organizational chart of Front Office Department – Large, Medium and Small Hotels/Resorts/Spa

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UNIT - 4	**VACATION OWNERSHIP AND CONDOMINIUMS** Vacation Ownership/Timeshare, Condominium, How are they different from Hotel business? Deeded ownership and Right to use ownership Types of timeshares/Vacation ownerships, Examples with list of hotel operating companies offering vacation ownerships and Condominium concepts. Front Office Equipment:- automated, semi automated, non automated **BELL DESK:-** Functions Procedures and Formats. **FRENCH** To be taught by professional French language teacher, Understanding and uses of accents, orthographic signs and punctuation, knowledge of cardinaux and ordinaux (Ordinal and cardinal), Days, Dates, Time, Months and Seasons.
References	• Front Office training manual- Sudhir Andrews • Front office operations and management – Jatashankar R. Tewari • Front Office Operations – Colin Dix, Chris Baird • Professional Hotel Front Office Management – Anutosh Bhakta • Hotel Front Office Management – James. A. Bardi • Front Office Operations and Management – Ahmed Ismail (Thompson Delmar) • Front Office Operation Management – S. K. Bhatnagar • Managing Front Office Operations – Micheal Kasavana and brooks • Principles of Front Office Operations – Sue Baker & Jermy Huyton

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COURSE CODE:	**BHMCT – 106**
COURSE TITLE:	**FRONT OFFICE FOUNDATION I (PRACTICAL'S)**
Course OUTCOME	CO1 Students will be able to acquire the knowledge of basic front office operations. CO2 Students will be able to analyse, evaluate & learn working of subsections of front office. CO3 Students will be able to demonstrate reservation practices and luggage handling. CO4 They will gain knowledge about functioning of various equipments of Front Office.
SYLLABUS MAPPING	

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 60 percent of the total marks and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR EXTERNAL EXAMINER	The performance of the students will be evaluated on the basis of his performance during the examination out of 40 marks
S. No.	**Topic**
1	• Grooming and Hospitality etiquettes. • Personality traits of front office personnel
2	• Identification of equipments and furniture used in Front Office Department • Front Desk Counter and Bell Desk
3	• Countries, their capitals, currencies, airlines and their flags,
4	Role Play :- • Reservations: FIT, Corporate guest and group. • Luggage Handling: FIT, Walk-in, Scanty Baggage, regular, crew and group
5	Great Personalities of Hotel Industry (min 3 personalities to be given as assignment)

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COURSE CODE:	**BHMCT-107**
COURSE TITLE:	**ACCOMODATION OPERATIONS I (THEORY)**
COURSE OUTCOME:	CO1 Students will be able to acquire knowledge and learn about the significance of accommodation operation and its scope in the service industry. CO2 Students will be able to practically perform various housekeeping operational functions. CO3 Students will enhance their professional skills, etiquette and learn to work in a team. CO4 To develop the handling of various cleaning equipment's and cleaning agents in a scientific and efficient manner.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 40 percent of the total marks and rest through semester end examination of 3 hours duration
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided in three parts Part A: There will be ten short answer questions covering whole syllabus of course. This part will be of 20 marks. Part B: There will be Five questions covering whole syllabus of course and student has to attempt four questions. Each question carries Five marks each. Part C: There will be Three questions covering whole syllabus of course and student has to attempt Two questions. Each question carries 10 marks each.
UNIT-1	**THE ROLE OF HOUSEKEEPING IN HOSPITALITY OPERATION:** Role of Housekeeping in Guest Satisfaction and Repeat Business, Personality Traits of housekeeping Management Personnel, Layout of the Housekeeping Department overview of sub section of housekeeping department, Role of housekeeping in other institutes. (from 2nd unit to 1st)
UNIT-2	**ORGANIZATION CHART OF THE HOUSEKEEPING DEPARTMENT**: Hierarchy in small, medium, large and chain hotels, (from 1st to 2nd) Identifying Housekeeping Responsibilities, Duties and Responsibilities of Housekeeping staff, Different types of room in a hotel along with their status, standard supplies & amenities of a guest room.(New)
UNIT-3	**CLEANING ORGANISATION:** Principles of cleaning, hygiene and safety factors in cleaning, Methods of organizing cleaning, Frequency of cleaning daily, periodic, special, Design features that simplify cleaning, Use and care of Equipment **CLEANING OF GUEST ROOM :-** type of soil, nature of soil, standard of cleaning, Cleaning of public area, **HOUSEKEEPING INVENTORIES:** equipments, agents, supplies, linen, uniform (new)
UNIT-4	**PEST CONTROL:** Areas of infestation, Preventive measures and control

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	measure (Sem. 2 to Sem. 1) **WASTE DISPOSAL AND POLLUTION CONTROL:** Solid and liquid waste, sullage and sewage, disposal of solid waste, Sewage treatment, Pollution related to hotel industry, Water pollution, sewage pollution, Air pollution, noise pollution, thermal pollution, Legal Requirements **INTER DEPARTMENTAL RELATIONSHIP:** With Front Office, With Maintenance, With Security, With Stores, With Accounts, With Personnel, Use of Computers in House Keeping department
REFERENCES:	• Hotel Hostel and Hospital Housekeeping –by Joan C Branson & Margaret • Lennox, ELBS with Hodder & Stoughten Ltd. • Hotel House Keeping A Training Manual by Sudhir Andrews, Tata McGraw • Hill publishing company limited New Delhi. • Hotel Housekeeping Operations & Management by Raghubalan, Oxford • University Press. • Management of Hotel & Motel Security (Occupational Safety and Health) • by H. Burstein, CRC Punlisher. • Professional Management of Housekeeping Operations (II Edn.) by Robert • J. Martin & Thomas J.A. Jones, Wiley Publications • The Professional Housekeeper by Tucker Schneider, Wiley Publications • Professional management of Housekeeping by Manoj Madhukar, Rajat • Publications

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COURSE CODE:	**BHMCT-108**
COURSE TITLE:	**ACCOMODATION OPERATIONS I(PRACTICALS)**
Course OUTCOME	CO1 Students will be able to identify different layout of room and amenities. CO2 Students will be able to identify the cleaning equipment and cleaning agents and will be able to use in an appropriate & professional manner. CO3 Students will be able to setup all necessary materials and equipment's required for cleaning. CO4 To be able to demonstrate room cleaning as per standard operating procedures
SYLLABUS MAPPING	

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√		√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 60 percent of the total Marks and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR EXTERNAL EXAMINER	The performance of the students will be evaluated on the basis of his performance during the examination out of 40 marks

S.No.	Topic
01	Cleaning Equipment-(manual and mechanical) • Familiarization • Different parts • Function • Care and maintenance
02	Cleaning Agent • Familiarization according to classification • Function
3	Maid's trolley • Contents • Trolley setup
04	Sample Layouts of Guest Rooms • Single room • Double room • Twin room • Suite
05	Guest Room Supplies and Position • Standard room • Suite • VIP room special amenities

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06	Public Area Cleaning Procedure A. SILVER/ EPNS • Plate powder method • Polivit method • Proprietary solution (Silvo) C. BRASS • Traditional/ domestic 1 Method • Proprietary solution 1 (brasso) D. GLASS • Glass cleanser • Economical method(newspaper) E. WALL - care and maintenance of different types and parts • Skirting • Dado • Different types of paints(distemper Emulsion, oil paint etc)

AECC BTHU103/18 English:1L 0T 0P 1Credit

Course Outcomes:

CO1 The objective of this course is to introduce students to the theory, fundamentals and tools of communication.

Co2 To develop in them vital communication skills which are integral to their personal, social and professional interactions

CO3 The syllabus shall address the issues relating to the Language of communication.

CO4 To help the students become the independent users of English language.

The recommended readings given at the end are only suggestive; the students and teachers have thefreedom to consult other materials on various units/topics given below. Similarly, the questions in the examination will be aimed towards assessing the skills learnt by the students rather than the textual content of the recommended books.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	
CO4	√	√	√	√	√	√

Detailed Contents:

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Unit1- 1 (Introduction)

- Theory of Communication
- Types and modes of Communication

Unit- 2 (Language of Communication)

- Verbal and Non-verbal
- (Spoken and Written)
- Personal, Social and Business
- Barriers and Strategies
- Intra-personal, Inter-personal and Group communication

Unit-3 (Reading and Understanding)

- Close Reading
- Comprehension
- Summary Paraphrasing
- Analysis and Interpretation
- Translation(from Hindi/Punjabito English and vice-versa)

OR

Precis writing /Paraphrasing (for International Students)

- Literary/Knowledge Texts

Unit-4 (Writing Skills)

- Documenting
- Report Writing
- Making notes
- Letter writing

Recommended Readings:

1. *Fluency in English* - Part II, Oxford University Press, 2006.
2. *Business English*, Pearson, 2008.
3. *Language, Literature and Creativity*, Orient Blackswan, 2013.
4. *Language through Literature* (forthcoming) ed. Dr. Gauri Mishra, Dr. RanjanaKaul, Dr. Brati Biswas
5. *On Writing Well*. William Zinsser. Harper Resource Book. 2001
6. *Study Writing*. Liz Hamp-Lyons and Ben Heasly. Cambridge University Press. 2006.

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AECCBTHU104/18 English Practical/Laboratory: 0L 0T 2P1 Credit

Course Outcomes:

CO1 The objective of this course is to introduce students to the theory, fundamentals and tools of communication.

Co2 To develop in them vital communication skills which are integral to their personal, social and professional interactions

CO3 The syllabus shall address the issues relating to the Language of communication.

CO4 To help the students become the independent users of English language.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√
CO5	√	√	√		√	√

The recommended readings given at the end are only suggestive; the students and teachers have the freedom to consult other materials on various units/topics given below. Similarly, the questions in the examination will be aimed towards assessing the skills learnt by the students rather than the textual content of the recommended books.

Interactive practice sessions in Language Lab on Oral Communication

- Listening Comprehension
- Self Introduction, Group Discussion and Role Play
- Common Everyday Situations: Conversations and Dialogues
- Communication at Workplace
- Interviews
- Formal Presentations
- Monologue
- Effective Communication/ Mis- Communication
- Public Speaking

Recommended Readings:

1. *Fluency in English* - Part II, Oxford University Press, 2006.
2. *Business English*, Pearson, 2008.
3. Practical English Usage. Michael Swan. OUP. 1995.
4. *Communication Skills*. Sanjay Kumar and PushpLata. Oxford University Press.2011.
5. *Exercises in Spoken English*. Parts. I-III. CIEFL, Hyderabad. Oxford UniversityPress

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HVPE101-18 Ability Enhancement Compulsory Course (AECC)
Human Values, De-addiction and TrafficRules

Course Objective

This introductory course input is intended

CO1 To help the students appreciate the essential complementarily between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations ofall human beings.

CO2 To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and therest of Existence. Such a holistic perspective forms the basis of Value based living in anatural way.

CO3 To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enrichinginteraction with Nature.

CO4 this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√		√	√	√
CO4	√	√	√	√	√	√

Thus, this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

Course Methodology

- The methodology of this course is universally adaptable, involving a systematic and rational study of the human being vis-à-vis the rest of existence.
- It is free from any dogma or value prescriptions.
- It is a process of self-investigation and self-exploration, and not of giving sermons.

Whatever is found as truth or reality is stated as proposal and the students are facilitated toverifyit in their own right based on their Natural Acceptance and ExperientialValidation.

- This process of self-exploration takes the form of a dialogue between the teacher and the students to begin with, and within the student himself/herself finally.
- This self-exploration also enables them to evaluate their pre-conditionings and present beliefs.

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HVPE101-18 Ability Enhancement Compulsory Course (AECC)
Human Values, De-addiction and TrafficRules
Total no. of Lectures: 28 [L-T- P: 3-0-0]

Content for Lectures:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for ValueEducation[6]

1.Understanding the need, basic guidelines, content and process for Value Education
2.SelfExploration–whatisit?-itscontentandprocess;'NaturalAcceptance'andExperiential Validation- as the mechanism for self exploration
3.Continuous Happiness and Prosperity- A look at basic Human Aspirations
4.Right understanding, Relationship and Physical Facilities- the basic requirements for fulfillment of aspirations of every human being with their correct priority
5.Understanding Happiness and Prosperity correctly- A critical appraisal of the currentscenario
6.Method to fulfillthe above human aspirations: understanding and living in harmony at various levels

Module 2: Understanding Harmony in the Human Being - Harmony in Myself![6]
7.Understanding human being as a co-existence of the sentient 'I' and the material 'Body'
*8.*Understanding the needs of Self ('I') and 'Body' - *Sukh*and *Suvidha*
9.Understanding the Body as an instrument of 'I' (I being the doer, seer and enjoyer)
10. Understanding the characteristics and activities of 'I' and harmony in 'I'
11. Understanding the harmony of I with the Body: *Sanyam*and *Swasthya*; correct appraisal of Physical needs, meaning of Prosperity in detail
12. Programs toensure *Sanyam*and *Swasthya*- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 3: Understanding Harmony in the Family and Society- Harmony in Human- Human Relationship[6]
13. Understanding harmony in the Family- the basic unit of human interaction
14. Understanding values in human-human relationship; meaning of *Nyaya* and program for its fulfillment to ensure *Ubhay-tripti*;Trust (*Vishwas)* and Respect (*Samman)* as the foundational values of relationship
15. Understanding the meaning of *Vishwas*; Difference between intention and competence
16. Understanding the meaning of *Samman*, Difference between respect and differentiation;the other salient values in relationship
17. Understanding the harmony in the society (society being an extension of family):*Samadhan, Samridhi, Abhay, Sah-astitva*as comprehensive Human Goals
18. Visualizing a universal harmonious order in society- Undivided Society (*AkhandSamaj),*Universal Order (*SarvabhaumVyawastha)*- from family to world family!- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Co- existence[4]
19. Understanding the harmony in the Nature
20. Interconnectedness and mutual fulfillment among the four orders of nature- recyclability and self-regulation in nature
21. Understanding Existence as Co-existence (*Sah-astitva*) of mutually interacting units inall-pervasive space
22. Holistic perception of harmony at all levels of existence- Practice Exercises and Case Studies will be taken up in Practice Sessions.

Module 5: Implications of the above Holistic Understanding of Harmony on ProfessionalEthics[6]
23. Natural acceptance of human values
24. Definitiveness of EthicalHuman Conduct
25. Basis for Humanistic Education, Humanistic Constitution and Humanistic UniversalOrder
26. Competence in professional ethics:
a) Ability to utilize the professional competence for augmenting universal human order

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b) Ability to identify the scope and characteristics of people-friendly and eco- friendly production systems,
c) Ability to identify and develop appropriate technologies and management patterns for above production systems.
27. Casestudiesoftypicalholistictechnologies,managementmodelsandproduction systems
28. Strategy for transition from the present state to Universal Human Order:
a) At the level of individual: as socially and ecologically responsible engineers, technologists and managers
b) At the level of society: as mutually enriching institutions and organizations

Text Book

R R Gaur, R Sangal, G P Bagaria, 2009, *A Foundation Course in Value Education.*

Reference Books

1. Ivan Illich, 1974, *Energy & Equity,* The Trinity Press, Worcester, and HarperCollins, USA
2. E.F. Schumacher. 1973, *Small is Beautiful: a study of economics as if people mattered,* Blond & Briggs, Britain.
3. A Nagraj, 1998, *JeevanVidyaekParichay,* Divya Path Sansthan, Amarkantak.
4. Sussan George, 1976,*How the Other Half Dies,* Penguin Press. Reprinted 1986, 1991
5. PL Dhar, RR Gaur, 1990, *Science and Humanism,* Commonwealth Purblishers.
6. A.N. Tripathy, 2003, *Human Values,* New Age International Publishers.
7. SubhasPalekar, 2000, *How to practice Natural Farming,* Pracheen(Vaidik) Krishi TantraShodh, Amravati.
8. Donella H. Meadows, Dennis L. Meadows,Jorgen Randers, William W. Behrens III, 1972,*Limits to Growth – Club of Rome's report,* Universe Books.
9. E G Seebauer& Robert L. Berry, 2000, *Fundamentals of Ethics for Scientists &Engineers* ,Oxford University Press
10. M Govindrajran, S Natrajan& V.S. Senthil Kumar, *Engineering Ethics (including HumanValues),* Eastern Economy Edition, Prentice Hall of India Ltd.
11. B P Banerjee, 2005, *Foundations of Ethics and Management,* Excel Books.
12. B L Bajpai, 2004, *Indian Ethos and Modern Management,* New Royal Book Co., Lucknow. Reprinted 2008.

Relevant CDs, Movies, Documentaries & Other Literature:

1. Value Education website, *http://uhv.ac.in*
2. Story of Stuff, *http://www.storyofstuff.com*
3. Al Gore, *An Inconvenient Truth,* Paramount Classics, USA
4. Charlie Chaplin, *Modern Times,* United Artists, USA
5. IIT Delhi, *Modern Technology – the Untold Story*

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HVPE102-18Ability Enhancement Compulsory
Course (AECC)Human Values, De-addiction andTraffic Rules (Lab/ Seminar)

One each seminar will be organized on Drug De-addiction and Traffic Rules. Eminent scholar and experts of the subject will be called for the Seminar at least once during the semester. It will be binding for all the students to attend the seminar.

Course Objectives

CO1 To help the students appreciate the essential complementarily between 'VALUES' and 'SKILLS' to ensure sustained happiness and prosperity which are the core aspirations ofall human beings.

CO2 To facilitate the development of a Holistic perspective among students towards life, profession and happiness, based on a correct understanding of the Human reality and therest of Existence. Such a holistic perspective forms the basis of Value based living in anatural way.

CO3 To highlight plausible implications of such a Holistic understanding in terms of ethical human conduct, trustful and mutually satisfying human behavior and mutually enrichinginteraction with Nature.

CO4 this course is intended to provide a much needed orientational input in Value Education to the young enquiring minds.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities. For achieving the above, suggestive list of activities to be conducted are:

Part – A (Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B (Outdoor Activities)

1.Sports/NSS/NCC
2.Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B

Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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SECOND SEMESTER

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COURSE CODE:	BHMCT-201
COURSE TITLE:	FOOD PRODUCTION FOUNDATION –II (THEORY)
COURSE OUTCOME:	CO1.Learners will be able to understand the usages of different spices, condiments & commodities used in Indian Cuisine. CO2. To gain knowledge to develop Menu keeping in mind the importance. CO3. To let students familiarize with various meats cuts and their use in Food Production. CO4. Learners will be able to understand the usages of different types of ingredients in bakery & confectionary preparations.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√		√	√	√
CO4	√	√	√	√	√	√

VALUATION:	The performance of the students will be evaluated on the basis of classparticipation, house tests, regularity and assignments carrying 40 percent of the total credit and rest through semester end examination of 3 hours duration.
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided in two parts Part A: There will be ten short answer questions covering whole syllabus of course. This part will be of 20 marks. Part B: Students will have to attempt four questions in total, one question from each unit with one internal choice. All questions will carry equal marks (10 marks each). Each Unit will contain two questions and there may be short notes in these questions.
UNIT-1	**MENU PLANNING:** Meaning Types and importance. MenuEngineering its need and Importance. **INTRODUCTION TO INDIAN COOKERY BASICS.** Introduction to Indian food, Spices used in Indian cookery, Role of spices in Indian cookery, Indian equivalent of spices (names) **MASALAS:** Blending of spices, Different masalas used in Indian cookery-Wetmasalas, Dry masalas, Composition of different masalas, Varieties of masalasavailable in regional areas, Special masalas blends **Gravies** : Different types Haryali, Makhni, Shahi/white, ChoppedMasala, karahai, Yellow GravyBasic Tandoori Preparations Indian marinades and Pastes **Commodities in Indian cuisine:-** Souring Agents, colouring agents, tenderizing agent,Flvouring&Aeromatic Agents, Spicing Agents **RICE, CEREALS & PULSES:** Introduction, Classification and identification,Cooking of rice, cereals and pulses, Varieties of rice and other cereals
UNIT-2	MEAT COOKERY: Introduction to meat cookery, Cuts of beef/veal,Cutsoflamb/mutton,Cutsofpork,Varietymeats(offal's),Poultry,(With menu examples of each) **FISH COOKERY:** Introduction to fish cookery, classification of fish with examples, Cuts of fish with menu examples, Selection of fish and shell fish, Cooking of fish(Effects of heat)
UNIT-3	PASTRY:Shortcrust,Laminated,Choux,Hotwater/Roughpuff,Recipes and methods of preparation, Differences, Uses of each pastry, Caretobetakenwhilepreparingpastry,Roleofeachingredient, Temperature of baking pastry **Flour:** Structure of wheat, Types of Wheat, Types of Flour, Processing of Wheat – Flour, Uses of Flour in Food Production, Cooking of Flour (Starch)SIMPLE **BREADS:** Principles of bread making, Simple yeast breads, Role of each ingredient in break making, Baking temperature and its importance **PASTRYCREAMS:**Basicpastrycreams,Usesinconfectionery, Preparation and storage of

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	production
UNIT-4	**BASICCOMMODITIES**:Milk-Introduction,ProcessingofMilk,Pasteurisation-Homogenisation,TypesofMilk-Skimmedand Condensed, Nutritive Value, Cream-Introduction, Processing of Cream, Types of Cream Cheese-Introduction, Processing of Cheese, Types of Cheese,Classification of Cheese, Curing of Cheese, Uses of Cheese Butter-Introduction, Processing of Butter, Types of Butter. Sugar: Its Importance, types of sugar, cooking Of Sugar- Various Temperature
REFERENCES:	The Professional Chef (4th Edition) By Le RolA.Polsom The Professional Pastry Chef, Fourth Edition By Bo Friberg Publisher: Wiley & Sons INC Theory of Catering By Kinton&Cessarani Theory of Cookery By K Arora, Publisher: Frank Brothers Accompaniments & Garnishes from waiter; Communicate: Fuller J. Barrie & Jenkins Bakery & Confectionery By S. C Dubey, Publisher: Society of Indian Bakers Modern Cookery (Vol-I) By Philip E. Thangam, Publisher: Orient Longman Practical Cookery By Kinton&Cessarani

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COURSE CODE:	BHMCT-202
COURSE TITLE:	FOOD PRODUCTION FOUNDATION-II (PRACTICAL) (PART A)
COURSE OUTCOME	CO1. Students will be able to identify various cuts of poultry and meat items, along with its preparation & uses. CO2. Students will be able to experience the production of various types of Soups and Salads. CO3. To practically prepare dishes from Indian cuisine along with dessert items. CO3. Students will be able to practice the production of basic bakery & confectionary products such as breads, pastries & cakes.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation,house tests, regularity and assignments carrying 20 percent of the total credit and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR PAPER EVALUATION	**This paper consist of two sections Part A and Part B** **The Paper is of 50 Marks which it will be divided into two parts** **Part A:** PRACTICAL'S OF FOOD PRODUCTION OF 20 MARKS **Part B:** BAKERY & PATISSERIE of 10 MARKS

Sr.No.	Topic	Method
1	▯ Meat – Identification of various cuts, Carcass demonstration ▯ Preparation of basic cuts-Lamb and Pork Chops , Tornado, Fillet, Steaks and Escalope ▯ Fish-Identification & Classification ▯ Cuts and Folds of fish	Demonstrations & simple application
2	▯ Identification, Selection and processing of Meat, Fish and poultry. ▯ Slaughtering and dressing	Demonstrations at the site in local Area/Slaughtering house/Mark et
3	Preparation of menu **Salads & soups**- Waldrof salad, Fruit salad,Russian salad, saladenicoise, **Soups preparation:** Chowder, Bisque, Veloute, BrothInternationalsoups	Demonstration by instructor and application s by students
4	**Chicken, Mutton and Fish Preparations**- Fish orly, a la anglaise, colbert, meuniere, poached, bakedEntrée-Lamb stew, hot pot, shepherd's pie, grilled steaks & lamb/Porkchops, Roast chicken, grilled chicken, Leg of Lamb, Beef	Demonstration by instructor and application s by students
5	**Indian cookery**- Rice dishes, Breads, Main course, Basic Vegetables, Paneer Preparations Marinades, Paste and Tandoori Preparation of Meat, fish Vegetables andPaneer	Demonstration by instructor and application s by students
PART B	BAKERY & PATISSERIE (PRACTICAL)	
Sr.No.	Topic	Method
1	**PASTRY:** Demonstration and Preparation of dishes using varieties of Pastry ▯ Short Crust – Jam tarts, Turnovers	Demonstration by instructor and application s by students

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	▯ Laminated – Palmiers, Khara Biscuits, Danish Pastry, CreamHorns ▯ Choux Paste – Eclairs, Profiteroles	
2	**COLD SWEET** ▯ Honeycomb mould ▯ Butterscotch sponge ▯ Coffee mousse ▯ Lemon sponge ▯ Trifle ▯ Blancmange ▯ Chocolate mousse ▯ Lemon soufflé	Demonstration by instructor and application s by students
3	**HOT SWEET** ▯ Bread & butter pudding ▯ Caramel custard ▯ Albert pudding ▯ Christmas pudding	Demonstration by instructor and application s by students
4	**INDIAN SWEETS** Simple ones such as chicoti, gajjarhalwa, kheer	Demonstration by instructor and application s by students

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COURSE CODE:	BHMCT-203
COURSE TITLE:	FOOD & BEVERAGE SERVICETION FOUNDA –II (THEORY)
COURSE OUTCOME:	CO1. Students will be able to enhance knowledge by learning about various types of food service techniques. CO2. To gain expertise about the basics of Menu Planning. CO3. Students will be able to undergo the process of In Room Dining. CO4. To gain knowledge about the use and objective of Tobacco in Restaurant sector.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√		√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of classparticipation, house tests, regularity and assignments carrying 40 percent of the total credit and rest through semester end examination of 3 hours duration.
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided in two parts Part A: There will be ten short answer questions covering whole syllabus ofCourse. This part will be of 20 marks. Part B: Students will have to attempt four questions in total, one question from each unit with one internal choice. All questions will carry equal marks (10 marks each). Each Unit will contain two questions and there may be short notes in these questions.
UNIT-1	**TYPES OF FOOD SERVICE:** Silver service, American service, French service, Russian service, Gueridon service, Assisted service, Self-service, Single point service, Specialised Service.
UNIT-2	**MENU PLANNING:**Origin of Menu, Objectives of Menu Planning, Factors to beconsidered while planning a menu, Menu terminology, Types of Menu, Courses of French ClassicalMenu-Sequence,Examplesfromeachcourse,Coverofeachcourse, Accompaniments, French Names of dishes **Types of Meals:** Early Morning Tea, Breakfast (English, American Continental, Indian), Brunch, Lunch, Afternoon/High Tea, Dinner, Supper
UNIT-3	**ROOM SERVICE:** Introduction, personnel, taking the order, routing the order, preparingthe order, delivering the order, providing amenities, Room service menu, sequence of service, Forms & formats. **SALE CONTROL SYSTEM:** KOT/Bill Control System (Manual)-Triplicate Checking System,DuplicateCheckingSystem,Checkandbillsystem,Servicewithorder, computerized system, circumstantial KOT, Alcoholic Beverage order, Billing
UNIT-4	TOBACCO: History, Processing for cigarettes, pipe tobacco & cigars, **Cigarettes –** Types and Brand names, Pipe Tobacco – Types and Brand names Cigars – shapes, sizes, colours and Brand names, Care and Storage of cigarettes& cigars

REFERENCES

- Food & Beverage Service- Bobby George &Sandeep Chatterjee, Jaico PublishingHouse
- Food & Beverage Service- R. Singaravelavan, Oxford University Press, NewDelhi.
- Food & Beverage Service - Dennis R. Lillicrap. & John .A. Cousins. Publisher: ELBS
- Food & Beverage Service Training Manual - Sudhir Andrews, Tata McGrawHill.
- The Waiter Handbook By Grahm Brown, Publisher: Global Books & Subscription Services New Delhi

Food and Beverage Service – Vijay Dhawan

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COURSE CODE:	BHMCT-204
COURSE TITLE:	FOOD & BEVERAGE SERVICE FOUNDATION-II (PRACTICAL)
COURSE OUTCOME	CO1. Students will be able to lay tables for different meals in Restaurant Operations. CO2. Students will be confident to handle Guests during Restaurants Service. Co3. To gain knowledge on various issues faced in the Food Service Industry and ways to resolve the same. CO4. Students will be practically able to serve Cigars & Cigarettes.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, housetests, regularity and assignments carrying 20 percent of the total credit and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR EXTERNAL EXAMINER	The performance of the students will be evaluated on the basis of his performance duringthe examination out of 30 marks

S.No.	TOPIC
1.	**REVIEW OF SEMESTER -1**
2.	**PROCEDURE FOR SERVICE OF A MEAL** Task-01: Taking Guest Reservations Task-02: Receiving & Seating of Guests Task-03: Order taking & Recording Task-04: Order processing (passing orders to the kitchen) Task-05: Sequence of service Task-06: Presentation &Encashing the Bill Task-07: Presenting & collecting Guest comment cards Task-08: Seeing off the Guests
3.	**TABLE LAY-UP & SERVICE** Task-01: A La Carte Cover Task-02: Table d' Hote Cover Task-03: English Breakfast Cover Task-04: American Breakfast Cover Task-05: Continental Breakfast Cover Task-06: Indian Breakfast Cover Task-07: Afternoon Tea Cover Task-08: High Tea Cover **TRAY/TROLLEY SET-UP & SERVICE** Task-01: Room Service Tray Setup Task-02: Room Service Trolley Setup
4.	**Social Skills** Task-01: Handling Guest Complaints Task-02: Telephone manners Task-03: Dining & Service etiquettes
5.	**Special Food Service - (Cover, Accompaniments & Service)** **Task-01:** Classical Hors d' oeuvre- Oysters, Caviar, Smoke Salmon, Pate de Foie Gras, Snails, Melon, Grapefruit, Asparagus **Task-02:** Cheese **Task-03:** Dessert (Fresh Fruit & Nuts)

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	Service of Tobacco Cigarettes and Cigar
6.	Compiling of a menu in French, Service of Non-alcoholic beverages

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COURSE CODE:	BHMCT – 205
COURSE TITLE:	FRONT OFFICE FOUNDATION II (THEORY)
COURSE OUTCOME:	CO1 Student will be able to understand the usage of Room tariff structure, fixation and various types of plan. CO2 Student will know the process of guest cycle and reservation procedure & systems. CO3 Student will be able to develop knowledge of registration process and execute guest handling. CO4 Student will acquire knowhow on various tasks in front desk function.

SYLLABUS OUTCOME

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√

ALUATION:	The performanceof the students will be evaluated on the basis of classparticipation, house tests, regularity and assignments carrying 40 percent of the total credit and rest through semester end examination of 3 hours duration.
INSTRUCTION FORPAPER SETTING:	The paper will be divided into two parts Part A: There will be ten short answer questions covering whole syllabus of course. This part will be of 20 marks. Part B: Students will have to attempt four questions in total, one question from each unit with one internal choice. All questions will carry equal marks (10 marks each). Each unit will contain two questions and there may be short notes in these questions.
UNIT - 1	**TARIFF STRUCTURE** Tariff Structure, Rack Rate, Discounted rates, Tariff card and its use, Hotel Day rate, Basis of Charging Room Rent, Various factors affecting Room rent, Fixing Room Tariffs through Cost based pricing & Market based pricing, Rule of Thumb, Hubbart formula Front Office Coordination, Meal Plans, and Type of Guests Role of Tour operators and Travel agents in hotel business, Meal Plans –Type, needs and use of such plans, Type of Guests – FIT, VIP, CIP, GIT, Business travellers,Specialinteresttours,domestic,foreigneretc,FrontOffice coordination with different departments in hotels.
UNIT - 2	**GUEST CYCLE AND RESERVATIONS** Introduction to guest cycle – Pre arrival, Arrival, During guest stay, Departure and After departure, Reservation and its importance, Basic tools of reservation – Room Status Board, ALC, DCC with formats, Handling reservation and reservation form with formats, Modes of Payment while reservation - an introduction, Sources of Reservation, Systems of Reservation, Types of Reservations, Cancellations and Amendments, , Reservation reports and statistics Overbooking, Upselling, No show, Walk-in guest, scanty baggage, stay over, over stay, under stay, early arrival, turn away, time limit, overstay etc.
UNIT - 3	**REGISTRATION** Registration and its importance, Types of registration records – Bound book register, loose leaf register and Guest Registration Card (GRC) and their formats **GUESTHANDLING**,Preregistrationactivities,ProcedureofGuest Handling – Pre arrival, On Arrival and Post Arrival procedures, Handling reserved guests, Procedure for Handling Free Individual Traveller (FIT),Chance guests, VIP, Group arrival, Foreigner guest (C-forms, Foreign currency exchange), Single Lady guest, Corporate guest, Layover passenger, Check-in for guest holding Discount voucher, Turn-away guest
UNIT - 4	**FRONT DESK FUNCTIONS** Procedure for Room Assignment, Room not clear, Wash and Change Room,

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	Complimentary stay, Suite Check-in, Upgrading a guest, Downgrading a guest, Handling request for Late Check-out, Precautions for Scanty Baggage guest, Guest Stationery, Handling request for Rental Equipment, Up selling, Material Requisition,Shift Briefing, Morning and Afternoon Shift Handover, Night ShiftHandover,GuestRelations,CourtesyCalls,Roomamenitiesfor Corporate/VVIP/CIPguest,HandlingAwkwardguests,RoomChange Procedure, Handling Mails, Message and Paging, Key control procedures.
References	Front Office training manual- Sudhir Andrews Front office operations and management– Jatashankar R. Tewari Front Office Operations – Colin Dix, Chris Baird Professional Hotel Front Office Management– Anutosh Bhakta Hotel Front Office Management – James. A. Bardi Front Office Operations and Management – Ahmed Ismail(Thompson Delmar) Front Office Operation Management – S. K. Bhatnagar Managing Front Office Operations – MichealKasavana and brooks Principles of Front Office Operations – Sue Baker &JermyHuyton Check-in check-out – Jerome Valley A Manual of Hotel Reception – J. R. S. Beavis, S. MedlikHeinemann Professional

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COURSE CODE:	**BHMCT – 206**
COURSE TITLE:	**FRONT OFFICEOUNDATION F -II (PRACTICALS)**
COURSE OBUTCOME	CO1 Students will learn the basic process of welcoming Guests. CO2 Students will be able to understand the preparation of various forms and formats used in front office. CO3 Students will be able to learn, analyse and execute handling guest registration process. CO4 Students will be able to handle major Key related issues.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 20 percent of the total credit and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR EXTERNAL EXAMINER	The performance of the students will be evaluated on the basis of his performance during the examination out of 30 marks

Sr.No.	Topic
1.	Review of Semester one
2.	Welcoming/Greeting of guest Providing Information to the Guest Telephone handling, How to handle enquiries Suggestive selling
3.	Filling up of various Forms and Formats
4.	Registrations: FIT, VIP, Corporate, Groups/Crew Security Deposit Box Handling Credit Card Handling Procedure Foreign Currency Exchange Procedure
5	**Introduction to PMS** 1. Hot function keys 2. Create and update guest profiles 3. Make FIT reservation 4. Send confirmation letters 5. Printing registration cards 6. Make an Add-on reservation 7. Amend a reservation 8. Cancel a reservation-with deposit and without deposit 9. Log onto cashier code 10. Process a reservation deposit 11. Pre-register a guest 12. Put message and locator for a guest 13. Put trace for guest 14. Check in a reserved guest 15. Check in day use 16. Check –in a walk-in guest 17. Maintain guest history 18. Issue a new key

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	19. Verify a key 20. Cancel a key 21. Issue a duplicate key 22. Extend a key 23. Programme keys continuously 24. Re-programme keys 25. Programme one key for two rooms

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COURSE CODE: BHMCT-207
COURSE TITLE: ACCOMODATION OPERATIONS-II (THEORY)
COURSE OBJECTIVES:
CO1 Students will acquire knowledge about handling & usage of different cleaning agents.
CO2 Students will be able to learn about the knowhow of various surface cleaning procedures.
CO3 Students will be able to learn how to fill various housekeeping forms and formats.
CO4 Students will be able to understand the importance of Interdepartmental relations
SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√		√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION: The performance of the students will be evaluated on the basis of class participation house tests, regularity and assignments carrying 40 percent of the total credit and rest through semester end examination of 3 hours duration.
INSTRUCTIONS FORPAPER SETTING
The performance of the students will be evaluated on the basis of class participation house tests, regularity and assignments carrying 20 percent of the total credit and rest through semester end examination of 3 hours duration.
UNIT-1 CLEANING AGENTS:
General Criteria for selection, Polishes, Floor seats, Use care and Storage, Distribution and Controls,
AREA CLEANING: Guest rooms, Front-of-the-house Areas, Back-of-the house Areas, Work routine and associated problems e.g. high traffic areas, Façade cleaning etc.
WATER SYSTEMS IN HOTEL: Water distribution system in a hotel, Cold water systemsinIndia,Hardnessofwater,watersoftening,baseexchangemethod (Demonstration),Cold water cistern swimming pools, Hot water supply system in hotels,Flushing system, water taps, traps and closets Classification, Use of Ecofriendly products in Housekeeping. (HE)
UNIT-2 COMPOSTION,CAREANDCLEANINGOFDIFFERENTSURFACES
Metals, Glass, Leather, Leatherites, Rexines, Plastic, Ceramics, Wood, Wall finishes Floor Finishes,
UNIT-3 ROUTINE SYSTEMS AND RECORDS OF HOUSE KEEPING (3rd to 2nd)
DEPARTMENT: Reporting Staff placement, Room Occupancy Report, Guest Roo Inspection, Entering Checklists, Floor Register, Work Orders, Log Sheet., Lost an FoundRegisterandEnquiryFile,Maid'sReportandHousekeeper'sRepor Handover Records, Guest's Special Requests Register, Record of Special CleaningCall Register, VIP Lists Guest room layout, type of bed & mattresses
UNIT-4 KEYS:
Types of keys, Computerized key cards, Key control
OVERVIEW OF MAINTENANCE DEPARTMENT: Roll, Responsibilities, Importance of maintenance department in the hotel industry with emphasis on it, relation with other departments of the hotel. Preventive and breakdown maintenance comparisons (HE)
REFERENCES:

- Hotel Hostel and Hospital Housekeeping –by Joan C Branson& Margaret Lennox, ELBS with Holder & Stoughton Ltd.
- Hotel House Keeping a Training Manual by SudhirAndrews,Tata McGraw Hill publishing company limited New Delhi.
- Hotel Housekeeping Operations & Management byRaghubalan, Oxford University Press.
- Management of Hotel & Motel Security (Occupational Safety and Health) by H. Burstein, CRC Punlisher.
- Professional Management of Housekeeping Operations (IIEdn.) by Robert J. Martin & Thomas J.A. Jones, WileyPublications

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- The Professional Housekeeper by Tucker Schneider, WileyPublications
- Professional management of Housekeeping by ManojMadhukar, Rajat Publications

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COURSE CODE:	**BHMCT208-18**
COURSE TITLE:	**ACCOMODATION OPERATIONS-II (PRACTICALS)**
COURSE OUTCOME	CO1 Students will be practically able to perform room cleaning and replenishing of guest supplies. CO2 Students will be able to understand the intricacies of bed making procedure. CO3 Students will have exposure on filling various forms and formats & their usage. CO4 To gain knowledge to inspect a room as per standard Operating Procedures.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√		√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of classparticipation, house tests, regularity and assignments carrying 20 percent of the total credit and rest through semester end examination of 4 hours duration.
INSTRUCTIONS FOR EXTERNAL EXAMINER	Theperformanceofthestudentswillbeevaluatedonthebasisofhisperformance during the examination out of 30 marks

Sr.No.	Topic
01	Review of semester 1
02	Servicing guest room(checkout/ occupied and vacant) ***ROOM*** Task 1- open curtain and adjust lighting . Task 2-clean ash and remove trays if any Task 3- strip and make bed Task 4- dust and clean drawers and replenish supplies Task 5-dust and clean furniture, clockwise or anticlockwise Task 6- clean mirror Task 7- replenish all supplies Task 8-clean and replenish minibar Task 9-vaccum clean carpet Task 10- check for stains and spot cleaning ***BATHROOM*** Task 1-disposed soiled linen Task 2-clean ashtray Task 3-clean WC Task 4-clean bath and bath area Task 5-wipe and clean shower curtain Task 6- clean mirror Task 7-clean tooth glass Task 8-clean vanitory unit Task 9- replenish bath supplies Task 10- mop the floor
03	Bed making supplies (day bed/ night bed) Step 1-spread the first sheet(from one side) Step 2-make miter corner (on both corner of your side) Step 3- spread second sheet (upside down) Step 4-spread blanket Step 5- Spread crinkle sheet Step 6- make two folds on head side with all three (second sheet, blanket and crinkle sheet)

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	Step 7- tuck the folds on your side Step 8- make miter corner with all three on your side Step 9- change side and finish the bed in the same way Step 10- spread the bed spread and place pillow
04	Records - Room occupancy report - Checklist - Floor register - Work/ maintenance order] - Lost and found - Maid's report - Housekeeper's report - Log book - Guest special request register - Record of special cleaning - Call register - VIP list - Floor linen book/ register
05	Guest room inspection
06	Minibar management - Issue - stock taking - checking expiry date
07	Handling room linen/ guest supplies - maintaining register/ record - replenishing floor pantry - stock taking
08	Guest handling - Guest request - Guest complaints

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Ability Enhancement Compulsory Course

EVS102-18 Environmental Studies

Course Code	Course Type	Course Title	Load Allocations			Marks Distribution		Total Marks	Credits
						Internal	External		
EVS102-18	Ability EnhancementCompulsory Course(AECC)-III	Environmental Studies	2	0	0	40	60	100	2

Course Outcomes:

CO1 Students will enable to understand environmental problems at local and national level through literature and general awareness

CO2 The students will gain practical knowledge by visiting wild life areas, environmental institutes and various personalities who have done practical work on various environmental Issues.

CO3 The students will apply interdisciplinary approach to understand key environmental issues and critically analyze them to explore the possibilities to mitigate these problems

CO4 Reflect critically about their roles and identities as citizens, consumers and environmental actors in a complex, interconnected world

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

UNIT-1: Introduction to Environmental Studies

Multidisciplinary nature of Environmental Studies: Scope & Importance

Need for Public Awareness

UNIT-2: Ecosystems

Concept of an Ecosystem: Structure & functions of an ecosystem (Producers, Consumers & Decomposers)

Energy Flow in an ecosystem: Food Chain, Food web and Ecological Pyramids

Characteristic features, structure & functions of following Ecosystems:

- Forest Ecosystem
- Aquatic Ecosystem (Ponds, Lakes, River & Ocean)

UNIT-3: Natural Resources

Renewable & Non-renewable resources

Forest Resources: Their uses, functions & values (Biodiversity conservation, role in climate change, medicines) & threats (Overexploitation, Deforestation, Timber extraction, Agriculture Pressure), Forest Conservation Act

WaterResources: Theiruses(Agriculture,Domestic&Industrial),functions&values, Overexploitation and Pollution of Ground & Surface water resources (Case study of Punjab), Water Conservation, Rainwater Harvesting,

Land Resources: Land as a resource; Land degradation, soil erosion and desertification

Energy Resources: Renewable & non-renewable energy resources, use of alternate energy resources (Solar,

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Wind, Biomass, Thermal), Urban problems related to Energy

UNIT-4: Biodiversity & its conservation
Types of Biodiversity: Species, Genetic & EcosystemIndia as a mega biodiversity nation, Biodiversity hot spots and biogeographic regions of IndiaExamples of Endangered & Endemic species of India, Red data book

UNIT-5: Environmental Pollution & Social Issues
Types, Causes, Effects & Control of Air, Water, Soil & Noise Pollution
Nuclear hazards and accidents & Health risks
Global Climate Change: Global warming, Ozone depletion, Acid rain, Melting of Glaciers & Ice caps, Rising sea levels
Environmental disasters: Earthquakes, Floods, Cyclones, Landslides

UNIT-6: Field Work
Visit to a National Park, Biosphere Reserve, Wildlife Sanctuary
Documentation & preparation of a Biodiversity (flora & fauna) register of campus/river/forest
Visit to a local polluted site : Urban/Rural/Industrial/Agricultural
Identification & Photography of resident or migratory birds, insects (butterflies) Public hearing on environmental issues in a village

Suggested Readings:

1.Bharucha, E. Text Book for Environmental Studies. University GrantsCommission, New Delhi.
2.Agarwal, K.C. 2001 Environmental Biology, Nidi Publ. Ltd. Bikaner.
3.BharuchaErach, The Biodiversity of India, Mapin Publishing Pvt. Ltd., Ahmedabad – 380 013, India, Email:mapin@icenet.net (R)
4.Brunner R.C., 1989, Hazardous Waste Incineration, McGraw Hill Inc. 480p
5.Clark R.S., Marine Pollution, Clanderson Press Oxford (TB)
6.Cunningham, W.P. Cooper, T.H. Gorhani, E & Hepworth, M.T. 2001, Environmental Encyclopedia, Jaico Publ. House, Mumabai, 1196p
7.De A.K., Environmental Chemistry, Wiley Eastern Ltd.
8.Down to Earth, Centre for Science and Environment (R)
9.Gleick, H.P. 1993. Water in crisis, Pacific Institute for Studies in Dev., Environment & Security. Stockholm Env. Institute Oxford Univ. Press. 473p
10. Hawkins R.E., Encyclopedia of Indian Natural History, Bombay Natural HistorySociety, Bombay (R)
11. Heywood, V.H &Waston, R.T. 1995. Global Biodiversity Assessment. CambridgeUniv. Press 1140p.
12. Jadhav, H &Bhosale, V.M. 1995. Environmental Protection and Laws. HimalayaPub. House, Delhi 284 p.
13. Mckinney, M.L. & School, R.M. 1996. Environmental Science systems & Solutions, Web enhanced edition. [illegible]p.
14. Mhaskar A.K., Matter Hazardous, Techno-Science Publication (TB)
15. Miller T.G. Jr. Environmental Science, Wadsworth Publishing Co. (TB)
16. Odum, E.P. 1971. Fundamentals of Ecology. W.B. Saunders Co. USA, 574p
17. Rao M N. &Datta, A.K. 1987. Waste Water treatment. Oxford & IBH Publ. Co.Pvt. Ltd. 345p.
18. Sharma B.K., 2001. Environmental Chemistry. Geol Publ. House, Meerut
19. Survey of the Environment, The Hindu (M)
20. Townsend C., Harper J, and Michael Begon, Essentials of Ecology, BlackwellScience (TB)
21. Trivedi R. K. and P.K. Goel, Introduction to air pollution, Techno-SciencePublication (TB)
22. Wanger K.D., 1998 Environmental Management. W.B. Saunders Co. Philadelphia, USA 499p

Guidelines regarding Mentoring and Professional Development

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.
CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.
CO3 Students will have various outdoor activities which in turn helps them with team building.
CO4 Students will be able to be more confident.

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SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities. For achieving the above, suggestive list of activities to be conducted are:

Part – A (Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B (Outdoor Activities)

3.Sports/NSS/NCC

4.Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B

Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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THIRD SEMESTER

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COURSECODE:	**BHMCT301-18 - to BHMCT305-18**
COURSETITLE:	**INDUSTRIAL TRAINING**
DURATION:	Minimum 22-24 Weeks with coverage of the following operationaldepartment of a full service hotel. - Food production - Food and beverage service - Accommodation service
COURSEOUTCOME:	CO1 The students will gain practical exposure in real life business activity under the supervision of industry experts. CO2 They will also learn to co-relate theoretical knowledge with practical realities. CO3 Students will manage to learn in teams whilst on Training at a Hotel CO4 They will enhance their interpersonal skills while working in Industry

SYLLABUS OUTCOME

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

INSTRUCTIONSFOR EXTERNAL EXAMINER:	The performance of thestudentswillbe evaluatedonthe basisofDepartmental Certificate Issued by the Hotel assigned for Training andVIVA VOICE conducted in the college after the completion of training.
	Documents to be submitted after successful completion of INTERNSHIP: - Training Log – Book (To be issued by Learning Centre) - Departmental Appraisal Forms – to be filled and signed by the supervisor - Training Report - Training Certificate from the concerned organization

Guidelines regarding Mentoring and Professional Development

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.
CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.
CO3 Students will have various outdoor activities which in turn helps them with team building.
CO4 Students will be able to be more confident.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

The objective of mentoring will be development of:
- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

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The course shall be split in two sections i.e. outdoor activities and class activities. For achieving the above, suggestive list of activities to be conducted are:

Part – A (Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B (Outdoor Activities)

5.Sports/NSS/NCC

6.Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B

Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department

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FOURTH SEMESTER

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COURSE CODE:	**BHMCT401 – 18**
COURSETITLE:	**INTRODUCTION TO INDIAN COOKERY(THEORY)**
COURSEOUTCOME:	CO1 Students will be able to gain knowledge about the history & heritage of Indian Regional Cuisine CO2 Students will have insight on various Regional Indian Cuisines CO3 Students will acquire knowledge on Dum cooking and Tandoor Cooking CO4 Students will be able to know the History and cooking of Indian Sweets

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis ofclassparticipation,housetests,regularityandassignments carrying 40 percent of the total credit and rest 60 percent through semester end examination of 3 hours duration.
INSTRUCTIONS FORPAPER SETTING:	The paper will be divided into three parts. **Part A:** There will be ten short answer questions (2 marks each)covering whole Syllabus. The total marks for this part will be of20. **Part B:** There will be Five questions. The student has to be attempt any 4 (5 marks each) covering the whole Syllabus. The total marks for this part will be of 20. **Part C**: There will be Three questions. The student has to be attempt any 2 (10 marks each). The total marks for this part will be of 20.
UNIT - 1	**INTRODUCTION TO INDIAN COOKERY:** Introduction to Indian Regional Cuisine History & heritage of Indian Cuisine Factors that affect eating habits in different parts of the country Geographic location Historical background Seasonal availability Special equipment Staple diets Specialty cuisine for festivals and special occasions Indian cuisine Culinary Terms
UNIT - 2	**INDIAN CUISINES NORTH REGION** Kashmir Mugalai Punjab Rajasthan **INDIAN CUISINES EAST** Bengal Seven sister states (Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland & Tripura) **INDIAN CUISINES WEST** Gujarat Maharashtra **INDIAN CUISINES SOUTH** Tamil Nadu Kerala Andhra Pradesh **INDIAN CUISINES CENTRAL INDIA**

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	Madhya Pradesh Chhattisgarh Uttar Pradesh/Bihar
UNIT – 3	**INTRODUCTION TO DUM COOKING AND TANDOORCOOKING** Introduction Origin of Dum Cooking Special Equipment and their use Classical Dishes Origin and history of tandoor Types of Tandoor and their uses Installing a new tandoor Marinating and making techniques for kebab Basic Indian breads made in tandoor
UNIT- 4	**INTRODUCTION TO INDIAN SWEETS** Introduction Origin and history of Indian sweets Ingredients used in Indian Sweets Regional Influence on Indian Sweets Equipment used in preparing Indian Sweets.
REFERENCES:	Food Production Operations: Parvinder S Bali, OxfordPublication Prashad Cooking With Indian Masters, J. Inder SinghKalra . A Taste Of India, MadurJaffery, Great Britain PavilionBooks Ltd. ZaikeKa Safar, Jiggs Kalra Daawat, Jiggs Kalra, New Delhi, Allied Publishers The Professional Chef, Arvind Saraswat, New Delhi, UbsPublishers

COURSE CODE:	**BHMCT402 – 18**
COURSE TITLE:	**INTRODUCTION TO INDIAN COOKERY (PRACTICAL)**
COURSEOUTCOME:	CO1 Students will have hands on experience of cooking of Various Indian Cuisines CO2 Students will acquire knowledge on cooking of different Gravies used in Indian Cuisine. CO3 Students will be able to differentiate on cuisines of various parts of India. CO4 They will be also be able to get the knowhow of Different Indian Breakfast items.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√		√
CO3		√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of classparticipation, house tests, regularity, assessments and assignments carrying60 percent of the total credit and rest 40 percent at semester end practical examination of 4 hours duration.
INSTRUCTIONSFOREXTERNAL EXAMINAR	The Performance of the students will be evaluated on the basis of hisperformance during the practical examination @ viva voice
S. No.	**Topics: INDIAN CUISINES NORTH**
1.	Kashmir
2.	Punjab
3.	Rajasthan
4.	Mugalai
	INDIAN CUISINES EAST

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5.	Bengal	
6.	Seven sister states (Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland & Tripura)	
	INDIAN CUISINE WEST	
7.	Gujarat	
8.	Maharashtra	
9.	Goa	
	INDIAN CUISINE SOUTH	
10.	Tamil Nadu Kerala Andhra Pradesh	
11.	Hyderbad	
	INDIAN CUISINES CENTRAL INDIA	
12.	Madhya Pradesh Chhattisgarh Uttar Pradesh/Bihar	
13.	North Indian Break Fast	
14.	South Indian Breakfast	
NOTE: - All basic gravies to be covered		
FORMAT OF THE MENU TO BE COMPILED: (Menu 1-12)		
1.	Starter/Soup	Any one item
2.	Meat/ Poultry/ Fish (Main Course) any one item	Any one item
3.	Lentils (Dal item)	Any one item
4.	Paneer Item	Any one item
5.	Vegetable (dry / curry / kofta / korma / kadhietc)	Any one item
6.	Rice preparation / Roti preparation	Any one item
7.	Salad / papad / pickle / raita	Any one item
8.	Sweets (Region wise)	Any one item

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COURSE CODE:	**BHMCT-403 – 18**
COURSE TITLE:	**FOOD AND BEVERAGESERVICE OPERATIONS-II (THEORY)**
COURSE OUTCOME:	CO1 Students will be able to acquire knowledge about different methods used in the Production of alcohol. CO2 Students will be able to classify various Wines along with its production methods. CO3 They will be able to analyse the various types of alcoholic beverages used in Food & Beverage Service Industry. Students will get to know about Beer, its types, production and Storage CO4 Students will acquaint themselves with various types of Cheese, its production, Brands and their Services

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√		√	√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of classparticipation,housetests,regularityandassignmentscarrying40 percent of the total credit and rest 60 percent through semester end examination of 3 hours duration
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided into three parts. **Part A:** There will be ten short answer questions (2 marks each) covering whole Syllabus. The total marks for this part will be of 20. **Part B:** There will be Five questions. The student has to be attempt any 4 (5 marks each) covering the whole Syllabus. The total marks for this part will be of 20. **Part C**: There will be Three questions. The student has to be attempt any 2 (10 marks each). The total marks for this part will be of 20.
UNIT-I	**ALCOHOLIC BEVERAGE** • Introduction and definition • Production of Alcohol • Fermentation process • Distillation process • Classification with examples

IT-II	**WINES**
	o Definition & History
	o Classification with examples
	o Table/Still/Natural Sparkling Fortified Aromatized
	o Production of each classification
	o Old World wines (Principal wine regions, wine laws, grapevarieties, production and brand names)
	  France Germany Italy Spain Portugal
	  New World Wines (Principal wine regions, wine laws, grape varieties, production and brand names)
	  USA Australia India Chile South Africa Algeria New Zealand
	  F. Food & Wine Harmony
	  G. Storage of wines
	  H. Wine terminology (English & French)

UNIT-III	**BEER** • Introduction & Definition • Types of Beer • Production of Beer

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	• D. Storage
UNIT-IV	**TABLE CHEESE** • Introduction • Types • Production • Brands and Services • Storage
REFERENCES:	• Food & Beverage Service – Denis Lillicrap • Food & Beverage Service – Vijay Dhawan • Food & beverage Service- Rao J Suhas • The Waiter Handbook by Grahm Brown, Publisher: Global Books&Subscription Service New Delhi • Food & Beverage Service Training Mannual-SudhirAndrew, Tata McGraw Hill

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COURSE CODE:	**BHMCT404 – 18**
COURSE TITLE:	**FOOD AND BEVERAGE SERVICE OPERATIONS-II (PRACTICAL)**
COURSE OUTCOME	CO1 Students will be able to organize Mise-en-place for various alcoholic beverages used in Food & Beverage Industry. CO2 Students will get hands on experience in service of various kinds of Wines. CO3 Students will be able to do analysis of various Wine Bar, Beer bar and Cocktail Bars CO4 Students will practically perform task to serve bottled, canned, Draught beers along with Service of Cheese.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on thebasisofclassparticipation,housetest,regularityand assignments carrying 20 percent ofthe total credit and rest through semester end examination of 4hoursduration
INSTRUCTIONS FOREXTERNAL EXAMINAR:	The Performance of the students will be evaluated on thebasis of his performance during the practical examination &viva voice
	Dispense Bar – Organizing Mise-en-place
Task-01	Identification of Wine service equipment
Task-02	Identification of Beer service equipment
Task-03	Identification of Cocktail bar equipment
Task-04	Identification of Liqueur / Wine Trolley
Task-05	Bar stock - alcoholic & non-alcoholic beverages
Task- 06	Preparation of Bar accompaniments & garnishes
Task-07	Identification of Bar accessories & disposables
	Service of Wines
Task-01	Service of Red Wine
Task-02	Service of White/Rose Wine
Task-03	Service of Sparkling Wines
Task-04	Service of Fortified Wines
Task-05	Service of Aromatized Wines
	Wine & Drinks List
Task-01	Comparative analysis of various Wine Bar
Task-02	Comparative analysis of various Beer Bar
Task-03	Comparative analysis of various Cocktail Bar
	Service of Beer
Task-01	Service of Bottled & canned Beers
Task-02	Service of Draught Beers
Task-03	Service of Cheese

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COURSE CODE:	**BHMCT-405 – 18**
COURSE TITLE:	**FRONT OFFICE OPERATIONS - II (THEORY)**
COURSE OUTCOME:	CO1 Students will be able to develop knowledge on work ethics towards computer application and software used in front office. CO2 Students will be able to outline and explain Front Office Accounting System. CO3 Students will be able to endorse classify different mode of guest account settlement. CO4 Student will be able to analyse, evaluate & discuss night auditing in front office.

SYLLABUS OUTCOME

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on thebasisofclassparticipation,housetests,regularityand assignments carrying 40 percent of the total credit and rest 60 percentthroughsemesterendexaminationof3hours duration
INSTRUCTIONS FOR PAPERSETTING:	The paper will be divided into three parts. **Part A:** There will be ten short answer questions (2 marks each) covering whole Syllabus. The total marks for this part will be of 20. **Part B:** There will be Five questions. The student has to be attempt any 4 (5 marks each) covering the whole Syllabus. The total marks for this part will be of 20. **Part C**: There will be Three questions. The student has to be attempt any 2 (10 marks each). The total marks for this part will be of 20.
UNIT -1	**Computer Application and software used in FrontOffice** Role ofInformation Technology in Hospitality industry . Different Property Management Systems – Opera, Ids, Fidelio, ShawMan, Amadeus, Galelio Various modules of the PMS – Front Desk Module, Reservations, Rooms, Setup Module, Cashier,Night audit, Report center, Back Office Module and linking of Property Management System in Other Departments
UNIT – 2	**Front Office Accounting System** Front Office Accounting and its Functions, Types of Accounts, Vouchers, Folios , Ledger , Paid Out, Allowance, Credit Control. Front Office Accounting Cycle – Creation ofAccounts, Maintenance of Accounts, Settlement of accounts
UNIT-3	**Check Out Procedure –** Guest Account Settlement –Cash, Credit, Indian Currency & Foreign Currency, Transfer of Guest Account, BTA, BTC, Express Check Out, Late Check Out
UNIT - 4	**NIGHT AUDITING:** Night Auditor Night Auditor Duties & Responsibilities , Night Audit Process -Establishing the End of the Day, Completing Outstanding Postings and Verifying Transactions, Reconcile Transactions, Verifying No-Shows, Preparing Reports, Updating the System
REFERENCES	Front Office Training manual – Sudhir Andrews. Publisher: Tata Mac Graw Hill Managing Front Office Operations – Kasavana& Brooks Educational InstitutionAHMA Managing Computers in Hospitality Industry –Michael Kasavana&Cahell. Front office Operation Management- S.K Bhatnagar, Publisher: Frank Brothers Managing Front Office Operations By Kasavana& Brooks

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	7	Hotel Front Office Management, 4th Edition byJames Socrates Bardi Wiley
	8	Hotel Front Office Operations& Management

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COURSE CODE:	**BHMCT-406 - 18**
COURSE TITLE:	**FRONT OFFICE OPERATIONS-II (PRACTICAL)**
COURSE OUTCOME	CO1 Students will be able to acquire the knowledge of night auditing in front office operations. CO2 Students will be able to analyse, evaluate & learn the various stages of reservation through software. CO3 Students will be able to demonstrate reservation practices and to process deposit for arriving guest. CO4 To understand the use of various softwares

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The course is aimed at familiarizing the students with various functionsof Night Auditing & Accounting. Students will Learn about the various Software being used in the Hospitality Industry.
INSTRUCTIONS FOREXTERNAL EXAMINAR:	The Performance of the students will be evaluated on thebasis of his performance during the practical examination &viva voice

Sr. No.	Topic
1	How to conduct a night audit in the front office
2	Collection of samples of various voucher used in the front office How to Prepared the various reports used by Night Auditor
3	PMS Training - Hot Function keys How to print and prepare registration cards for arrivals
4	How to make a reservation How to make add on reservation How to amend a reservation How to cancel a reservation How to make group reservation How to make sharer reservation
5	How to create and update guest profiles How to update guest folio How to print guest folio
6	How to make a room change on the system How to add a sharer
7	How to log in cashier code How to close a bank at the end of each shift
8	How to check room rate variance report
9	How to process charges How to process deposit for arriving guest How to process deposit for in house guest
10	How to process a guest check out
11	How to check out a folio
12	How to feed remarks in guest history

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COURSECODE:	**BHMCT-407 – 18**
COURSETITLE:	**ACCOMODATION OPERATIONS -III (THEORY)**
COURSEOUTCOME:	CO1 Students will be able to acquire knowledge and learn about the importance of inspection and self-supervision techniques for cleaning staff. CO2 Students will be able to understand and perform the linen exchange procedure and maintaining par stock, managing inventory and their importance. CO3 Students will be able to handle special cleaning programme and cleaning agents in a scientific and efficient manner. CO4 Student will be able to analyse & discuss Classification and Identification of Textile Fibers used in hotel industry.

SYLLABUS OUTCOME

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√		√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of classparticipation, house tests, regularity and assignments carrying 40 percent of the total credit and rest 60 percent through semester end examination of 3 hours duration
INSTRUCTIONSFOR PAPER SETTING:	The paper will be divided into three parts. **Part A:** There will be ten short answer questions (2 marks each) covering whole Syllabus. The total marks for this part will be of 20. **Part B:** There will be Five questions. The student has to be attempt any4 (5 marks each) covering the whole Syllabus. The total marks for this part will be of 20. **Part C:** There will be Three questions. The student has to be attempt any2 (10 marks each). The total marks for this part will be of 20.
UNIT – 1	**HOUSEKEEPING SUPERVISION** • Importance of Inspection • Special Function of Supervisors • Checklist for Infection • Typical Areas usually neglected where special attention is required. • Self Supervision Techniques for Cleaning Staff • Degree of Discretion/ Delegation to Cleaning Staff

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UNIT – 2	• LINEN / UNIFORM / TAILOR ROOM • Layout • Types of Linen, Sizes, and Linen Exchange Procedure • Selection of Linen • Storage Facilities and Conditions • Par Stock: Factors affecting Par Stock, Calculation of Par Stock • Discard Management • Linen Inventory System • Uniform Designing: Importance, Types, Characteristics, Selection, Par Stock • Function of Tailor Room • Managing Inventory • Par Level of Linen, Uniform, guest loan items, machines and equipment cleaning supplies & guest Supplies.
UNIT – 3	**SPECIAL CLEANING PROGRAMME** • Daily, Weekly, Fortnightly and Monthly Cleaning • Routine cleaning, Spring cleaning, deep Cleaning. • Cleaning of different types of floor Surfaces • Special Service – baby sitting, second service, freshen up service, valet service. • Care and Cleaning of Metal – Brass, Copper, Silver, EPNS, Bronze, Gun Metal,Chromium pewter, Stainless Steel, Types of Tarnish,Cleaning Agents and their uses.
UNIT- 4	**TEXTTILES** • Textile Terminology • Classification and Identification of Textile Fibers • Characteristic of Textile Fibers • Yarn • Fabric Construction • Blends and Unions • Textile Finishes • Use of Textile in Hotels
REFEREN CES:	• Hotel, Hostel and Hospital Housekeeping – by Joan C Bransom& Margaret Lennox, ELBS with Hodder &StoughtenLtd. • Hotel House Keeping A Training Manual by Sudhir Andrews, Tata Mc • Hotel Housekeeping Operations & Management by Rghubalan, Oxford. • Management of Hotel & Motel Security (Occupational Safety andHealth) by H Brustein, CRC Publisher. • Professional Management of Housekeeping Operations II Edi. ByRobert J. Martin & Thomas J. A. Jones, Wiley Publications • TheProfessionalHousekeeperbyTuckerSchneider,WileyPublications • Professional Management of Housekeeping by Manoj Madhukar, RajatPublications.

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COURSE CODE:	**BHMCT408 – 18**
COURSE TITLE:	**ACCOMODATION OPERATIONS -III (PRACTICAL)**
COURSE OUTCOME:	CO1 To gain the knowledge on usage of various fabric cleaners in Accommodations operations. CO2 Students will be able to identify the cleaning equipment and cleaning agents & have the ability to use them appropriately. CO3 Students will be able to analyse and develop cleaning schedule as per the requirement. CO4 Students will be able to setup all necessary materials and equipment's required for special cleaning.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√		√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performanceofthestudentswillbeevaluatedonthebasisofclassparticipation, house tests, regularity and assignments carrying 40 percent of the total creditandrest 60 percent through semester end examination of 3 hours duration
INSTRUCTIONS FOREXTERNAL EXAMINER	The Performance of the students will be evaluated on the basis of his performanceduring the practical examination @ viva voice.

S. No.	Task
01	How to remove stains from different surface or fabrics using all relevant cleaningagents in a practical real life environment
02	How to operate Different Types Laundry Equipment
03	Daily, Weekly,Monthly and Deep Cleaning
04	Taking Inventories
05	How to repair uniform – different types of stitching
06	Embroidery practice

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COURSE CODE:	**BHMCT-409 – 18**
COURSE TITLE:	**ACCOUNTING SKILLS FOR HOSPITALITY MANAGERS (THEORY)**
COURSE OUTCOME:	CO1 To provide basic understanding of the Principles of Accounting and use accounting skills in Hospitality Industry. CO2 To enhance the accounting skills of the students to ensure the health of business CO3 Students will be able to audit their hospitality business CO4 Students shall be able to analyze and solve any issue arising in terms of financial aspects

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

EVALUATION:	The performance of the students will be evaluated on the basis of class participation, house tests, regularity and assignments carrying 40 percent of the total marks and rest 60 percent through semester end examination of 3 hours duration
INSTRUCTIONS FOR PAPER SETTING:	The paper will be divided into three parts. Part A: There will be ten short answer questions (2 marks each) covering whole Syllabus. The total marks for this part will be of 20. Part B: There will be Five questions. The student has to be attempt any 4 (5 marks each) covering the whole Syllabus. The total marks for this part will be of 20. Part C: There will be Three questions. The student has to attempt any 2 (10 marks each). The total marks for this part will be of 20.
UNIT - 1	BASIC ACCOUNTING AND BOOK KEEPING • Introduction to accounting, • journal, • ledger, • cash book
UNIT – 2	UNIFORM SYSTEM OF ACCOUNTS FOR HOTELS • Introduction to Uniform system of accounts • Contents of the Income Statement • Practical Problems • Contents of the Balance Sheet (under uniform system) • Practical problems • Departmental Income Statements and Expense statements (Schedules 1to 16) • Practical problems
UNIT 3	TRIAL BALANCE • Meaning • Methods • Advantages • Limitations • Practical
UNIT 4	FINAL ACCOUNTS • Meaning • Procedure for preparation of Final Accounts • Difference between Trading Accounts, Profit & Loss Accounts and Balance Sheet

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	• Adjustments (Only four) • Closing Stock • Pre-paid Expenses • Outstanding Expenses • Depreciation
REFEREN CES:	• An Introduction To Accountancy ; S.N. Maheshwari; Vikas Publishing House • Fundamentals Of Accounting ; Mukherjee & Hanif ; Tata McGraw-Hill • Elements Of Hotel Accountancy; Rawat G.S., Dr Negi J. Gupta. ; Aman publications.

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Guidelines regarding Mentoring and Professional Development

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.
CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.
CO3 Students will have various outdoor activities which in turn helps them with team building.
CO4 Students will be able to be more confident.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities. For achieving the above, suggestive list of activities to be conducted are:

Part – A (Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B (Outdoor Activities

7.Sports/NSS/NCC

8.Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B

Mentors/Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department

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FIFTH SEMESTER

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Larder & Kitchen practices
BHMCT 501-18

COURSE OUTCOMES	CO1 Students will learn about various aspects of larder section of the kitchen and its functions. CO2 They will learn about the processing of Charcuterie along with the preparation of forcemeats, Galantines and Pates CO3 Students will know about various Mousse and Mousselines. CO4 They will be able to differentiate between various kinds of appetizers along with the importance of garnishes.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√
CO5	√	√	√		√	√

UNIT-1	LARDER- LAYOUT & EQUIPMENT: Introduction of Larder Work, Definition, Equipment found in the larder, Layout of a typical larder with equipment and various sections. TERMS & LARDER CONTROL: Common terms used in the Larder and Larder control, Essentials of Larder Control, Importance of Larder Control, Devising Larder Control Systems, Leasing with other Departments, Yield Testing, DUTIES AND RESPONSIBILITIES OF THE LARDER CHEF: Functions of the Larder, Hierarchy of Larder Staff, Sections of the Larder, Duties & Responsibilities of a larder chef.
UNIT-2	CHARCUTERIE: Introduction to charcuterie, SAUSAGES: Types & Varieties, CASINGS: Types & Varieties, FILLINGS: Types & Varieties, Additives & Preservatives FORCEMEATS: Types of forcemeats, Preparation of forcemeats, Uses of forcemeats, BRINES, CURES & MARINADES: Types of Brines, Preparation of Brines, Methods of Curing, Types of Marinades, Uses of Marinades ,Difference between Brines, Cures & Marinades, HAM, BACON & GAMMON: Cuts of Ham, Bacon & Gammon, Differences between Ham, Bacon & Gammon Processing of Ham & Bacon, Green Bacon, Uses of different cuts, GALANTINES: Making of galantines, Types of Galantine Ballotines, PATES: Types of Pate, Pate de foie gras, Making of Pate, Commercial pate and Pate Maison Truffle -sources, Cultivation and uses and Types of truffle
UNIT-3	MOUSE & MOUSSELINE: Types of mousse, Preparation of mousse, Preparation of mousseline, Difference between mousse and mousseline. CHAUD FROID: Meaning of Chaudfroid, Making of chaudfroid&Pecautions, Types of chaudfroid ,Uses of chaudfroid . ASPIC & GELEE: Definition of Aspic and Gelee, Difference between the two, Making of Aspic and Gelee Uses of Aspic and Gelee. QUENELLES, PARFAITS, ROULADES: Preparation of Quenelles, Parfaits and Roulades. NON EDIBLE DISPLAYS: Ice carvings, Tallow sculpture, Fruit & vegetable Displays, Salt dough, Pastillage, Jelly Logo, Thermocol work
UNIT-4	APPETIZERS & GARNISHES- Classification of Appetizers, Examples of Appetizers, Historic importance of culinary Garnishes, Explanation of different Garnishes. SANDWICHES- Parts of Sandwiches, Types of Bread, Types of filling: Classification, Spreads and Garnishes, Types of Sandwiches, Making of Sandwiches, Storing of Sandwiches.
REFERENCES:	• Le RolA.Polsom. The Professional Chef • Bo Friberg (2002) The Professional Pastry Chef, Fourth Edition Wiley & Sons INC • Cessarani&Kinton (2007). Theory of Catering. Hodder Education Publishers • K Arora (2008), Theory of Cookery. Frank Brothers

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	• Fuller J. Barrie & Jenkins. Accompaniments & Garnishes from waiter • S. C Dubey. Bakery & Confectionery. Socity of Indian Bakers • Philip E. Thangam (2010) Modern Cookery (Vol-I) Orient BlackSwan • Kinton R Cessarani V., Foskett D. (2000) Practical Cookery (9th edition) Hodder Education

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Larder & Kitchen practices (Practical's)
BHMCT 502-18
COURSE OUTCOME

CO1 Students will get hands on experience on forcemeats along with the preparation of Pates, Terrines, Galantine & Ballontine.
CO2 To develop the ability to prepare various food items including meat products.
CO3 Students will get hadns on exposure in preparing the dishes
CO4 They will classify and build various accompaniments used along maincourse.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2		√	√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√

MENU 01 Forcemeats different style.
MENU 02 Pates and Terrine
MENU 03 Galantine and ballontine
MENU 04 Different types of salads and Dressings:- meat based, fish Based, Vegetable, Chicken, fruits.
Menu 05 Quenelles, Parfaits and Roulades
MENU 06 Various types of sandwiches, canapés
MENU 07 Preparation of various accompaniments and garnishes

Plus 5 Buffets
Cold Buffet,
Hot Continental,
Hot Indian,
Buffet Desserts,
Bread Displays Demonstration of: Charcuterie Galantines, Pate, Terrines, Mousselines

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Bar operations & Management
BHMCT 503-18

COURSE OUTCOME

CO1 Students will get insight about various spirits and their method of production.
CO2 They will learn about varieties of Aperitifs & Liqueurs along with their uses.
CO3 Students will be able to explain the History & Present scenario of Bar & Beverage Industry in India.
CO4 Students will analyse and execute the bar operations and Selling techniques.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

UNIT-1

SPIRITS: Introduction & Definition, Production of Spirit (Pot-still method, Patent still method), Introduction to Whisky, Rum, Vodka, Brandy, Gin, Tequila its production process, various types and brands.

UNIT-2

APERITIFS: Introduction and Definition, Different types of Aperitifs Vermouth (Definition, Types & Brand names), Bitters (Definition, Types & Brand names) **LIQUEURS:**Definition & History, Production of Liqueurs, Broad Categories of Liqueurs (Herb, Citrus, Fruit/Egg, Bean & Kernel) , Popular Liqueurs (Name, colour, predominant flavour& country of origin)

UNIT-3

BARS: Introduction, Brief History, Bar and Beverage Industry in India, Types of Bars, Parts of Bars.Attributes of Bar Personnel. Planning of bar and its layout.

UNIT-4

BAR OPERATIONS: Bar equipment's, Alcoholic and Non Alcoholic Ingredients, Liquor supplies, Mixes, Garnishes and condiments, Service accessories, Opening & closing duties of bar. SERVICE AND SELLING TECHNIQUES: The Bartender as a Sales Person, Up selling Guidelines for Bar Attendants, Professional Hygiene and Health

REFERENCES:

- Dennis R. Lillicrap. & John A. Cousins. Food & Beverage Service. Edward Arnold
- SudhirAndrews . Food & Beverage Service Training Manual.Tata McGraw Hill.
- John Fuller,Hutchinson. Modern Restaurant Service. Nelson Thornes
- Brown G. &Hapner K. The Waiter Handbook. Hospitality Press

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Bar operations & Management (Practicals)
BHMCT 504-18
COURSE OUTCOME

CO1 Students will learn about the service of various spirits; ie. Whisky, vodka, Rum, Gin,
CO2 They will also learn to serve about varieties of Aperitifs & Liqueurs along with their uses.
CO3 Students will also learn to set bar for daily operations.
CO4 Students will also be able to mix beverages

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

SERVICE OF SPIRITS

- Service styles – neat/on-the-rocks/with appropriate mixers
- Service of Whisky
- Service of Vodka
- Service of Rum
- Service of Gin
- Service of Brandy

Service of Tequila SERVICE OF APERITIFS

- Service of Bitters
- Service of Vermouths

SERVICE OF LIQUEURS

- Service styles – neat/on-the-rocks/with cream/en frappe
- Service from the Bar
- Service from Liqueur Trolley

SETTING OF BAR

- Bar equipment's,
- Alcoholic and Non Alcoholic Ingredients,
- Liquor supplies,
- Mixes,
- Garnishes and condiments,
- Service accessories

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Front Office Operations & Management
BHMCT 505-18

COURSE OUTCOME	CO1 Students will be able to outline and explain Introduction of Bell desk, Equipment's used in Bell desk, Functions of Bell desk, Luggage handling, Paging, Change of room etc. Functions of Concierge, Forms & Formats. CO2 Students will be able to analyse, evaluate Forecast formula, Types of forecast, Sample forecast forms, Factors for evaluating front office operations. Forecasting techniques, Forecasting Room availability. CO3 Students will be able to endorse Importance of security systems, Safe deposit, Key control, Emergency situations. CO4 Student will be able to perform Sales Techniques for Hotel Rooms .
SYLLABUS MAPPING	

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√		√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

UNIT-1	**Bell Desk & Concierge Operations: -** Introduction of Bell desk, Equipment's used in Bell desk, Functions of Bell desk, Luggage handling, Paging, Change of room etc. Functions of Concierge, Forms & Formats.
UNIT-2	**FORECASTING**: Forecast formula, Types of forecast, Sample forecast forms, Factors for evaluating front office operations. Forecasting techniques, Forecasting Room availability, Useful forecasting data (% of walking, % of overstaying, % of under stay)
UNIT-3	**FRONT OFFICE AND GUEST SAFETY AND SECURITY**: Importance of security systems, Safe deposit, Key control, Emergency situations (Accident, illness, theft, fire, bomb) Latest security measures used in hotels at the time of check-in: use of metal detectors, baggage checks, X-ray machines, bollards, collapsible gates etc.
UNIT-4	**Sales Techniques for Hotel Rooms: -** Offering Alternatives and Suggestive Selling Internal / In-house sales promotion. Direct sales – through intermediaries. Tailor made Package Plans according to seasons. Online- Selling: - Meta Search Engine, Hotel Apps & website, Social Media, OTA's, TA's, Airlines Network, Cruise-Liners, Railway Networks, CRS, Non- Affiliate Networks & GDS.
REFERENCES:	• Front Office Training manual – Sudhir Andrews. Publisher: Tata Mac Grew Hill • Managing Front Office Operations – Karsavina & Brooks Educational Institution HAMA • Front Office – operations and management – Ahmed Ismail (Thomson Delmar) • Front office Operation Management- SKI Bhavnagar, Publisher: Frank Brothers • Managing Front Office Operations By Karsavina & Brooks • Hotel Front Office Management, 4th Edition by James Socrates Bard; Wiley International

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Front Office Operations & Management
BHMCT 506-18
COURSE OUTCOME

CO1 Students will be able to acquire the knowledge of Handling Concierge operations and Handing Bell desk.

CO2 Students will be able to analyse, evaluate &learn working of Forecasting reports for Room Availability with Individual Check-in, Check-Out, Overstay, under stay, Group Check-in & Group Checkout.

CO3 Students will be able to Handling of keys-situations related to loss of keys.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√

- Handling Concierge operations
- Handing Bell desk Operations
- Forecasting reports for Room Availability with Individual Check-in, Check-Out, Overstay, under stay, Group Check-in & Group Checkout.
- Compare Room Tariffs of Hotels of cities / towns of Punjab on Indian OTA: -MakeMyTrip, Yatra, Goibibo, International OTA: - Expedia, Priceline.com, Booking.com, Agenda and write a review
- Check & use of Meta Search Hotel Website: - Google Hotel Ads, Trip Advisor, Kayak, and Trivago for Hotels in Panjab and write about 5 hotels opted by you as a guest with reasons.
- Handling of keys-situations related to loss of keys.

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Accommodation Operations and Management
BHMCT 507-18

COURSE OUTCOME	CO1 Students will be able to acquire knowledge and learn about the Planning and organising the housekeeping department. CO2 Students will be able to perform various Budget and budgetary control, Operating Budgets- controlling expenses- income statement, purchasing systems- methods of buying, Stock records- issuing and control in Housekeeping operational CO3 Students will be able to perform their professional Housekeeping skill in institute other than Hotels. CO4 Students will be able to acquire the knowledge of contract service and Safety awareness and accident prevention in housekeeping operation

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

UNIT-1

PLANNING AND ORGANISING THE HOUSE KEEPING DEPARTMENT

- Area inventory list
- Frequency schedules
- Performance and productivity standards
- Time and motion study in housekeeping operations
- Standard operating manuals – Job procedures
- Job allocation and work schedules
- Calculating staff strength & planning duty rosters, team work and leadership in HK
- Training in HKD, devising training programs for HK staff
- Inventory level for non recycled items
- Energy and water conservation in housekeeping operations

UNIT-2

BUDGETS

- Budget and budgetary control
- The budget process
- Planning capital budgets
- Planning operation budgets
- Operating Budgets- controlling expenses- income statement
- Purchasing systems- methods of buying
- Stock records- issuing and control

UNIT-3

HOUSEKEEPING IN INSTITUTES OTHER THAN HOTELS

- Hospitals
- Hostels
- Malls
- Residential establishments
- Offices
- Universities
- Other commercial areas

UNIT-4

CONTACT SERVICES

- Types of contract services
- Guidelines for hiring contract services
- Advantages and disadvantages of contract services

SAFETY AND SECURITY

- Safety awareness and accident prevention

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	•	Fire safety and fire fighting
	•	Crime prevention and dealing with emergency situation
REFERENCES	•	Andrews, S. (2013). *Hotel Housekeeping: A Training Manual*. Tata McGraw-Hill Education.
	•	Raghubalan, G., &Raghubalan, S. (2014). *Hotel housekeeping: operations and management*. Oxford University Press.
	•	Burstein, H. (1980). *Management of Hotel and Motel Security* (Vol. 5). CRC Press.
	•	Jones, T. J. (2007). *Professional management of housekeeping operations*. John Wiley & Sons.
	•	Singh, M. (2012). *Hotel Housekeeping*. Tata McGraw-Hill Education.
	•	Ghosal, S. (2011). *Hotel Engineering*. Oxford University Press.

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Accommodation Operations and Management
BHMCT 508-18
COURSE OUTCOME

CO1 Students will be able to identify different layout To the Scale, Earmark Pillars, Specification of Colors, Furniture, Fixture, Fitting, Soft Furnishing and Accessories Etc. Used

CO2 Students will be able to identify the standard operating procedure of different cleaning surfaces and will be able to use in an appropriate&professional manner.

CO3 Students will be able to identify the first aid kit and dealing with emergency situation in housekeeping operation.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√

LAYOUT OF GUEST ROOM: To the Scale, Earmark Pillars, Specification of Colors, Furniture, Fixture, Fitting, Soft Furnishing and Accessories Etc. Used

STANDARD OPERATING PROCEDURE

Skill Oriented Task (e.g. cleaning and polishing glass, brass etc)

FIRST AID: First Aid Kit, Dealing With Emergency Situation, Maintaining Records Reporting Maintenance and Follow Ups

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Food and Beverage Control and Management
BHMCT 509-18

COURSE OUTCOME

CO1 To understand the basics of Food & Beverage Cost Control and it's importance in Food & Beverages.
CO2 Students will be able to analyze and procure requirements to optimize yield.
CO3 Students will learn about various methods of storing and issuing control along with inventory control.
CO4 Students will have understanding on aims & objective of Production control and methods of Sales control.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2		√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

UNIT-1

FOOD & BEVERAGE COST CONTROL: Introduction to Cost Control, Define Cost Control, The Objectives and Advantages of Cost Control, Basic Costing, Food Costing
RECEIVING CONTROL : Aims of Receiving, Job Description of Receiving Clerk/Personnel,Equipment required for receiving, Documents by the Supplier (including format), Delivery Notes, Bills/Invoices, Credit Notes, Statements, Records maintained in the Receiving Department, Goods Received Book, Daily Receiving Report, Meat Tags, Receiving Procedure, Blind Receiving, Assessing the performance and efficiency of receiving department, Frauds in the Receiving Department, Hygiene and cleanliness of area.

UNIT-2

PURCHASING CONTROL: Purchasing Control, Aims of Purchasing Policy, Job Description of Purchase Manager/Personnel, Types of Food Purchase, Quality Purchasing, Food Quality Factors for different commodities, Definition of Yield, Tests to arrive at standard yield, Definition of Standard Purchase Specification,Advantages of Standard Yield and Standard Purchase Specification, Purchasing Procedure, Different Methods of Food Purchasing,Sources of Supply, Purchasing by Contract, Periodical Purchasing, Open Market Purchasing, Standing Order Purchasing, Centralized Purchasing, Methods of Purchasing in Hotels, Purchase Order Forms, Ordering Cost, Carrying Cost, Economic Order Quantity, Practical Problems.

UNIT-3

STORING & ISSUING CONTROL: Storing Control, Aims of Store Control, Job Description of Food Store Room Clerk/personnel, Storing Control, Conditions of Facilities and Equipment, Arrangements of Food, Location of Storage Facilities, Security, Stock Control, two types of Foods Received- direct stores (Perishables/non-perishables), Stock Records Maintained Bin Cards (Stock Record Cards/Books).
ISSUING CONTROL: Requisitions, Transfer Notes, Perpetual Inventory Method, Monthly Inventory/Stock Taking, Pricing of Commodities, Stock taking and comparison of actual physical inventory and Book value, Stock levels, Practical Problems, Hygiene & Cleanliness of area.
INVENTORY CONTROL: Importance, Objectives, Methods, Levels and technique, Perpetual inventory, Monthly inventory, Pricing of commodities, Comparison of physical and perpetual inventory

UNIT-4

PROUCTION CONTROL: Aims and Objectives, Forecasting, Fixing of Standards, Definition of standards (Quality & Quantity), Standard Recipe (Definition, Objectives and various tests), Standard Portion Size (Definition, Objectives and equipment used), Standard Portion Cost (Objectives & Cost Cards) Computation of staff meals
SALES CONTROL: Sales - ways of expressing selling, determining sales price, Calculation of selling price, factors to be considered while fixing selling price, Matching costs with sales,Billing procedure - cash and credit sales, Cashier's Sales summary sheet, Procedure of Cash Control, Machine System, Electronic Cash Register, National Cash Register, Preset Machines, Point of Sale, Reports, Thefts, Cash Handling,

REFERENCES

- Food & Beverage Cost Control- Lea R Dopson, Wiley Publishers.

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	• Hotel & Catering Costing & Budgets, RD. Boardman, Publisher: Heinemann • Introductory Foods. Hughes, D. and Bannion M.,The Macmillan Co. Ltd., New York • Modern Cookery for Teaching and the Trade, Philip T.E., Vol-I, Orient Longman Ltd.,

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Mentoring and Professional Development
BMPD 502-18
COURSE OUTCOME

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.
CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.
CO3 Students will have various outdoor activities which in turn helps them with team building.
CO4 Students will be able to be more confident.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√		√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√	√	√

Guidelines regarding Mentoring and Professional Development

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

7. Sports/NSS/NCC
8. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B
Mentors / Faculty in charges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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SIXTH SEMESTER

International cuisine- An Exploration

BHMCT 601-18

URSE OUTCOME	CO1 Students will be able to gain knowledge about the cuisines of various European nations along with China CO2 Students will learn about food production management and R&D in kitchen. CO3 Students will acquire knowledge about on Principles of Food Presentation. CO4 Students will have understanding on Molecular Gastronomy.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√		√
CO2	√	√	√	√	√	√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

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UNIT-1	**INTERNATIONAL CUISINE** A. Geographic location B. Historical background C. Staple food with regional Influences D. Specialities E. Recipes F. Equipment in relation to: • Great Britain • France • Italy • Spain & Portugal • Scandinavia • Germany • Middle East • Oriental • Mexican • Arabic **CHINESE** A. Introduction to Chinese foods B. Historical background C. Regional cooking styles D. Methods of cooking E. Equipment and Utensils
UNIT-2	**PRODUCTION MANAGEMENT** A Kitchen Organization B Allocation of Work - Job Description, Duty Rosters C Production Planning D Production Scheduling E Production Quality & Quantity Control F Forecasting & Budgeting G Yield Management **PRODUCT & RESEARCH DEVELOPMENT** A. Testing new equipment, B. Developing new recipes C. Food Trails D Organoleptic & Sensory Evaluation

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UNIT-3	**FOOD PRESENTATION PRINCIPLES:** Basic presentations, Modern perspectives, use of technology, Use of contemporary plates, Role and use of garnish, Unconventional garnishes, Plate Presentation techniques
UNIT-4	MOLECULAR GASTRONOMY • History and development • Chemical structure of proprietary food • Carbohydrates in MG • Equipments and Chemicals • Emulsion – theory and application • Culinary cooking process i) Heating ii) Conduction iii) Convection iv) Radiation v) Freezing
REFERENCES:	• Le Rol A.Polsom. The Professional Chef • Bo Friberg (2002) The Professional Pastry Chef, Fourth Edition Wiley & Sons INC • Cessarani & Kinton (2007). Theory of Catering. Hodder Education Publisher • K Arora (2008), Theory of Cookery. Frank Brothers • Fuller J. Barrie & Jenkins. Accompaniments & Garnishes from waiter • S. C Dubey. Bakery & Confectionery. Socity of Indian Bakers • Philip E. Thangam (2010) Modern Cookery (Vol-I) Orient BlackSwan • Kinton R Cessarani V., Foskett D. (2000) Practical Cookery (9th edition) Hodder Education

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BHMCT Batch 2018 onwards

International cuisine- An Exploration

(Practical's)

BHMCT 602-18

COURSE OUTCOME

CO1 Students will have to prepare Food of various cuisines, such as Chinese, Spanish, Italian, German, British and Greek.
CO2 Students will get hands exposure on various techniques of Molecular Gastronomy.
CO3 They will built up knowledge about the menu planning and executing the same
CO4 Students will be able to differentiate among the methods of cooking for different cuisines.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√	√	√		√

COUNTRY	Topic
CHINESE	MENU 01 Prawn Ball Soup, Fried Wantons, Sweet & Sour Pork, Hakka Noddle's MENU 02 Hot & Sour soup, Beans Sichuan, Stir Fried Chicken & Peppers, Chinese Fried Rice MENU 03 Sweet Corn Soup, Shao Mai, Tung-Po Mutton, Yangchow Fried Rice MENU 04 Wanton Soup, Spring Rolls, Stir Fried Beef & Celery Chow Mein MENU 05 Prawns in Garlic Sauce, Fish Szechwan, Hot & Sour Cabbage, Steamed Noddle's
SPAIN	MENU 06 ,Gazpacho, Pollo En Pepitoria, Paella, Fritata De Patata, Pastel De Mazaana
ITALY	MENU 07 Minestrone, Ravioli Arabeata, Fettocine Carbonara, Pollo Alla Cacciatore, Medanzane Parmigiane
GERMANY	MENU 08 Linsensuppe, Sauerbaaten, Spatzale, German Potato Salad
U.K.	MENU 09 Scotch Broth, Roast Beef, Yorkshire Pudding , Glazed Carrots & Turnips, Roast Potato
GREECE	MENU 10 Soupe Avogolemeno, Moussaka A La Greque, Dolmas, Tzazlki
	Techniques of Molecular Gastronomy

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BHMCT Batch 2018 onwards

Banquet and restaurant operations & Management

BHMCT 603-18

COURSE OUTCOME

CO1 Students will be able to acquire knowledge about Planning and operations of various F&B outlets.
CO2 Students will be able to Plan and execute Function catering along with various Banquets & Buffets
CO3 Students will get practical experience in organizing and Executing Event Management and importance of MICE.
CO4 Students will know about the role of Kitchen Stewarding.

SYLLABUS OUTCOME

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√		√
CO2	√	√	√	√	√	√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

UNIT-1

PLANNING & OPERATING VARIOUS F&B OUTLET: Physical layout of functional and ancillary areas, Objective of a good layout, Steps in planning, Factors to be considered while planning, Calculating space requirement, Various set ups for seating, Planning staff requirement, Menu planning, Constraints of menu planning, Selecting and planning of heavy duty and light equipment, Requirement of quantities of equipment required like crockery, Glassware, Cutlery - steel or silver etc. Suppliers & manufacturers, Approximate cost, Planning Décor, furnishing fixture etc.

UNIT-2

FUNCTION CATERING: - BANQUETS: History, Types, and Organization of Banquet department, Duties & responsibilities, Sales, Booking procedure, Banquet menus. **BANQUET PROTOCOL**: Space Area requirement, Table plans/arrangement, Misc-en-place, Service, Toast & Toast procedures. **INFORMAL BANQUET:** Reception, Cocktail parties, Convention, Seminar, Exhibition, Fashion shows, Trade Fair, Wedding, Outdoor catering. **FUNCTION CATERING:- BUFFETS:** Introduction, Factors to plan buffets, Area requirement, Planning and organization, Sequence of food, Menu planning, Types of Buffet, Display, Sit down, Fork, Finger, Cold Buffet, Breakfast Buffets, Equipment, Supplies, Check list

UNIT-3

EVENT MANAGEMENT: Introduction, Characteristics, Types of Events-Cultural, festivals, religious, business etc. Need of event management, Key factors for best event management. Event management checklist. Case study of some events. **MICE:** Introduction, Concept of MICE, Definition of conference and the components of the conference market. The nature of conference markets and demand for conference facilities. The impact of conventions on local and national communities.

UNIT-4

KITCHEN STEWARDING

A. Importance
B. Opportunities in kitchen stewarding
C. Record maintaining
D. Machine used for cleaning and polishing

Inventory

REFERENCES:

- Dennis R. Lillicrap. & John A. Cousins. *Food & Beverage Service*. Edward Arnold
- Sudhir Andrews . *Food & Beverage Service Training Manual*. Tata McGraw Hill.
- John Fuller,Hutchinson. *Modern Restaurant Service*. Nelson Thornes
- Brown G. & Hapner K. *The Waiter Handbook*. Hospitality Press

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BHMCT Batch 2018 onwards

Banquet and restaurant operations & Management

Practicals

BHMCT 604-18

COURSE OUTCOME

CO1 Students will be able to plan and operate various F&B Outlets.

CO2 Students will get hands on experience on Function Catering where they will organize and execute Banquet caterings.

CO3 Students will be able to plan and set up Buffets for functions.

CO4 Students will perform task on using and operating machines used in Kitchen Stewarding and maintain Inventory.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√		√
CO3	√	√	√	√	√	√
CO4	√		√	√	√	√

1 Planning & Operating Food & Beverage Outlets

- Developing Hypothetical Business Model of Food & Beverage Outlets
- Case study of Food & Beverage outlets - Hotels & Restaurants

2 Function Catering – Banquets

- Planning & organizing Formal & Informal Banquets
- Planning & organizing Outdoor caterings

3 Function Catering – Buffets

- Planning & organizing various types of Buffet

4 Kitchen Stewarding

- Using & operating Machines
- Exercise – physical inventory

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BHMCT Batch 2018 onwards

Front Office Management

BHMCT 605-18

COURSE OUTCOME	CO1 Students will be able to outline and explain of budget & budget cycle, Factors affecting budget planning, budgetary control and Forecasting room revenue in front office management. CO2 Students will be able to explain timeshare options and vacation ownership. CO3 Students will be able to endorse Importance of accommodation management aspects and Establishing standards, monitoring performance, Cost & pricing-Hubbart formula, Rule of the Thumb. CO4 Students will be able to acquire knowledge and learn about the, Structure of the Airline Industry.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√		√
CO3	√	√	√	√	√	√
CO4	√	√		√	√	√

UNIT-1

BUDGETING

A. Types of budget & budget cycle
B. Making front office budget
C. Factors affecting budget planning
D. Capital & operations budget for front office
E. Refining budgets, budgetary control
F. Forecasting room revenue

Advantages & Disadvantages of budgeting

UNIT-2

TIMESHARE & VACATION OWNERSHIP

- Definition and types of timeshare options
- Difficulties faced in marketing timeshare business
- Advantages & disadvantages of timeshare business
- Exchange companies -Resort Condominium International, Intervals International

How to improve the timeshare / referral/condominium concept in India-Government's role/industry role

UNIT-3

ACCOMMODATIONS MANAGEMENT ASPECTS

- Effective use of SOP's in front office department.
- Establishing standards, monitoring performance,
- Tariff decisions
- Cost & pricing-Hubbart formula, Rule of the Thumb
- Marginal/Contribution pricing
- Occupancy & Revenue reports
- Equipment-management & maintenance.

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• **UNIT-4**	INTRODUCTION TO AIRLINE INDUSTRY: Introduction, Structure of the Airline Industry, Major & National Carriers, Regional Carriers, Role of Regional Air Carrier. SAFETY REGULATION AND OVERSIGHT OF FLIGHT OPERATION Introduction, Safety Regulation of Flight Operations, Flight crew requirements for flight safety, Alternate arrangements by operator, In- flight Monitoring by Operator, Flight operation to a new station, security clearance for foreign pilot and Engineers, Flight safety manual, Safety Audit.
• **REFERENCES:**	• Front Office Training manual – Sudhir Andrews. Publisher: Tata Mac Grew Hill • Managing Front Office Operations – Karsavina & Brooks Educational Institution HAMA • Front Office – operations and management – Ahmed Ismail (Thomson Delmar) • Front office Operation Management- SKI Bhavnagar, Publisher: Frank Brothers • Managing Front Office Operations By Karsavina & Brooks • Hotel Front Office Management, 4th Edition by James Socrates Bard; Wiley International

Front Office Management

BHMCT 606-18

COURSE OUTCOME

CO1 Students will be able to acquire the knowledge of Yield Management calculations, preparing statistical data based on actual calculations.

CO2 Students will be able to learn Preparation of sales letters, brochure, tariff cards & other sales documents Assignment on GDS.

CO3 Students will be able to acquire the knowledge of Calculation of staff requirement & making of duty rotas for front office department of small, large & medium sized hotels with different levels of occupancy

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√

1. Preparation of SOP's for guest arrival, departure, complaint handling
2. Yield Management calculations, preparing statistical data based on actual calculations
3. Role play & problem handling 4
4. Preparation of sales letters, brochure, tariff cards & other sales documents Assignment on GDS
5. Calculation of staff requirement & making of duty rotas for front office department of small, large & medium sized hotels with different levels of occupancy
6. Preparation of operating budget for front office
7. Computer proficiency in all hotel computer applications-actual computer lab Hours.
8. Preparation of SOP's for guest arrival, departure, complaint handling

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BHMCT Batch 2018 onwards

Accommodation Management

BHMCT 607-18

COURSE OUTCOME

CO1 Students will be able to acquire knowledge and learn about the Elements of Design, Lightening and Lightening Fixtures in Housekeeping department.
CO2 Students will be able to perform various 3R's of waste management, Garbage segregation and Energy Generation.
CO3Students will be able to explain ECO-FRIENDLY PRACTICES and System of certifying Ecotel
CO4 Students will be able to identify the ENERGY AND WATER CONSERVATION IN HOUSEKEEPING OPERATIONS

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√		√	√	√

UNIT-1

INTERIOR DECORATION

- Elements of Design
- Color and its role in decor- Types of Color Schemes
- Windows and Window Treatments
- Lightening and Lightening Fixtures
- Floor Finishes
- Carpets
- Furniture and Fittings
- Accessories

UNIT-2

WASTE MANAGEMENT

- 3R's of waste management
- Garbage segregation
- Disposal
- Composting
- Energy Generation

UNIT-3

ECO-FRIENDLY PRACTICES

- Housekeeping role in a green property
- Guest Supplies
- Cleaning Agents
- System of certifying Ecotel

UNIT-4

NEW PROPERTY COUNTDOWN
ENERGY AND WATER CONSERVATION IN HOUSEKEEPING OPERATIONS

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REFERENCES	• Andrews, S. (2013). *Hotel Housekeeping: A Training Manual*. Tata McGraw-Hill Education. • Raghubalan, G., & Raghubalan, S. (2014). *Hotel housekeeping: operations and management*. Oxford University Press. • Burstein, H. (1980). *Management of Hotel and Motel Security* (Vol. 5). CRC Press. • Jones, T. J. (2007). *Professional management of housekeeping operations*. John Wiley & Sons. • Singh, M. (2012). *Hotel Housekeeping*. Tata McGraw-Hill Education. • Ghosal, S. (2011). *Hotel Engineering*. Oxford University Press.

Accommodation Management

BHMCT 608-18

COURSE OUTCOME

CO1 Students will be able to identify special decoration and planning with time split executing

CO2 Students will be able to understand the importance of team cleaning

CO3 Students will be able to identify the standard operating procedure of different cleaning surfaces and will be able to use in an appropriate& professional manner.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√		√

Special decoration (theme related to hospitality industry)

- indenting
- costing
- planning with time split executing

Team cleaning

- Planning
- Organizing
- Executing
- Evaluating

Devising/ designing training module

- Refresher training(5 days)
- Induction training(2 days)
- Remedial training(5 days)

Standard operating procedure

- skill oriented task (e.g. cleaning and polishing glass, brass etc)

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BHMCT Batch 2018 onwards

Principles of Management
BHMCT 609-18

COURSE OUTCOME

CO1 Students will be introduced to Management, its features, classifications.
CO2 Students will get to know the planning and organizing in Management.
CO3 Students will learn about controlling and directing.
CO4 Students will also learn about Group dynamics.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2		√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

UNIT-1

INTRODUCTION

- Concept and Nature of Management: Concept & Definitions,
- Features of Management, Management as Science, Art & Profession, Levels of Management, Scope of Management,
- Nature of Management Process,
- Classification of Managerial Functions, Evolution of Management Thought,
- Approaches to Management (Classical, Behavioral, Quantitative Contingency), Contribution Of Leading Thinkers,
- Orientation to management thought process.
- Role of Manager- Professional Manager and his tasks, Managerial skills, Managerial Ethics and Organization Culture, Recent Trends in Management Thought.

UNIT-2

PLANNING & ORGANISING

- Overview of functions of management;
- Concepts of POSDCORB,
- Planning and Management Process, Mission- Objective- Goals, Urgent and Important Paradigms,
- Planning process in Detail, Types and Levels of Plans
- Problems solving and decision making,
- Time Management.
- Planning and Decision Making - Nature, Process and Types of Planning,
- Management By Objectives (MBO), Nature & Principles Of Organization, Organizing and Organizing Structure,
- Forms Of Organization Structure Line & Staff, Organization Chart, Principles of Organization;
- Scalar Principle, Departmentation; Unity and Command,

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	• Span of Control, Centralization and Decentralization, • Authority and Responsibility, Delegation
UNIT-3	**CONTROLLING &DIRECTING** • Basic concepts of control- Definition, Process and Techniques. • Directing: Nature & Scope of Directing, • Motivation and Morale, • Communication, • Leadership, Concept, Theories of Leadership, styles, Successful versus effective leadership styles in travel trade and hospitality organizations, Coordination
UNIT-4	**GROUP DYNAMICS** • Types of Groups, • Reason for the formation of group, Group cohesiveness, group conflicts, team building, • Individual differences: Causes of individual differences. Interpersonal Skill - Transactional analysis, Life Positions, Johari Window
REFERENCES	• Heinz Weihrich, Cannice& Koontz, Management (A Global Perspective), Tata McGrawHill • Griffin, Management: Principle & Applications, CengageLearning • Stephen Robbins & Coulter Mary, Management, PearsonsEducation • V S P Rao & V H Krishna, Management, ExcelBooks • P.Subba Rao, Principles of Management, HimalayaPublishing Mukherjee, Principles of Management and Organisationalbehaviour, Tata McGrawHill.

Mentoring and Professional Development
BMPD 602-18

Guidelines regarding Mentoring and Professional Development

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.

CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.

CO3 Students will have various outdoor activities which in turn helps them with team building.

CO4 Students will be able to be more confident.

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BHMCT Batch 2018 onwards

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1		√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A
(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B
(Outdoor Activities)

7. Sports/NSS/NCC
8. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B
Mentors / Faculty in charges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department.

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SEVENTH SEMESTER

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I. K. Gujral Punjab Technical University

BHMCT Batch 2018 onwards

BHMCT 701A-18
FOOD PRODUCTION MANAGEMENT

COURSE OUTCOME

CO1 Students will get acquainted to latest trends the field of specialization.
CO2 They will be able to classify and explain the use of technology in Food & Beverage production and Management
CO3 Students will be able to analyze the various products and demonstrate their use.
CO4 Learner will be able to excel in the area of specialization and able to formulate solutions to the issues pertaining to the Industry

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√		√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√		√
CO4	√	√	√	√	√	√

UNIT-1

INTRODUCTION

- Latest Trends and Concepts
- Life style cooking- Gluten free, sugar free, Vegan, slow food movement, menu examples.
- Sustainable Food & Beverage Production- Importance of sustainability in food operations, Farm to Fork, Organic food, sustainable culinary practices, waste disposable
- Anthropology of food- Evolution of Modern Era, Food & Culture relations (Religion, Geography, Influences)

UNIT-2

- Cloud kitchens,
  - Preparation of food in centralised outlet,
  - Advantages and disadvantage of centralised outlet,
  - Equipments required,
  - HACCP procedures,
  - Transportation and logistics

UNIT-3

- Exotic Herbs / Exotic spices /marinades / condiments
  - Their types
  - Importance
  - Usage in cooking,
  - Medicinal properties
  - Therapeutic properties
- Food Preservation
  - Preservation methods using natural preservatives
  - Preservation methods using chemical preservatives,
  - Dehydration,
  - Jams and jellies,
  - Squash and syrups,
  - Dehydrated foods,
  - Chutneys, Pickles and preserve recipes.

UNIT-4

- Presentation Art
  - Plate presentation,

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	○ Garnishes- • Buffet presentation – • Display work ○ Sugar displays: ▪ Pastillage, ▪ Gum paste ▪ Molding & modelling techniques, ▪ Marzipan ○ Bread Displays ▪ Center pieces, ▪ Bread basket ▪ Bread Art
REFERENCES	Arora, Krishna - Theory of Cookery-, Frank Bros., New Delhi 2009 Philip, Thangam E- Modern Cookery, 5th edition, Anna Salai, Chennai 2009 Bali, Parvinder: Quantity Food Production Operations and Indian Cuisine oxford, London 2013 Aggarwal, D.K., Kitchen Equipment & Design, Aman Publications, New Delhi, 2006. Vikas Singh, Text Boook Of food Production (BTK), Aman Pub., N. Delhi, 2011. Mcvety, Paul J- Fundamentals of menu planning-., 3rd edition John Wiley• & Sons, New Jersey Le Rol A.Polsom. The Professional Chef Bo Friberg (2002) Cessarani• & Kinton (2007). Theory of Catering. Hodder Education Publisher Fuller J. Barrie & Jenkins. Accompaniments & Garnishes from walter Kinton R Cessarani V., Foskett D. (2000) Practical Cookery• (9th edition) Hodder Education The Professional Pastry Chef, Fourth Edition• Wiley & Sons INC

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BHMCT Batch 2018 onwards

BHMCT 702A-18 - PRACTICAL
FOOD PRODUCTION MANAGEMENT

COURSE OBJECTIVE

CO1 Learner will be able to illustrate supervisory role

CO2 Students will be practically able to formulate the plan to execute the operations of Hospitality business

CO3 Students will showcase their skills learned by hands on exposure in practical laboratories.

CO4 Students will be able to propose and develop Food & Beverage business models and ensure smooth running of the same.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	
CO4	√	√	√	√	√	√

1. Practical 1: Time experiment (24 hrs., 12 hrs., 6 hrs., 2 hrs.) using sous vide or similar techniques. Output- How long meat (Lamb loin chops) should cook for the best results.
2. Practical 2: Blast freeze/ cook freeze vegetables, sauces, and cooked food for longer shelf life.
3. Practical 3: Vegan food and recipes including presentation, plating, and garnishing.
4. Practical 4: Dehydrate and preserve organic fruits/ pickling/ cocktail syrup making.
5. Practical 5: Processing Herbs and spices used in cooking.
6. Practical6: Dry rub and marinade output: which taste better/ differences and how they are done.
7. Practical 7: Bread art and presentation
8. Practical 8: Buffet presentation (Can be done during events)
9. Practical 9: Gluten Free recipes and Menus
10. Practical 10: Sugar Free Recipes and menus
11. Practical 11: Recipes and Menus as per Food and Culture relations.

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BHMCT Batch 2018 onwards

703A – 18

TANDOOR-PRINCIPLE, CONCEPT AND APPLICATION

COURSE OUTCOME

CO1 Students will explain all the components and various roles involved in planning, organizing, running and evaluating an event;
CO2 They will apply the theory and skills necessary to professionally plan, organize and run a business event.
CO3 Students will understand the importance of strategic planning for an event or festival, including monitoring and evaluating the impacts on the wider community.
CO4 Learner will manage the all the aspects of a business operations.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2		√	√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√

UNIT - 1

- Evolution of Tandoori
- Cuisine History of Tandoor
- Phases/Era of tandoor and tandoori cookery Influence of Mughals on tandoori cookery
- Ingredients used in tandoori cookery and Identification of ingredients
- Use of various spices Uses of tenderizers
- Uses of herbs in tandoori cookery
- Various garnishes and plate presentation in tandoori cookery
- Tandoori platters
- Fuels and other equipments related to tandoor Types of fuel used in tandoor
- Types of tandoor
- • Other equipments required in tandoor cookery

UNIT - 2

- Preparing of tandoor
- Laying the base and floor of tandoor
- Inserting the clay pot and insulation
- Finishing, Firing and curing of the tandoor
- Creating Marinades and Rubs
- Various types of marinades used in tandoori cookery
- Difference between marinades and Rubs Usefulness of marinades and rubs
- Searing and sealing of food items
- Methods of basting and sealing of food items
- BASIC COMMODITIES OF TANDOOR MARINATION
- Ingredients used in Tandoor cooking
- Marinade: importance, types, uses
- Accompaniments for Tandoor dishes,
- Variety of vegetable and meat cuts required

UNIT - 3

- Techniques to control the temperature of tandoor
- Methods to control the temperature of tandoor during operational peak hours
- Various techniques of controlling temperature

UNIT - 4

- Paring of tandoori food with curries and beverages
- Compatibility of various alcoholic beverages and non-alcoholic beverages with tandoori food items

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	• Hygiene and safety standards cleanliness near tandoor and kitchen • Cleaning of tandoor and disposal of fuel residue Personal hygiene of tandoor chef • Protective clothing and gear of tandoor personal Equipment's and tools required in cleaning and safety • Location and use of fire extinguishers near tandoor and kitchen .
References	https://nsdcindia.org/sites/default/files/QP_THC-Q3001_Tandoor-Cook.pdf Tandoor: The Great Indian Barbecue Hardcover – 12 November 2001 by Ranjit Rai

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BHMCT Batch 2018 onwards

704A – 18 - PRACTICAL - .
TANDOOR-PRINCIPLE, CONCEPT AND APPLICATION

Suggested Menus:

COURSE OUTCOME	CO1 Students will explain all the components and various roles involved in planning, organizing, running and evaluating an event; CO2 They will apply the theory and skills necessary to professionally plan, organize and run a business event. CO3 Students will understand the importance of strategic planning for an event or festival, including monitoring and evaluating the impacts on the wider community. CO4 Learner will manage the all the aspects of a business operations.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√

Menu 1 Tandoori roti, Kulcha Naan / Muslim Naan Paneer tikka, / Murgh Tikka Mint chutney	Menu 2 Bhakharkhani Naan Shikampuri Kabab , Phaldari Kabab Mint chutney
Menu3 Roomali roti Sheekh Kabab , Vegetable Sheekh Kabab Mint and yoghurt sauce	Menu 4 Khasta roti Kakori Kebab Mint chutney
Menu 5 Sheeramal Shammi Kabab , Toonde kebab Mint chutney	Menu 6 Bhakri (Nachani, Bajra) (Rice, Jawar) Ajawain Prawns / Ajawain Mushroom Chilli sauce
Menu 7 Missi Roti Kalami / Tangdi kabab Stuffed Hariyali Fish Mint chutney	Menu 8 Stuffed parathas – vegetarian Boti kabab Mint chutney
Menu 9 Stuffed parathas – Non vegetarian Tandoori Chicken Patti Soya chaap Yoghurt sauce	Menu 10 Baida Roti Peshawari Naan Malai kabab (chicken, veg)

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BHMCT Batch 2018 onwards

BHMCT 701B-18
FOOD AND BEVERAGES SERVICE MANAGEMENT

Unit-i	Supervisory Functions: • Briefing • Allocations of tables • Checking the Mise en place and Mise –en-scene • Handling Tips • Stock Taking • Indenting and maintaining par-stocks of supplies • Sales Analysis • Cost Analysis • Break Even Point calculation • Handling Complaints • Training the staff • Employee evaluating / performance appraisal. Customer Relationship Management: • Importance of customer Relationship: Regular, Occasional, First timer • Guest Satisfaction: Menu, consistency in the quality of dishes & service • Food safety and Hygiene • Attitude of staff • Suggestions by guests

Unit-II	Specialized form of service :
	• Lounge service,
	• Butler service,
	• Railway catering
	• Airline services.
	• Gueridon service :
	  • History & definition of Gueridon,
	  • Types of trolley,
	  • Various items to be prepared,
	  • Advantages and disadvantages of Gueridon.
	  • Carving & flambé service :
	  • Flambé trolleys,
	  • Sweets trolley,
	  • Cooking & carving at table

Unit-III	• **Food and Beverage Management in Fast Food and Popular catering-** Introduction, Basic Policies- Financial, Marketing and Catering, Control and performance measurements. • **Food and Beverage Management in Hotels and Quality Restaurants-** Introduction, Basic Policies- Financial, Marketing and Catering, Control and performance measurements. • **Food and Beverage Management in Function Catering--** Introduction, Basic Policies- Financial, Marketing and Catering, Control and performance measurements. • **Food and Beverage Management in Hospital Catering--** Introduction, Basic Policies- Financial, Marketing and Catering, Control and performance measurements.
Unit-IV	**Merchandising**

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	• **Menu Merchandising :** ○ Basic menu criteria, ○ Types of food and beverage menu, ○ Methods of printing menu, ○ Suggestive selling and up selling, ○ Emerging trends in the menu printing • **Visual Merchandising** ○ Floor stands, ○ Posters, ○ Wall displays, ○ Tent cards etc., • **Apparel Merchandising** • **Signage Merchandising** • **Brand Merchandising**
Text Books:	Food and beverage service by R. Singaravelavan, oxford university press, 1st edition, (2011) Text book of food and beverage service by S.N.Bagchi/Anita Sharma, Aman publications, new Delhi, 3rd edition, (2010) Bar attendant's handbook by George Ellis, global India publications pvt ltd., 2nd edition, (2002) The bar and beverage book by Costas Katsigris, Chris Thomas, John Wiley & sons, 4th Edition, (2007)

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BHMCT Batch 2018 onwards

BHMCT 702B-18- (PRACTICAL)
FOOD AND BEVERAGES SERVICE MANAGEMENT

Course Objectives:

CO1 Learner will be able to illustrate supervisory role

CO2 Students will be practically able to formulate the plan to execute the operations of Hospitality business

CO3 Students will showcase their skills learned by hands on exposure in practical laboratories.

CO4 Students will be able to propose and develop Food & Beverage business models and ensure smooth running of the same.

SYLLABUS MAPPING

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	
CO4	√	√	√	√	√	√

Supervisory Skill SOP:

Conducting Briefing• & Debriefing

Restaurant, Bar, Banquets & Special events

Drafting Standard Operating Systems (SOPs) for various F• & B Outlets

Supervising Food• & Beverage operations

Preparing Restaurant Log

F&B Staff Organization

- Class room Exercise (Case Study method)
- Developing Organization Structure of various Food & Beverage Outlets
- Determination of Staff requirements in all categories
- Making Duty Roster
- Preparing Job Description & Specification

Staff Organization

- Class room Exercise (Case Study method)
- Developing Organization Structure of various Food & Beverage Outlets
- Determination of Staff requirements in all categories
- Making Duty Roster
- Preparing Job Description & Specification

Gueridon and Flame cooking and carving at table:

- Organizing Mise-en-place for Gueridon Service
- Dishes involving work on the Gueridon•
- Task-01 Crepe suzette Task-02 Banana au Rhum Task-03 Peach Flambe Task-04 Rum Omelette Task-05 Steak Diane Task-06 Pepper Steak

Developing Hypothetical Business model of food and beverage outlets:

- Popular catering,
- Quality Restaurant,
- Function catering,
- Hospital catering.

Case study of Food and Beverage outlets:

- Popular catering,
- Quality Restaurant,

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- Function catering.
- Hospital catering.

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703B – 18

EVENT MANAGEMENT

OBJECTIVE: - To impart within student basic knowledge of organizing, Marketing & Promotions & Managing of Events.

LEARNING OUTCOMES:

Explain all the components and various roles involved in planning, organizing, running and evaluating an event;

Apply the theory and skills necessary to professionally plan, organize and run a business event; and Understand the importance of strategic planning for an event or festival, including monitoring and evaluating the impacts on the wider community.

UNIT - 1

Events- The Concept, Nature, Definition and scope, C"s of Events, advantage and disadvantage of Events, Categories and Typologies, Skills required to be a good Event Planners

UNIT – 2

Organizing & Designing of Events, key elements of Events, Event Infrastructure, core concept, core people, core talent, core structure, Setting Objectives for the Event, Negotiating Contracts with event Organizers, Venue, Media.

UNIT – 3

Marketing & Promotion of Events: Nature of Event Marketing, Process of Event Marketing, The Marketing Mix, Sponsorship, Promotion: Image/ Branding, Advertising, Publicity and Public Relation

UNIT - 4

Managing Events: Financial Management of Events, Staffing, Leadership. Safety and Security: Occupational Safety and Health, Incident Reporting, Crowd Management and Evacuation

References:-

A.K. Bhatia, „Event Management", Sterling Publishers Pvt. Ltd. Delhi.

Anton Shone & Bryn Parry, „Successful Event ;2Management

Coleman, Lee & Frankle, Powerhouse Conferences. Educational Institute of AHMA

Hoyle, Dorf & Jones, Meaning conventions & Group business. Educational institute of AH & MA.

Joe Jeff Goldblatt, "Special Events: Best Practices in Modern Event Management (Hospitality, Travel & Tourism)", John Willy and Sons, New York

Leonard H. Hoyle, Jr, „Event Marketing", John Willy and Sons, New York

Lynn Van Der Wagen, Carlos, Event Management, Pearson, New Delhi.

Sanjay Singh Gaur, Sanjay V Saggere, Event Marketing Management, Vikas Publication, New Delhi

John Beech, Sebastian Kaiser, Robert Kaspar - The Business of Events Management ;Pearson Publications

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BHMCT Batch 2018 onwards

704B – 18 - PRACTICAL

EVENT MANAGEMENT

1. Understanding the various types of events
2. Preparing Requirement forms
3. Preparing and planning schedules of various events
4. Preparing Function sheet
5. Planning the staffing for an Event
6. Understanding the various legal compliances for an event
7. Preparation of Reimbursement & Honorarium, Travel arrangement worksheet
8. Developing Recordkeeping systems
9. Designing an event
10. Planning a birthday party
11. Planning a food festival
12. Planning a corporate event
13. Planning a promotion for an event

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BHMCT Batch 2018 onwards

BHMCT 701C-18
FRONT OFFICE MANAGEMENT

UNIT – 1	**Cash and Credit Control:** Cash Control: Introduction, frauds & internal control, cash receipt control, physical control measures. Credit Control: Meaning, objective and methods, Hotel credit policy, Control measures; during occupancy, checkout, after departure, Prevention of Skippers: on arrival/during stay/on departure day.
UNIT – 2	**Quality Guest Service:** Introduction, services provided by hotel front office, certification in relation to quality, relationship with other divisions, managing customer relationship through effective communication, complaint handling, latest trends and practices followed in front office.
UNIT – 3	**Budgeting:** Introduction, types, advantage and disadvantages of budgeting, budgetary controls, The budgeting process, Planning capital budget, Planning operation budget, Operating budget – controlling expenses – income statement, Purchasing systems – methods of buying, Stock records – issuing and control.
UNIT – 4	**Revenue Management:** Concept and applications, Measuring yield, elements of revenue management; using revenue Management, Economic Principles and Demand Forecasting, Reservations and Channels of Distribution, The Revenue Management Team, Strategic Management and Following the RevMAP, Tools, Tactics, and Resources. **Selling Techniques** Reception as a sales department Purpose of selling/the hotel product selling methods
References	Front Office training manual- Sudhir Andrews Front office operations and management– Jatashankar R. Tewari Front Office Operations – Colin Dix, Chris Baird Professional Hotel Front Office Management– Anutosh Bhakta Hotel Front Office Management – James. A. Bardi Front Office Operations and Management – Ahmed Ismail(Thompson Delmar) Front Office Operation Management – S. K. Bhatnagar Managing Front Office Operations – Micheal Kasavana and brooks Principles of Front Office Operations – Sue Baker & Jermy Huyton Check-in check-out – Jerome Valley A Manual of Hotel Reception – J. R. S. Beavis, S. Medlik Heinemann Professional

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BHMCT Batch 2018 onwards

BHMCT 702C-18 - PRACTICAL
FRONT OFFICE MANAGEMENT

S. No.	Topic
1	Handling Guest Complaints
2	Handling various modes of payment: Cash, Foreign currency, Travellers Cheques, Travel vouchers, Credit/Debit Cards, Bill to company, etc.
3	Front Office Management Jargons
4	Role Play :- • Customer relationship management via effective communication
5.	Hands on preparation of Front Office Budget
6.	Latest Trends in Front Office (Assignment as PPT Presentation)
7	Mock Report Generation
8	A week as a front office manager-mock session.

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BHMCT Batch 2018 onwards

703C – 18

TOUR & TRAVEL MANAGEMENT

UNIT – 1	Organised Travel Defining Tourist & Tourism viz: inbound, outbound, domestic, maintenance of tourism products, Alternative tourism, Mass tourism, Special Interest Tourism. Itinerary Development Introduction, meaning and definition, types of itineraries, how to develop an effective itinerary, functions of tour managers and planning tools for an itinerary.
UNIT – 2	Tour Packaging Management Concept, Origin and development of Tour Packaging, Types of Tour, Component of a Standard Package Tour, Factors affecting Tour Formulation, Tour Designing Process, Significance of Package Tour, Tour Brochure.
UNIT – 3	Travel Agency Marketing, Marketing Concept, unique features of Travel Marketing, Significance of Travel Agency Marketing, Developing a Tour Marketing Plan, Marketing Strategy of Inbound & Outbound tours.
UNIT – 4	Travel Trade Organizations/Associations Need and Significance of Travel Trade Association, Role and Contribution of UNWTO, IATA, PATA, IATO and TAAI.
References	Chand, Mohinder Travel Agency Management, Anmol: Delhi Chunk, James, Dexter &Boberg, Professional Travel Agency Management. Prentice Hall Publication Fay Betsy, Essentials of Tour Management, New Jersey: Prentice Hall Publication. Negi J.M., Travel Agency and Tour Operation: Concepts and Principles, New Delhi: Kanishka Publishers & Distributors.

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704C – 18 - PRACTICAL
TOUR & TRAVEL MANAGEMENT

- To prepare different Itineraries
- Prepare different tour packages
- Develop Tour Brochures
- Develop Tour Marketing plans
- Field visit of six to ten days duration specific destination during the semester period duly approved by the Director. All students are required to submit the field study tour reports of their field visits in the department 15 days before the second semester Viva-voce examination. The Viva-voce shall be conducted on the basis of theory papers and field visits and marks shall be awarded both by Internal and External examiners. The aggregate of both the examiners shall be awarded to the candidates there upon.

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BHMCT Batch 2018 onwards

BHMCT 701D-18
ACCOMMODATION MANAGEMENT

OBJECTIVE: - The students will get knowledge about Planning and organizing housekeeping department Store and stock control, Renovation of Rooms, contract Cleaning & crisis Management

LEARNING OUTCOME:

a) Students will get an insight about purchase and stock control
b) Along with that students also learn about managing contractual services and crisis situation.
c) Students also learn about renovation
d) Contract Cleaning concepts & Managerial Handling

UNIT – 1	**Flower Arrangements:** Introduction, Flower arrangements in hotels, Flower arrangements basics, Designing flower arrangements, Japanese/Oriental Flower arrangements, common Flowers and Foliage
UNIT – 2	**Horticulture:** Introduction, Essential components of horticulture, Landscaping, Indoor plants, Bonsai in hotels
UNIT – 3	**Changing Trends in Housekeeping:** Introduction, Outsourcing, Training and Motivation, New trends, Eco-friendly amenities & products, New scientific techniques, use of information technology in housekeeping
UNIT – 4	**CRISIS MANAGEMENT** a Emergencies • Medical (respiration / burns/wounds/hemorrhage / first aid etc • During facility breakdown • Fire / natural disasters etc • Evacuation procedures b. Security aspects • Importance, • Details of security in public area, • Monitoring of Activities in public areas. • Monitoring in Accommodation Operation Area – Floor, Lobby & Rooms • Loss prevention • loss and found department - roles and procedures) • Managerial handling of the VIPS, CIPS and Travel Agent Groups • Complaint handling at the desk
References	Simple Flower Arranging Hardcover by Mark Welford (Author), Stephen Wicks (Author). Penguin The Art of Flower Arranging Hardcover – by Paula Pryke , Rizzoli Flower Arranging: The Complete Guide for Beginners Hardcover –by Judith Blacklock c&C offset Flower School: A Practical Guide to the Art of Flower Arranging by Calvert Crary Running Press Book Publishers Flower Color Guide by Darroch Putnam, Michael Putnam Phaidon Press Textbook of Horticulture By K Manibhushan Rao · 2005 Macmillan Disaster Planning and Preparedness in the Hotel Industry By Ahmad Rasmi Albattat, Ahmad Puad Mat Som ·, Emerald Five Star Crisis Management - Examples of Best Practice from the Hotel Industry By Outi Niininen ·, INtech Open

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BHMCT Batch 2018 onwards

BHMCT 702D-18 - PRACTICAL
ACCOMMODATION MANAGEMENT

S. No.	Topic
1	Flower Arrangements: Identify various flowers used for various arrangements, Identify various basic ingredients used for flower arrangements, Learn different types of Flower arrangements, Learn different styles of Japanese and Oriental flower arrangements. Horticulture: Understand essential components of horticulture; understand the elements of landscaping. To know about indoor plants, Elements of Bonsai.
2	First Aid • First aid kit • Dealing with emergency situation • Maintaining records
3	Fire safety fire fighting • Safety measures • Fire drill (demonstration) • Evacuation procedures
4	Raising indents and ordering for Special decorations *(Theme related to hospitality industry)* • Indenting • Costing • Planning with time split along with execution
5.	Preparing rooms for special occasions/guests/VIP/CIP/Travel Agent guests Inter departmental coordination Situation handling at the desk in housekeeping
6	Trends and latest Energy Conservation & eco-friendly concept

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BHMCT Batch 2018 onwards

BHMCT 703D-18 -
INTERIOR DECORATION

UNIT – 1	Interior Designing • Introduction • Significance of Interior Design • Types of Interiors • Fundamentals of Interior Design • Principles & Elements of Design • Designing for the physically challenged
UNIT – 2	Colour Designing • Introduction • Dimensions of colour • Prang's colour system • Munsell colour system • Colour scheme for Lobby & Public area • Chromo Therapy
UNIT – 3	Floor Covering • Selection of floor covering • Cleaning of floor covering • Types of floor covering • Importance of floor maintenance • Modern trends of Flooring
UNIT – 4	Wall Covering • Introduction • Practical Consideration • Types of Walls • Types of wall covering • Selection of wall covering • Maintenance of wall and wall coverings
References	• Andrews, S. (2013). *Hotel Housekeeping: A Training Manual*. Tata McGraw-Hill Education. • Raghubalan, G., & Raghubalan, S. (2014). *Hotel housekeeping: operations and management*. Oxford University Press. • Burstein, H. (1980). *Management of Hotel and Motel Security* (Vol. 5). CRC Press. • Jones, T. J. (2007). *Professional management of housekeeping operations*. John Wiley & Sons. • Singh, M. (2012). *Hotel Housekeeping*. Tata McGraw-Hill Education. • Ghosal, S. (2011). *Hotel Engineering*. Oxford University Press.

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BHMCT Batch 2018 onwards

BHMCT 704D-18 - PRACTICAL
INTERIOR DECORATION

Conception and designing of guest room
Making floor plans,
Wall elevations
Creating 3d models of guestroom/public area
Special decorations

- Theme
- Contrast
- Merged

Practical knowledge about the following

- Carpentry joints.
- Concept of furniture Layout.
- Concept of Colour and Lights.
- Paints, Varnishes, Distemper.
- Concept of False Ceiling.
- General Plumbing system.
- General Sanitary fittings.
- General layout of kitchen and toilets.
- Concept of Showroom, Shop, Classroom, Residence etc.

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BHMCT Batch 2018 onwards

BHMCT 705- PRINCIPLES OF MARKETING

Course Objective: Marketing is one of the foremost functions of Management in present day corporate world, its understanding results in developing best products in terms of goods and services that brings consumer satisfaction. This course will imbibe the basic understanding among the students to become successful marketers.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Explain the basics of marketing, selling, marketing mix and its core concepts.

CO2: Describe the intricacies of the marketing environment and marketing information systems for effective marketing planning and strategies.

CO3: Develop necessary skills for effective market segmentation, targeting and positioning.

CO4 – Illustrate various components of product mix, product life cycle and comprehend the new product development process.

Syllabus Mapping

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√	√	√	
CO4		√	√	√	√	√

Unit I

Marketing: Nature and Scope of Marketing, customer needs, wants and demand. Various Marketing Concepts: production, product, selling, marketing and societal marketing, Analyzing marketing environment: micro, macro environment

Unit II

Market segmentation: Need, concept, nature, basis and strategies, mass marketing vs. Segmentation.

Marketing mix: 4Ps of products and 7Ps of services, components and factors affecting mix.

Unit III

Product decisions: Product definition, new product development process, and product life cycle, positioning, branding, packaging and labeling decisions.

Pricing decisions: importance, objectives, designing strategies, Pricing Techniques

Unit IV

Distribution: Types of channel, factors affecting decision, Designing and Managing Marketing Channel, Managing Retailing, physical distribution system and its components. **Product Promotion**: promotion mix-introduction, importance, advantages and disadvantages of various components and factors affecting. Designing and managing Integrated Marketing Communications.

Suggested Readings:

1.Kotler,P., Keller, K.L. Koshy, A. and Jha, M., Marketing Management: A South Asian Perspective, Pearson Education.

2. Etzel, M., Walker, B., Stanton, W. and Pandit, A Marketing Management, Tata McGraw Hill.

3. Ramaswamy, V.S and Namakumari, S. Marketing Management: Global Perspective Indian Context, Macmillan Publishers India Ltd.

4. Saxena, Rajan, Marketing Management, Fourth Edition, Tata McGraw Hill Education Pvt. Ltd.

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BHMCT Batch 2018 onwards

BHMCT 706-FINANCIAL MANAGEMENT

Course Objective: To develop a conceptual clarity and basic understanding of the fundamentals of corporate finance among the students. Further help them comprehend its practical applicability in the corporate world.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Apply financial data for use in decision making by applying financial theory to problems faced by business enterprises.

CO3: Apply time value of money to various pricing and money value.

CO4: Apply modern techniques in capital budgeting analysis.

CO5: Assess dividend policy's impacts on share prices

Syllabus Mapping

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√		√	√	√	√
CO3	√	√	√		√	√
CO4	√	√	√	√	√	√

UNIT – 1	**Financial management** -Introduction: Meaning, nature and Scope, Goals of Financial Management-Profit Maximization vs. Wealth Maximization; Finance functions-investment, Financing, Liquidity and dividend decisions. **Sources of finance**-Long term and short term. **Concept of Time Value of Money**-present value, future value
UNIT – 2	**Financial statement : Analysis and interpretation** Meaning, Techniques, Limitations of financial analysis **Cost of Capital**: Meaning and significance of cost of capital; cost of equity shares; cost of preference shares; cost of debt, weighted average cost of capital. **Financial planning : Meaning & scope,** Capitalization
UNIT – 3	**Investment Decision Making**: Meaning, importance, nature of investment decisions. Investment evaluation criteria, **Capital budgeting** - Meaning, significance, types, techniques **CASH FLOW ANALYSIS** Meaning of cash flow statement, Preparation of cash flow statement, Difference between cash flow and funds flow analysis , Practical problems
UNIT – 4	**Working Capital**: Meaning, significance, types, approaches, Factors affecting working capital management capital. **Dividend Policies:** Meaning, significance, types
References	I. Khan, M. Y. and Jain P. K.(2011),"Financial Management, Text, Problems & Cases", Tata McGraw Hill Company, New Delhi. II. Pandey, I.M.(2015), "Essentials of Financial Management", 4th Edition, Vikas Publishing House Pvt. Ltd., New Delhi. III. Maheshwari, S.N.(2019), "Financial Management – Principles & Practice", 15th Edition, Sultan Chand & Sons, New Delhi. IV. Rustagi,Dr.R.P.(2017), "Basic Financial Management", 8th Edition,

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	Sultan Chand & Sons, New Delhi. V. Patel, Bhavesh(2014)," Fundamentals of Financial Management", Vikas Publishing House Pvt. Ltd., New Delhi.

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BHMCT 707-ENTREPRENEURSHIP

Course Objective: The objective of the course is to make the student understand the concept and importance of entrepreneurship and facilitate generation of young entrepreneurs.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Describe the concept and theories of entrepreneurship and its role in economic development of nation.

CO2: Develop business plan and identify the reasons of failure of business plans.

CO3: Illustrate the steps in starting MSME.

CO4: Comprehend government policies and regulatory framework available in India to facilitate the process of entrepreneurial development.

CO5: Identify different sources of finance for new enterprises and assess the role of financial institutions and various government schemes in entrepreneurial development.

Syllabus Mapping

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√		√	√
CO4	√		√	√	√	√
CO5	√	√	√		√	√

UNIT – 1	Definition and Concept of Entrepreneurship, Myths about Entrepreneurship, Entrepreneurial Traits and Motivation, Role of Entrepreneurship in economic development. Types of Entrepreneurs. Barriers in the way of Entrepreneurship. Entrepreneurship Development (ED) Cycle.
UNIT – 2	The Start-up Process Project Identification Selection of the Project Project Formulation Evaluation Feasibility Analysis ,Project Report Business Plans and reasons of failure of business plans. Micro-Small-Medium (MSME) Enterprise – Definition – Characteristics- Objectives- Advantages- Disadvantages-Role in developing countries- Problems- steps for starting- – Government Policies
UNIT – 3	Entrepreneurial Development Programmes (EDP) Role, Relevance and Achievements Role of Government in organizing EDPs ,Critical Evaluation
UNIT – 4	An overview on the roles of institutions/schemes in entrepreneurial development- e.g. IDBI< SIDBI, Commercial Banks.
References	Kumar,Arya(2018), "Entrepreneurship", Pearson, New Delhi. Gopal,V.P.Nanda (2015), "Entrepreneurial Development", Vikas Publishing, New Delhi. Desai, Vasant, "Dynamics of Entrepreneurial Development & Management", Himalaya Publishing House. Khanka,S S, Entrepreneurial Development, S.Chand & Co.,New Delhi.

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BHMCT 708-PROJECT REPORT

COURSE OUTCOME

CO1 Students will be able to do a field study
CO2 Students will be able to explore new hotel requirement in the region.
CO3 Students will have business insight
CO4 Students will be able to prepare a feasibility report related to Hotel Business

Syllabus Mapping

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	
CO4	√	√	√	√	√	√

Proposed

GUIDELINES: Each student shall write a project report on the topic based on the elective course under the guidance of an internal Teacher and submit the same. This project should be based on a field study leading to the identification of a site or a proposed new hotel/resort project (3, 4, 5 Star category). The student should then establish the market feasibility of this proposed hotel based on

- Types of clienteles
- Tourism infrastructure **FORMULATION**

The length of the report may be 50-60 double spaced pages (excluding Appendices & Annexure) 10% variation in either side is permitted.

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BHMCT 709-FACILITY PLANNING

Course Objective: The objective of the course is to make the student understand the classification of hotels as per the physical layout, importance of facilities and their maintenance, as well as cover important aspects of design to make the employee comfortable to work and the guest stay comfortable and convenient.

Course Outcomes (COs): After completion of the course, the students shall be able to:

CO1: Classify hotels (Five, four, three, two, one & heritage).

CO2: Understand the importance of design and implement it.

CO3: Prepare a layout of the main service areas of a hotel

CO4: Comprehend new trends and methods for management of infrastructure.

Syllabus Mapping

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3		√	√	√	√	√
CO4	√	√	√	√	√	√

UNIT - 1	**STAR CLASSIFICATION OF HOTEL** Criteria for star classification of hotel (Five, four, three, two, one & heritage) **HOTEL DESIGN** 1) Design Consideration 2) Attractive Appearance 3) Efficient Plan 4) Good location 5) Suitable material 6) Good workmanship 7) Sound financing 8) Competent Management
UNIT - 2	**FACILITIES PLANNING** 1) The systematic layout planning pattern (SLP) Planning consideration A. Flow process & Flow diagram B. Procedure for determining space considering the guiding factors for guest room/ public facilities, support facilities & services, hotel administration, internal roads/budget hotel/5 star hotel **ARCHITECTURAL CONSIDERATION** 1) Difference between carpet area plinth area and super built area, their relationships, reading of blue print (plumbing, electrical, AC, ventilation, FSI, FAR, public Areas) 2) Approximate cost of construction estimation 3) Approximate operating areas in budget type/5 star type hotel approximate other operating areas per guest room 4) Approximate requirement and Estimation of water/electrical load gas, ventilation.
UNIT - 3	**KITCHEN EQUIPMENT** 1) Equipment requirement for commercial kitchen Heating - gas/electrical Cooling (for various catering establishment) 2) Developing Specification for various Kitchen equipments 3) Planning of various support services (pot wash, wet grinding, chef

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	room, larder, store & other staff facilities) **KITCHEN LAY OUT & DESIGN** 1) Principles of kitchen layout and design 2) Areas of the various kitchens with recommended dimension 3) Factors that affect kitchen design 4) Placement of equipment 5) Flow of work 6) Space allocation 7) Kitchen equipment, manufacturers and selection 8) Layout of commercial kitchen (types, drawing a layout of Commercial kitchen) 9) Budgeting for kitchen equipment **KITCHEN STEWARDING** 1) Importance of kitchen stewarding 2) Kitchen stewarding department layout and design 3) Equipment found in kitchen stewarding department **STORES – LAYOUT AND DESIGN** 1) Stores layout and planning (dry, cold and bar) 2) Various equipment of the stores 3) Work flow in stores
UNIT - 4	**ENERGY CONSERVATION** 1) Necessity for energy conservation 2) Methods of conserving energy in different area of operation of a hotel 3) Developing and implementing energy conservation program for a hotel **CAR PARKING** 1) Calculation of car park area for different types of hotels **PLANNING FOR PHYSICALLY CHALLENGED** **PROJECT MANAGEMENT** 1) Introduction to Network analysis 2) Basic rules and procedure for network analysis 3) C.P.M. and PERT 4) Comparison of CPM and PERT 5) Classroom exercises 6) Network crashing determining crash cost, normal cost
References	Management of maintenance & Engineering System in Hospitality, Frank D.Borsenik, John Willey & Sons Industrial engineering and Management, O.P Khanna, dhampat rai publications Refrigeration and Air Conditioning By Arora Ramesh Chandra, Ramesh Chandra Arora , PHI learning Hotel Maintenance, K. C. Arora Hospitality Facilities management and Design, David M.Stipanuk, Harold Roffmann, Amer Hotel & Motel Assn Air Conditioning Engineering, W. P. Jones, routledge Facility Planning, Tarun bansal, OUP india

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BHMCT Batch 2018 onwards

BMPD 702-18

MENTORING AND PROFESSIONAL DEVELOPMENT

Guidelines regarding Mentoring and Professional Development

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.
CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.
CO3 Students will have various outdoor activities which in turn helps them with team building.
CO4 Students will be able to be more confident.

Syllabus Mapping

Course Outcome	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	√	√	√	√	√	√
CO2	√	√	√	√		√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

The course shall be split in two sections i.e. outdoor activities and class activities.
For achieving the above, suggestive list of activities to be conducted are:

Part – A

(Class Activities)

1. Expert and video lectures
2. Aptitude Test
3. Group Discussion
4. Quiz (General/Technical)
5. Presentations by the students
6. Team building Exercises

Part – B

(Outdoor Activities)

7. Sports/NSS/NCC
8. Society Activities of various students chapter i.e. ISTE, SCIE, SAE, CSI, Cultural Club, etc.

Evaluation shall be based on rubrics for Part – A & B
Mentors / Faculty incharges shall maintain proper record student wise of each activity conducted and the same shall be submitted to the department

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EIGHTH SEMESTER

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BHMCT Batch 2018 onwards

BHMCT801-18
SPECIALIZED HOSPITALITY TRAINING

Outcome

The students will gain day to day on-hand practical exposure in real life business activity under the supervision of industry experts. They will also learn to co-relate theoretical knowledge with practical realities.

COURSE OUTCOME

CO1 The students will gain practical exposure in real life business activity under the supervision of industry experts.
CO2 They will also learn to co-relate theoretical knowledge with practical realities.
CO3 Students will manage to learn in teams whilst on Training at a Hotel
CO4 They will enhance their interpersonal skills while working in Industry

Syllabus Mapping

Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6
CO1	√	√	√	√	√	√
CO2	√	√	√	√	√	√
CO3	√	√	√	√	√	√
CO4	√	√		√	√	√

Duration:

Minimum 16 weeks with coverage of in the chosen department of a full service hotel.(Can be substituted with training in reputed similar organisation be it Airlines, Resorts, any industry in accordance with operations in the chosen specialization).

Documents to be submitted after successful completion of IET:

- . Training Log - Book
- . Departmental Appraisal Forms
- . Project Report
- . Training Certificate from the concerned Authority.

INSTRUCTIONSFOR EXTERNAL EXAMINER

The performance of the students will be evaluated on the basis of Departmental Certificate Issued by the Hotel assigned for Training and VIVA VOICE conducted in the college after the completion of training.

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BHMCT Batch 2018 onwards

BMPD 802-18

MENTORING AND PROFESSIONAL DEVELOPMENT

Guidelines regarding Mentoring and Professional Development

CO1 Students will actively participates in various classroom activities like expert talk, aptitude test, Group Discussion and quiz which in turn help them improve communication skills.

CO4 students will be able to analyse and discuss on various issues raised in Group Discussions.

CO3 Students will have various outdoor activities which in turn helps them with team building.

CO4 Students will be able to be more confident.

Syllabus Mapping

Course Outcome	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6
CO1	√	√	√	√	√	√
CO2	√	√	√	√		√
CO3	√		√	√	√	√
CO4	√	√	√	√	√	√

The objective of mentoring will be development of:

- Overall Personality
- Aptitude (Technical and General)
- General Awareness (Current Affairs and GK)
- Communication Skills
- Presentation Skills

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