

DAV UNIVERSITY, JALANDHAR

DAV University, Jalandhar
Department of Commerce & Business Management



Scheme and Syllabi
for
Master of Business Administration [MBA]
2013 Batch
(Program ID-48)

DAV UNIVERSITY, JALANDHAR

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

Semester 1

S.No	Paper Code	Course Title	L	T	P	Cr	% Weightage				E
							A	B	C	D	
1	MGT501	Business Environment and Indian Ethos	4	0	0	3	25	25	25	25	75
2	ECO501	Managerial Economics	4	1	0	3	25	25	25	25	75
3	MGT502	Accounting for Decision Making	4	1	0	3	25	25	25	25	75
4	MGT503	Management Process and Organisational Behaviour	4	1	0	3	25	25	25	25	75
5	ECO502	Quantitative Methods	4	1	0	3	25	25	25	25	75
6	MGT504	Business Communication	4	1	0	3	25	25	25	25	75
7	CSA552	Workshop on Business Computing	0	0	3	3	25	25	25	25	75
8	EVS501	Environment Management	2	0	0	3	25	25	25	25	75
9	MGT519	Workshop on Personality Development	0	0	2	0	0	0	0	100	0
			26	5	5	24					600

A: Continuous Assessment: Based on Objective Type Tests

B: Mid-Term Test-1: Based on Objective Type and Subjective Type Test

C: Mid-Term Test-2: Based on Objective Type and Subjective Type Test

D: End-Term Exam (Final): Based on Objective Type Tests

E: Total Marks

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

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Scheme of Courses MBA Master of Business Administration

Semester 2

S.No	Paper Code	Course Title	L	T	P	Cr	% Weightage				E
							A	B	C	D	
1	MGT505	Human Resource Management	4	0	0	3	25	25	25	25	75
2	MGT506	Production and Operations Management	4	1	0	3	25	25	25	25	75
3	MGT507	Financial Management	4	1	0	3	25	25	25	25	75
4	MGT508	Marketing Management	4	0	0	3	25	25	25	25	75
5	MGT509	Workshop on Research Methodology	4	0	0	3	25	25	25	25	75
6	MGT510	International Business	4	0	0	3	25	25	25	25	75
7	MGT515	Management Information Systems	4	0	0	3	25	25	25	25	75
8	MGT511	Management Science	3	1	0	2	25	25	25	25	50
9	MGT512	Workshop on Organisational Effectiveness	0	0	2	0	0	0	0	100	0
10	MGT513	Comprehensive Viva-Voce*	0	0	0	1	0	0	0	100	25
			31	3	2	24					600

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

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

A: Continuous Assessment: Based on Objective Type Tests

B: Mid-Term Test-1: Based on Objective Type and Subjective Type Test

C: Mid-Term Test-2: Based on Objective Type and Subjective Type Test

D: End-Term Exam (Final): Based on Objective Type Tests

E: Total Marks

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

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Semester 3

S.No	Paper Code	Course Title	L	T	P	Cr	% Weightage				E
							A	B	C	D	
1	MGT601	Strategic Management	4	0	0	3	25	25	25	25	75
2	MGT602	Workshop on Business Simulation	0	0	2	1	0	0	0	100	25
3	MGT603	Seminar on Business Exposure	0	0	2	2	0	0	0	100	50
4	MGT604	Business Legislations	4	0	0	3	25	25	25	25	75
5		Specialization Elective -1*	3	1	0	3	25	25	25	25	75
6		Specialization Elective -2*	3	1	0	3	25	25	25	25	75
7		Specialization Elective -3*	3	1	0	3	25	25	25	25	75
8		Specialization Elective -4*	3	1	0	3	25	25	25	25	75
9		Specialization Elective -5*	3	1	0	3	25	25	25	25	75
			23	5	4	24					600

***For Major-Minor Combination:** 3 Specialisation Electives from one Group, 2 from another:

- Specialization electives 1, 2, and 3, should be from any one of the following 8 Specialisation Elective Groups.
- Specialization elective 4 and 5 should be from any one of the remaining 7 Specialisation Elective Groups.

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

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

SPECIALIZATION ELECTIVE GROUPS (for Semester 3)

GROUP (A) Marketing

MGT621	Consumer Behaviour
MGT622	Sales and Distribution Management
MGT623	Marketing Research
MGT624	Product and Brand Management
MGT625	Integrated Marketing Communication

GROUP (B) Finance

MGT626	Security Analysis and Portfolio Management
MGT627	Management of Financial Services
MGT628	Strategic Financial Management

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MGT629 Strategic Cost Management
MGT630 Project Appraisal and Finance

GROUP (C) Human Resource Management

MGT631 Organisational Change and Development
MGT632 Manpower Planning and HRD
MGT633 Negotiating Skills and Participative Decision Making
MGT634 Training and Development
MGT635 Labour Legislations

GROUP (D) Supply Chain Management

MGT636 Business Process Design and Implementation
MGT637 Integrated Supply Chain Management
MGT638 Total Quality Management
MGT639 Procurement and Sourcing Strategy
MGT640 Warehousing and Inventory Management

GROUP (E) Energy Management

MGT641 Global and Indian Energy Scenario
MGT642 Energy Law and Regulations
MGT643 Energy Marketing and Sustainable Consumption
MGT644 Energy Supply Chain Management
MGT645 Energy Audit and Performance Assessment

GROUP (F) Insurance and Banking

MGT646 Regulatory Framework for Banking and Insurance
MGT647 Principles and Practices of Banking
MGT648 Insurance and Risk Management
MGT649 Marketing of Banking and Insurance Services
MGT650 Corporate Banking

GROUP (G) Global Management

MGT651 Foreign Language – I*
MGT652 Foreign Trade Documentation and Trade Finance
MGT653 Global Marketing Management
MGT654 Global Strategic Management
MGT655 International Business Law

GROUP (H) Healthcare Management

MGT656 Health Services System and Hospital MIS
MGT657 Epidemiology and Bio- Statistics
MGT658 Healthcare Law, Policy and Ethics
MGT659 Healthcare Marketing
MGT660 Medical Emergency Systems

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

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Scheme of Courses MBA Master of Business Administration Semester 4

S.No	Paper Code	Course Title	L	T	P	Cr	% Weightage				E
							A	B	C	D	
1	MGT605	Workshop on Entrepreneurship	0	0	2	1	0	0	0	100	25
2	MGT606	Research Project*	0	0	2	6	0	0	0	100	150
3	MGT607	Comprehensive Viva-Voce**	0	0	0	1	0	0	0	100	25
4	MGT608	Workshop on Case Writing	0	0	2	1	0	0	0	100	25
5		Specialization Elective -6***	3	1	0	3	25	25	25	25	75
6		Specialization Elective -7***	3	1	0	3	25	25	25	25	75
7		Specialization Elective -8***	3	1	0	3	25	25	25	25	75
8		Specialization Elective -9***	3	1	0	3	25	25	25	25	75
9		Specialization Elective -10***	3	1	0	3	25	25	25	25	75
			15	5	6	24					600

*Research Project will start from 3rd Semester. However, marks for this project will be counted in the 4th Semester only.

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

*****For Major-Minor Combination:** 3 Specialisation Electives from one Group, 2 from another.

- Specialisation electives 6, 7 & 8 should be from Elective Group of Specialisation Electives 1, 2 & 3.
- Specialisation electives 9 & 10 should be from Elective Group of Specialisation Electives 4 & 5.

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

*****For Dual Specialisation:** 2 Specialisation Electives from one Group, 3 from another.

- Specialisation electives 6 & 7 should be from Elective Group of Specialisation Electives 1, 2 & 3.
- Specialisation electives 8, 9 & 10 should be from Elective Group of Specialisation Electives 4 & 5.

SPECIALIZATION ELECTIVE GROUPS (for Semester 4)

GROUP (A) Marketing

MGT661	Marketing of Services
MGT662	Retail Management
MGT663	Industrial and Rural Marketing
MGT664	E-Business
MGT613	Marketing for Non Profit Organisations

GROUP (B) Finance

MGT665	Management Control Systems
MGT666	Derivatives and Risk Management
MGT667	Corporate Tax Planning
MGT668	Valuation for Mergers and Acquisitions
MGT614	Personal Financial Planning

GROUP (C) Human Resource Management

MGT669	Industrial Relations and Labour Policy
MGT670	Performance Management System
MGT671	Industrial Psychology and Sociology
MGT672	Knowledge Management
MGT615	Managing Innovation and Creativity

GROUP (D) Supply Chain Management

MGT673	Sustainable Supply Chain Management
MGT674	Enterprise Resource Planning
MGT675	Supply Chain Metrics and Strategies
MGT676	Supply Chain Management Technology and Application
MGT616	World Class Manufacturing

GROUP (E) Energy Management

MGT677	Renewable Sources of Energy
MGT678	Strategies in Energy Business
MGT679	Green Building Technologies
MGT680	Energy Trading, Hedging, and Securities
MGT617	Solid Waste Management

GROUP (F) Insurance and Banking

MGT681	Credit Management
MGT682	Foundation of Actuarial Science
MGT683	Management of Banking and Insurance Operations
MGT684	Underwriting and Claim Management in Insurance
MGT618	Micro Financing

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GROUP (G) Global Management

MGT685	Foreign Language- II*
MGT686	Global Logistics and Supply Chain Management
MGT687	International Financial Management
MGT688	WTO and RTAs
MGT619	Cross Cultural Management

GROUP (H) Healthcare Management

MGT689	Total Quality Management in Healthcare
MGT690	Medical Tourism
MGT691	Medical Insurance
MGT692	Management of Healthcare for the Elderly
MGT620	Community Health and Population Management

*Foreign Language-I (MGT651) is pre-requisite for this course.

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Course Title: Business Environment and Indian Ethos

Paper Code: MGT501

L	T	P	Credits	Marks
4	0	0	3	75

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

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

UNIT-A	Hours
<ul style="list-style-type: none">• Significant of Environment Scanning for Business Managers- Tools of Internal and External Environment Scanning – SWOT, Value Chain Analysis and Porter’s 5 Forces Analysis	4
<ul style="list-style-type: none">• Political, Economic, Social, Technological and Legal Environment of Business in Indian Context.	4
<ul style="list-style-type: none">• Economic System, Planning Process, Trends in Macro-Economic Variables	2
<ul style="list-style-type: none">• Inflation- Types of inflation, Effects of inflation and Control of Inflation	2
<ul style="list-style-type: none">• Fiscal Policy – Objectives, Types, Instruments, Financing of Fiscal Deficit	4
<ul style="list-style-type: none">• Monetary Policy – Objectives, Instruments of monetary policy	4
UNIT-B	
<ul style="list-style-type: none">• Balance of Payment- Constituents of BOP, Implications of Large Current Account Deficit.	2
<ul style="list-style-type: none">• Trade Flows, International Linkages and External Environment, Arguments for and against Protectionist Policies	4
<ul style="list-style-type: none">• Capital Flows, Growth and Macroeconomic Instability, Arguments for and against free flow of foreign capital.	4
UNIT-C	
<ul style="list-style-type: none">• Exchange Rate Regimes and Currency Convertibility- current account convertibility and capital account convertibility	3
<ul style="list-style-type: none">• Financial System, Financial Crisis and Reforms	6

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- Corporate Governance - Policy and Issues, Corporate Social Responsibility 5

UNIT-D

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

Total 60 Hours

Reference Books:

1. Pailwar, V.K. "Economic Environment of Business." Finance India. 22.1 (2008): 281-282. Print.
2. Fernando, A C. Business Environment. Chennai: Pearson, 2011. Print.
3. Aswathappa, K. Essentials of Business Environment. Mumbai [India: Himalaya Pub. House, 2009].Print.
4. Cherunilam, Francis. Business Environment. Mumbai [India: Himalaya Pub. House, 2010].Print.
5. Paul, Justin. Business Environment: Text and Cases. New Delhi: McGraw-Hill, 2010. Print.
6. Saleem, Shaikh. Business Environment: For Universities and Autonomous Colleges of Odisha. Pearson, 2011. Print.
7. Velasquez, Manuel G. Business Ethics: Concepts & Cases. Upper Saddle River, N.J: Pearson Prentice Hall, 2006. Print.
8. Maharishi Swami Dayanand Saraswati , The Light of Truth (The Satyarth Prakasha), available at URL:
www.aryasamajjammnagar.org/download/satyarth_prakash_eng.pdf
9. Krishnamurti J, The First and Last Freedom, available at URL: <http://www.jiddu-krishnamurti.net/en/the-first-and-last-freedom/>
10. Sri Raman Maharishi, Who Am I, available at URL:
http://www.sriramanamaharshi.org/resource_centre/publications/who-am-i-books/
11. Balsekar, Ramesh S, and Susan Waterman. Peace and Harmony in Daily Living: Facing Life Moment to Moment, Being Anchored in Tranquility. Colaba, Mumbai: Yogi Impressions, 2003. Print.

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Course Title: Managerial Economics

Course Code: ECO501

L	T	P	Credits	Marks
4	1	0	3	75

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

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

Unit – A (Managerial Economics)

Hours

- Meaning, nature and scope of managerial economics 1
- Demand and Supply Analysis; Demand, Types of Demand 1
- Determinants of demand, Demand function, Law of demand, Demand schedule, Demand curve 1
- Why demand curve slopes downward, Exceptions to the law of demand 1
- Movements along a demand curve, Shift in demand curve 1
- Supply: Meaning, Determinants of supply, Supply schedule and supply curve 1
- Movements along a supply curve, Shift in supply curve, Exceptions of the law of supply 1
- Market equilibrium, Shifts in market equilibrium due to change in supply, Shifts in market equilibrium due to change in demand, Shifts in market equilibrium due to change in supply and demand 1
- Elasticity of demand, Types of elasticity of demand, Price elasticity of demand, Degrees of price elasticity of demand, Determinants of elasticity of demand 1
- Methods of measurement of price elasticity of demand 1
- Income elasticity of demand, Degrees of income elasticity of demand, Cross elasticity of demand, Degrees of cross elasticity of demand 3
- Demand Estimation and Forecasting; estimation through time series and regression analysis. 5

UNIT B (Cardinal and Ordinal Approach)

- Theory of Consumer Behaviour; Utility analysis; Law of diminishing marginal utility 1
- Law of equi-marginal utility 1
- Ordinal approach, Indifference curve analysis, Properties of Indifference curve 1

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• Marginal rate of substitution, Budget line, Shift in budget line	1
• Consumer equilibrium, Conditions of consumer equilibrium	1
• Price effect, Income effect, Substitution effect	3
• Decomposition of price effect into income effect and substitution effect with Hicks and Slutsky method.	3
UNIT C: Production and Cost Analysis	
• Introduction , Production function, Types of inputs, Factors of production	1
• Total Product, Average Product, Marginal Product and their relationship	1
• Isoquants, Isocost line, Expansion path	1
• Marginal rate of Technical Substitution, Principle of marginal rate of technical substitution	1
• Return to factor; short run production function, Law of variable proportion	1
• Returns to scale; Constant, increasing and decreasing return to scale	1
• Cost analysis, Cost function and Types of costs	1
• Traditional theory; Different shapes of cost curves in short run	1
• Different shapes of cost curves in long run	1
• Modern theory: Different shapes of cost curves in short run and long run	3
• Economies of scale: Internal and external economies and diseconomies.	3
Unit D Market Forms	
• Meaning and Features of perfect competition	1
• Short run and long run equilibrium of firm under perfect competition	1
• Shut down point , Supply curve of firm, Supply curve of industry	1
• Monopoly: Meaning, Features	1
• Short run and long run equilibrium of firm under monopoly	1
• Price discrimination; meaning, when price discrimination is possible, when price discrimination is profitable, Degrees of price discrimination	1
• Price and output equilibrium under price discriminatory monopoly	1
• Monopolistic Competition: Meaning, Features, Short run and long run equilibrium of firm under monopolistic competition	1

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- Product differentiation, Selling cost, Excess Capacity 1
- Dumping , Duopoly, Oligopoly; Meaning , Features 1
- Cartels under oligopoly and price rigidity (Paul Sweezy Kinked demand curve). 4
- Decisions under Risk and Uncertainty 2

60 Hours

Reference Books:

1. Ahuja, H. L. Principles of Microeconomics. New Delhi: S Chand. Print.
2. Koutsoyiannis, A. Modern Microeconomics. London: Macmillan, 1979. Print.
3. Bernheim, B D, and Michael D. Whinston. Microeconomics. Boston: McGraw-Hill Irwin, 2008. Print.
4. Dwivedi, D N. Microeconomics: Theory and Applications. New Delhi: Pearson Education, 2006. Print.
5. Geetika, Piyali Ghosh, and Purba R. Choudhury. Managerial Economics. New Delhi: Tata McGraw-Hill Pub, 2008. Print.
6. Mithani, D M. Managerial Economics. Mumbai [India: Himalaya Pub. House, 2010. Print.
7. Salvatore, Dominick. Microeconomics: Theory and Applications. New York: Oxford University Press, 2003. Print.

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Course Title: Accounting for Decision Making

Paper Code: MGT502

L	T	P	Credits	Marks
4	1	0	3	75

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

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

Unit –A (Accounting Information and Financial Statements) Hours

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

Unit – B (Cost Concepts and Management Needs)

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

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Overheads Including Allocation and Recoveries

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

Unit – C (Variable Costing and Budgeting)

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

Unit – D (Standard Costing and Responsibility Accounting)

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

TOTAL

60 Hours

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Text Book:

1. Khan, M Y, and P K. Jain. Management Accounting and Financial Management: Problems and Solutions. New Delhi: Tata McGraw-Hill. Print.

Reference Books:

1. Needles, Belverd E, and Marian Powers. Financial Accounting. Boston: Houghton Mifflin, 2004. Print.
2. Horngren, Charles T, Gary L. Sundem, and William O. Stratton. Introduction to Management Accounting. Princeton, N.J:2004. Print.
3. Sekhar, R C, and A V. Rajagopalan. Management Accounting. New Delhi: Oxford University Press, 2013. Print.

Course Title: Management Process & Organisational Behaviour

Paper Code: MGT503

L	T	P	Credits	Marks
4	1	0	3	75

Course Objective: The course is based on 3 key fundamentals: behavior and understanding of self, behaviour in teams and thirdly imbibing leadership skills. It also takes into consideration the contemporary topics in the field of OB i.e. conflicts, politics and emotional intelligence

Learning Outcomes: After the completion of the course the participant will be able to better comprehend the personalities of others. The participant will also learn about designing the structure of organizations, how to handle situations of conflict as well as learn about his/her own self. It will make the participant more empathetic towards others. The course also includes some of the basic fundamentals and principles of management as well as organizational behavior which the participant will be made aware about.

UNIT-A **Hours**

- Management, its nature, scope and significance, functions of management, functional areas of management, roles of a manager **2**
- Evolution of management thought, systems and contingency approach **3**
- Social responsibility of business. **1**
- Introduction to organizational behavior- concept and significance, foundations, contributing disciplines to OB, role of OB in management practices **2**
- Challenges and opportunities for OB, OB in the context of globalization, **3**
- scientific management and human relation tools: Hawthorne experiments **3**

UNIT-B

- Introduction to human behavior, perception, attitudes and job satisfaction. **2**
- Concepts of Personality, Self-awareness, Perception and Attribution, Learning, Values and Attitudes and their determinants, theories **2**
- MBIT and big five model, Hofstede's cultural dimensions theory **2**
- Concept of teams, Foundations of Team Dynamics, types of teams, teams in modern workplace **1**
- Group process: group and intergroup behavior, group decision making **3**
- interpersonal group dynamics **3**
- Skills for Managing Teams: Communication, Conflicts and negotiation, Power & Influence, Group Development and Cohesiveness, Team Performance and Decision Making. **4**

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UNIT-C

- Concept of Leadership Theories and Perspectives on Effective Leadership- Power and Influence, Charismatic and Transformational Leadership power distribution in organization, organizational politics: concept, consequences, reasons and management of political behavior, 4
- Work stress: causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies. 2
- Conflict and inter-group behavior: sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management 4
- Organizational culture: functions of OC, creating and sustaining of OC, development and implications of OC 4

UNIT-D

- Organizational effectiveness: concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle 2
- Organizational health development 1
- Emotional intelligence. 2
- Organization Design, Determinants of Organizational Design, Parameters of Organizational Design 2
- Organizational Failure and Pathology 2
- Organizational Change and Development, Organizational Learning and Transformation. 1
- Do “Organizations” Have a Future? Designing Organizations’ for Uncertain Environment. 2
- Building Learning Organizations 3
- Transactional Analysis 3

60 Hours

Text Book

1. Robbins, Stephen P. Organizational Behavior. Upper Saddle River, N.J: Prentice Hall, 2001. Print.

Reference Books

1. Luthans, Fred. Organizational Behavior. New York: McGraw-Hill, 1977. Print.
2. Newstrom, John W, Keith Davis, and Keith Davis. Organizational Behavior: Human Behavior at Work. New York: McGraw-Hill, 1993. Print.
3. Weiss, Joseph W. Organizational Behavior and Change: Managing Diversity, Cross-Cultural Dynamics, and Ethics. Cincinnati, Ohio: South-Western College Pub, 2001. Print.
4. Koontz, Harold, and Heinz Weihrich. Essentials of Management. New York ; Montréal: McGraw-Hill, 1990. Print.

Course Title: Quantitative Methods

Course Code: ECO502

L	T	P	Credits	Marks
4	1	0	3	75

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

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

Unit – A	Hours
• Progression Series: Arithmetic Progression; Definition nth term of an A.P, sum of n terms	1
• Arithmetic mean, A.M. between two numbers	2
• Managerial application of A.P. series	1
• Geometric Progression; Definition, nth terms of G.P. series, sum of n terms	1
• Geometric mean between two numbers, managerial application of G.P. series	1
• Matrices : Introduction to Matrix, Types of Matrix	1
• Difference of two matrix, Properties of addition of matrix, Product of two matrix	1
• Transpose of Matrix, Determinants of a matrix	1
• Cofactors, Minors of a Matrix	2
• Adjoint of a matrix, Inverse of a Matrix,	3
• Solutions of equations by Crammer rule, Rank of a matrix.	4
 Unit – B	
• Measures of Central Tendency : Arithmetic Mean; Calculation of mean in individual, discrete and continuous series, Properties of arithmetic mean, combined mean	2
• Median; Calculation of median in individual, discrete and continuous series	1
• Mode; Calculation of mode in individual, discrete and continuous series, Comparison of mean, median and mode	1
• Measures of Dispersion: Range, Quartile deviation, coefficients of range and quartile deviation	1
• Mean Deviation; Calculation of mean deviation in individual, discrete and continuous series	3
• Standard deviation; Calculation of standard deviation in individual, discrete and continuous series, Combined standard deviation, Variance, Coefficient of variation	4
 UNIT– C	
• Correlation: Meaning, Types of correlation, Properties of correlation, Correlation and causation	1
• Karl Pearson method	2
• Covariance. Probable error, coefficient of determination	1
• Spearman’s Rank method.	1

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• Regression Analysis: Regression lines, Types of regression analysis	1
• Properties of regression, Relationship between correlation and regression	1
• Estimation of regression coefficient, standard error	2
• Time Series Analysis: Meaning, Components of time series; Trend, seasonal, cyclical and irregular	1
• Methods to calculate trend, Graphic method, semi average, moving average method	4
• Least square method and Forecasting	3
UNIT– D	
• Probability Theory: Basic concepts of probability	1
• Addition theorem with numerical problems	1
• Multiplication theorem with numerical problems	1
• Binomial distribution; Properties of Binomial distribution	2
• Parameters of binomial distribution with numerical problems	1
• Poisson distribution; meaning, properties of Poisson distribution	1
• Parameters of Poisson distribution with numerical problems	1
• Normal distribution; Meaning, properties of normal distribution	3
• Parameters of normal distribution, Numerical problems.	2
	60 Hours

Reference Books:

1. Gupta, S C. Fundamentals of Statistics. New Delhi: Himalaya Publishing House, 2001. Print.
2. Gupta, S P. Statistical Methods. New Delhi: Sultan Chand, 1979. Print.
3. Kazmier, Leonard J. Basic Statistics for Business and Economics. New York: McGraw-Hill, 1979. Print.
4. Levin, Richard I. Statistics for Management. Englewood Cliffs, N.J: Prentice-Hall, 1987. Print.
5. Narag, A S. Linear Programming and Decision Making. New Delhi: S. Chand, 1979. Print.
6. Sincich, Terry. Business Statistics by Example. Upper Saddle River, NJ: Prentice Hall, 1996. Print.

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Course Title: Business Communication

Paper Code: MGT504

L	T	P	Credits	Marks
4	1	0	3	75

Course Objective: This course focuses on writing, speaking, and interpersonal communication skills of the students with an objective of polishing and preparing them for the careers.

Learning Outcomes: The participants will be able to communicate very effectively and will present themselves appropriately in the job market.

Unit- A (Building Blocks for Effective Messages)	Hours
• Business Communication, Management, and Success	2
• Adapting Your Message to Your Audience	3
• Communicating Across Cultures	2
• Planning, Writing, and Revising	5
• Designing Documents, Slides, and Screens	4
Unit – B (Letters, Memos, E-Mail Messages, Web Writing, and Polishing Your Writing)	
• Formats for Letters, Memos, and E-Mail Messages	2
• Informative and Positive Messages	2
• Negative Messages, Persuasive Messages	2
• Editing for Grammar and Punctuation	2
• Choosing the Right Word	4
• Revising Sentences and Paragraphs	4
Unit- C (Interpersonal Communication)	
• Listening	2
• Working and Writing in Teams	3
• Planning, Conducting, and Recording Meetings	5
• Making Oral Presentations	3
Unit – D (Research, Reports, Visuals, and Job Hunting)	
• Proposals and Progress Reports	2
• Finding, Analyzing, and Documenting Information	2
• Short Reports and Long Reports	2
• Using Visuals	1
• Researching Jobs	1
• Resumes	1

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• Job Application Letters	1
• Job Interviews	3
• Follow-Up Letters and Calls and Job Offers	2
	60 Hours

Text Book:

1. Locker, Kitty O, and Stephen K. Kaczmarek. Business Communication: Building Critical Skills. New York: McGraw-Hill/Irwin, 2004. Print.

Reference Books:

1. Hynes, Geraldine E. Managerial Communication: Strategies and Applications. Boston: McGraw-Hill/Irwin, 2008. Print.
2. Lesikar, Raymond V, Marie E. Flatley, Kathryn Rentz, and Raymond V. Lesikar. Business Communication: Making Connections in a Digital World. Boston: McGraw-Hill/Irwin, 2008. Print.
3. Murphy, Herta A, and Charles E. Peck. Effective Business Communications. New York: McGraw-Hill, 1980. Print.

Course Title: Workshop on Business Computing

L	T	P	Credits	Marks
0	0	3	3	75

Course Code: CSA552

Course Objective: The objective of this course is to develop understanding of different software and hardware systems available in industry among the participants and to build up the experience of computer usage in business organizations with specific reference to commercial data processing systems.

UNIT – A

10 Hours

Computer Fundamentals and Number System

- Block Structure of a Computer
- Characteristics of Computers
- Generations of Computers, Uses of Computers
- Classification of Computers
- Input-Output Devices, Memory and Mass Storage Devices
- Bit, Byte, Binary, Decimal, Hexadecimal, and Octal Systems, Conversion from One System to the other

UNIT – B

10 Hours

Computer Software , Network & Communication

- Application and system software
- Programming languages and their classification
- Assemblers, compilers and interpreters, Process of software development
- Operating systems: functions of operating systems
- Network topologies
- Network communication devices, Physical communication media
- Network protocol (TCP/ IP)
- Internet and its applications: e-mail, TELNET, FTP, World Wide Web, Internet chatting

UNIT – C

13 Hours

Word Processing and Spreadsheets

- Editing and Formatting a Document, Text Formatting, Paragraph Formatting, Headers and Footers
- FIND command & REPLACE command, Checking Spelling and Grammar; On-line Spelling and Grammar correction using Auto correct, Auto Text, Using Thesaurus, Using Clip Gallery
- Inserting Graphics From files, Working with Tables - Entering Text in the Table, Creating Table, Changing Format of Text of cells, Changing Column width and Row height, Formatting Table Border
- Using Mail Merge - Mail Merge Procedure, Printing a document
- Basic Operations - Arithmetic operators, Comparison operators, Text operator & (ampersand) Reference operator
- Modifying the worksheet layout - Changing Width of Column, Changing Height of Row, Deleting Rows/Columns/Cells, Moving and copying contents of cell, Alignment of text in the cell

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- Working with functions - Date and time function, Statistical function, Financial function, Mathematical and Trigonometric functions, Lookup and Reference Functions, Data Base functions, Text function, Logical functions
- Printing the workbook - Setting up Print Area, Setting up Margins, Defining Header and Footer, Controlling Gridlines
- Introduction to CHARTS - Formatting Charts

UNIT – D

12 Hours

Presentations and DBMS

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

Total 45 Hours

Reference Books:

1. Mohan, Kumar K, and S Rajkumar. Computer Applications in Business. New Delhi: Tata McGraw-Hill, 2009. Print.
2. Office 2007 in Simple Steps. New Delhi: Dreamtech Press, 2010. Print.
3. Goel, Anita. Computer Fundamentals. New Delhi: Dorling Kindersley (India, 2010. Print.
4. Korth, Henry F, and Abraham Silberschatz. Database System Concepts. New York: McGraw-Hill, 1986. Print.
5. Simpson, A, and C Robinson. Mastering Access 2000. San Francisco, Calif: Sybex, 1999. Print.
6. Taxali, Ravi K. P C Software Made Simple. New Delhi: Tata McGraw-Hill Pub. Co. Ltd, 1994. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Environment Management

L	T	P	Credits	Marks
2	0	0	3	75

Paper Code: EVS501

Course Objective: This course aims at training the students in aspects of environment management, energy management, rules as well as ethics for sustainable development.

Learning Outcomes: After the completion of the course Students will be able to use various natural resources to the best of environmental benefit.

Unit 1 Environmental Management

5 Hours

Sustainable Development; United Nation's Conference on Human Environment, 1972; Brundtland Commission, 1987; Earth Summit, 1992; Earth Summit +5, New York; World Summit, 2002, Johannesburg; Implications of human population growth, Limits to growth, Environment and Business Schools.

Unit 2 Energy Management

5 Hours

Energy Management: Fundamentals-Fossil Fuels use, Energy Production and trade, Energy Balance; Ecosystem Concepts: Basic Concepts and their applications in Business, Industrial Ecology and Recycling Industry.

Unit 3 Environmental Management and Valuation

10 Hours

Environmental Management System: EMS Standards, ISO 14000. Environmental Impact Assessment (EIA), Environmental Auditing. Clearance/Permissions for establishing industry. Environmental Accounting, Economics- Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management Debt, GATT/WTO Provisions; Environmental Laws: Acts, Patents, IPRS, Role of NGOs, PIL.

Unit 4 Pollution and Waste Management

10 Hours

Air, Water, Land Pollution, Trade in Wastes; Water, Forest and Biodiversity Management: Water Resources, Dams and their role, Forest products and Trade, Role of Biodiversity in International Trade: Approaches to Corporate Ethics; Bio-ethics

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Reference Books:

1. Uberoi, N K. Environmental Management. New Delhi: Excel Books, 2003. Print.
2. Pandey, G.N. Environmental Management. Jangpura, New Delhi, 1997. Print.
3. Das, Gupta N. Environmental Accounting. New Delhi: Wheeler Pub, 1997. Print.
4. Mohanty, S K. Environment & Pollution Law Manual. Delhi: Universal Law Pub, 2002. Print.
5. Hanley, Nick, Jason F. Shogren, and Ben White. Environmental Economics: In Theory and Practice. New York: Oxford University Press, 1997. Print.
6. Kolstad, Charles D. Environmental Economics. New York: Oxford University Press, 2000. Print..

Note: The list of cases and specific references including recent articles will be announced in the class at the time of launching other course.

DAV UNIVERSITY, JALANDHAR

Course Title: Human Resource Management
Paper Code: MGT505

L	T	P	Credits	Marks
4	0	0	3	75

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

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

Syllabus

Unit A (15 Hours)

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

Unit B (15 Hours)

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

Unit C (15 Hours)

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

Unit D (15 Hours)

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

Reference Books

1. DeCenzo, David A, and Stephen P. Robbins. Fundamentals of Human Resource Management. Hoboken, NJ: Wiley, 2005. Print.
2. Noe, Raymond A. Fundamentals of Human Resource Management. Boston: McGraw-Hill/Irwin, 2007. Print.
3. Dessler, Gary. Human Resource Management. Upper Saddle River, NJ: Prentice Hall, 2000. Print.
4. Bernardin, H J, and Joyce E. A. Russell. Human Resource Management: An Experimental Approach. New York [etc.: McGraw-Hill, 1993. Print.
5. Ivancevich, John M, and John M. Ivancevich. Human Resource Management: Foundations of Personnel. Homewood, IL: Irwin, 1992. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Productions and Operations Management

Course Code: MGT506

L	T	P	Credits	Marks
4	1	0	3	75

Course Objective:

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

Learning outcome:

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

Unit- A

15 Hours

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- B

15 Hours

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- C

16 Hours

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- D

14 Hours

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.

Total : 60 Hours

Reference Books:

1. Mahadevan, B. Operations Management: Theory and Practice. Upper Saddle River: Pearson, 2010. Print.
2. Krajewski, Lee J, and Larry P. Ritzman. Operations Management: Strategy and Analysis. Reading, Mass: Addison-Wesley, 1996. Print.
3. Buffa, Elwood S, and Rakesh K. Sarin. Modern Production/operations Management. New York: Wiley, 1987. Print.
4. Chary, S N. Production and Operations Management. New Delhi: Tata McGraw-Hill Pub. Co, 1988. Print.
5. Adam, Everett E, and Ronald J. Ebert. Production and Operations Management: Concepts, Models, and Behavior. Englewood Cliffs, NJ: Prentice Hall, 1992. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Financial Management

Paper Code: MGT507

L	T	P	Credits	Marks
4	1	0	4	100

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

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

UNIT-A

Hours

- Financial Management: An Overview 2
- The Time Value of Money 4
- The Cost of Capital 4
- Capital Structure and Firm Value 4
- Capital Structure Decisions 3

UNIT-B

- Valuation of Bonds and Stocks 2
- Dividend Policy and Firm Value 1
- Dividend Decision 1
- Techniques of Capital Budgeting 2
- Estimation of Projected Cash Flows 2
- Risk Analysis in Capital Budgeting 4
- Capital Budgeting: Extensions 3

UNIT-C

- Sources of Long Term Finance 2
- Raising Long Term Finance 1
- Leasing 2
- Hire-Purchase and Project Finance 4
- Hybrid Financing 3

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UNIT-D

• Working Capital Policy	1
• Cash and Liquidity Management	2
• Credit Management	2
• Inventory Management	3
• Working Capital Financing, Working Capital Management: Extensions	4
• Corporate Valuation	4
Total	60 Hours

Text Book:

1. Chandra, Prasanna. Financial Management: Theory and Practice. New Delhi: Tata McGraw-Hill, Print.

Reference Books:

1. Khan, M Y, and P K. Jain. Basic Financial Management. New Delhi: Tata McGraw-Hill, 2000. Print.
2. Van, Horne J. C. Financial Management and Policy. Englewood Cliffs, N.J: Prentice-Hall, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Marketing Management
Course Code: MGT508

L	T	P	Credits	Marks
4	0	0	3	75

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

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

Unit – A	Hours
Understanding Marketing Management : Defining Marketing for the 21st Century, Developing Marketing Strategies and Plans	6
Assessing Market Opportunities and Customer Value: Scanning the Marketing Environment, Forecasting Demand, and Conducting Marketing Research, Creating Customer Value and Customer Relationships, Analyzing Consumer Markets, Analyzing Business Markets	9
Choosing Value Identifying Market Segments and Targets, Competitive Dynamics, Crafting the Brand Positioning, Creating Brand Equity	7
Unit – B	
Designing Value Setting Product Strategy, Designing and Managing Services, Developing Pricing Strategies and Programs	8
Delivering Value: Designing and Managing Integrated Marketing Channels, Managing Retailing, Wholesaling, and Logistics	4
Unit – C	
Communicating Value: Designing and Managing Integrated Marketing Communications, Managing Mass Communications, Managing Personal Communications	7
Sustaining Growth and Value Introducing New Market Offerings, Tapping into Global Markets	10
Unit – D	
Managing a Holistic Marketing Organization for the Long Run	9
	60 Hours

Text Book:

1. Kotler, Philip, Keller K L, Koshy A and Jha M . Marketing Management: An South Asian Perspective. Singapore: Pearson Education South Asia Pte Ltd, 2013. Print.

Reference Books:

1. Czinkota, Michael R, and Masaaki Kotabe. Marketing Management. Cincinnati: South-Western College Pub, 2001. Print.
2. Dalrymple, Douglas J, and Leonard J. Parsons. Marketing Management: Text and Cases. Santa Barbara [Calif.: Wiley, Print.
3. Kotler, Philip. Marketing Management: Analysis, Planning, Implementation, and Control. Upper Saddle River, NJ: Prentice Hall, Print..
4. McCarthy, E J, and William D. Perreault. Basic Marketing: A Managerial Approach. Homewood, IL: Irwin, Print.
5. Pride, William M, and O C. Ferrell. Marketing: Concepts and Strategies. Boston: Houghton Mifflin Co, Print.
6. Ramaswamy, V S, and S Namakumari. Marketing Management: Planning, Implementation & Control : Global Perspective Indian Context. Delhi: Macmillan, 2002. Print.
7. Zikmund, William G, and Michael D'Amico. Marketing. New York: Wiley, Print.

Course Title: Workshop on Research Methodology

L	T	P	Credits	Marks
3	0	1	3	75

Paper Code: MGT509

Course Objective: This workshop is aimed at training the students in research methodology and use of statistical methods and statistical software packages for drawing conclusions from the data.

Learning Outcomes: Students will be able to independently conduct research studies in the field of management. They will become proficient in data analysis and interpretation and in presentation of the results of their research in the form of reports and research papers.

UNIT-A	Hours
• Business Research –Introduction, Business Research Process Design	3
• Measurement and Scaling	3
• Questionnaire Design	3
• Sampling and Types of Sampling	2
• Secondary Data Sources	2
• Data Collection: Survey and Observation	1
 UNIT-B	
• Experimentation	2
• Field Work and Data Preparation	2
• Hypothesis Testing	2
 UNIT-C	
• Analysis of Variance	3
• Chi Square Test , Non Parametric Statistics	4
• Correlation and Simple Liner Regression Analysis	3
 UNIT-D	
• Multivariate Analysis	1
• Multiple Regression Analysis	2
• Discriminant Analysis and Conjoint Analysis	4
• Factor Analysis, Cluster Analysis	4

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- Multidimensional Scaling and Correspondence Analysis

4

Total 45 Hours

Textbook:

1. Bajpai, Naval. Business Research Methods. Pearson, 2011. Print.

Additional Readings:

1. Emory, William, and Donald R. Cooper. Business Research Methods. Homewood, IL: Irwin, Print.
2. Levin, Richard I. Statistics for Management. Englewood Cliffs, N.J: Prentice-Hall, Print.
3. Malhotra, Naresh K. Marketing Research: An Applied Orientation. Upper Saddle River, NJ: Prentice Hall, Print.

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Course Title: International Business

L	T	P	Credits	Marks
4	0	0	3	75

Paper Code: MGT510

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

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

Unit A (15 Hours)

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

Unit B (15 Hours)

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

Unit C (16 Hours)

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

Unit D (14 Hours)

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

References

1. Daniels, John D, and Lee H. Radebaugh. International Business: Environments and Operations. Reading, Mass: Addison-Wesley, Print.
2. Hill, Charles W. L. International Business: Competing in the Global Marketplace. Boston, Mass: McGraw-Hill/Irwin, 2003. Print.
3. Sundaram, Anant K, and J S. Black. The International Business Environment: Text and Cases. Englewood Cliffs, N.J: Prentice-Hall, Print.

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4. Wild & Wild International Business Plus NEW MyManagementLab with Pearson eText -- Access Card Package, 7/E, Pearson Education
5. Cavusgil, Knight & Riesenberger International Business Plus NEW MyManagementLab with Pearson eText -- Access Card Package, 3/E, Pearson Education

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Course Title: Management Information Systems

Course Code: MGT 515

L	T	P	Credits	Marks
4	0	0	3	75

Course Objective:

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

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

Unit-A

15 hours

Management Information System in a Digital firm, E-Business Enterprise: A digital firm, Strategic Management of Business process, Ethical Issues in Information system.

Unit-B

16 hours

IT infrastructures: Evolution of IT Infrastructure, Technology drivers of Infrastructure Evolution; Infrastructure Components: Computer Hardware Platforms, Operating System Platforms; Management Issues; Foundations of Business Intelligence: Traditional file Environment, Database Management Systems, Capabilities of Database Management Systems, Data warehouses and Data Mining, Databases and the web.

Unit- C

14 hours

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

Unit- D

15 hours

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

Total : 60 Hours

Text Book:

1. Jawadekar Waman, Management Information Systems: Text & Cases. New Delhi: Tata Mcgraw Hill Education.

Reference Books:

1. Laudon, K.C and Laudon, J.P. Management Information systems: Managing the digital firm. Pearson education. 12th Edition.
2. Jaiswal, M. and Mittal M. Management Information Systems: Oxford University Press. 1st Edition.

Course Title: Management Science

L	T	P	Credits	Marks
3	1	0	2	50

Course Code: MGT511

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

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

Unit – A

Hours

Introduction to OR- Introduction & history of OR, Operations research in India, Nature of Operations research, Definition of operation research, Features of OR, OR & management decision making, Limitation of OR, Types of OR models, Principles of OR modeling, Typical applications of OR/scope of OR, Phases and processes of OR study/ methodology of, operation research and Techniques/ tools of operations research **3**

Linear Programming: Problem Formulation & Graphical Method- Linear programming problems, History of LP, Definitions of LP, Basic requirements, Terminology of LP, Basic assumptions of LP, General form of LP problem, Applications of LP methods, Administrative applications of LP, Solution procedure of LPP, Formulation of LPP, Merits of LPP, Limitations of LPP, Convex set, Graphic method of solving LPP, Unbounded problem, Infeasible problem, Multiple optimal solutions **3**

Simplex Method- Introduction, Steps in the solution of LPP by simplex method, Minimization problem by Big M method/Penalty method, Rules for simplex method for minimization problem, Simplex problem (Mixed constraints), Special cases in applying the simplex method, Two phase simplex method **3**

Unit – B

Duality- Concept of duality in LPP, Formulation of the dual problem, Rules for constructing the dual problem, Primal-Dual relationship, Interpreting the Primal-Dual relationship, -Dual of the Dual is Primal, -Dual Simplex, Steps in Dual Simplex **3**

Sensitivity Analysis- Sensitivity analysis, Limitations of Sensitivity analysis **2**

Transportation Models- Introduction, Terminology used in Transportation model, Basic assumptions of model, Tabular presentation of model, Optimal solution of Transportation problem, Methods for initial basic feasible solutions- NWCM, LCM, VAM, Optimality Tests- Stepping stone method,, Modified distribution method, Degeneracy in Transportation problem, Profit maximization in Transportation problem, Unbalanced Transportation problems, **Trans-shipment Problem** **5**

Unit – C

Assignment Models- Introduction, Mathematical Formulation, Hungarian method [Minimization case]/HAM, Steps to follow, Maximization case in **4**

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Assignment Problems, Travelling salesman Problems , Un-balanced Assignment Problem, Air Crew assignment, Prohibited assignment/ Constrained assignment problem, LPP formulation of Assignment Problem	
Queuing Theory- Introduction, Features of Queuing system, Service system, Basic Notations, Queuing models- Probabilistic, Deterministic, Mixed	3
Inventory control- Meaning, Inventory decisions, Types of Inventory, Factors affecting IC policy, Objectives of IC, Scope of IC, IC systems- P& Q, Inventory Models-Deterministic models (EOQ), Price break approach, Safety stocks-factors & methods, Approaches to IC- ABC, VED etc	4
Unit – D	
Game Theory- Introduction, Significance of Game theory, Essential features of Game theory, Limitations Game theory, Strategy & Types of strategy, The Maximin-Minimax principle, Saddle point, Types of problems-Games with pure strategies, Games with mixed strategies (8 methods), Limitations of Game theory	4
Network Analysis- PERT and CPM- Introduction, History of PERT & CPM analysis, Objectives of Network Analysis, Applications of Network Model, Terminology or Concepts used, Errors in Network Logic, Rules to frame a Network, Fulkerson's Rule to numbering of events, Stages of project management, Activity Times & Critical Path Computation of Critical Path Slack & Float, PERT- Steps & computing variance, Merits & demerits of PERT, CPM-Time estimating & Limitations, Comparison between PERT & CPM, Project Cost analysis- Direct & indirect costs, The lowest cost schedule, Crashing of jobs, Allocation & Leveling of resources (through CPM)	6
Decision Theory- Introduction, Components- Act, Event & Outcome, Types of decision making- Certainty, Risk, Uncertainty, Decision making under Risk, Decision making under Uncertainty, Decision Tree Diagram, Standard Symbol	5
	45 Hours

Reference Books:

1. Kalavathy, S. Operations Research. New Delhi: Vikas Pub. House, 2002. Print.
2. Kapoor, V.K. Operations Research. New Delhi, Sultan Chand & Sons, Print.
3. Paneerselvam, R. Operations Research. New Delhi, Prentice Hall of India, Print.
4. Sharma, J K. Operations Research: Theory and Applications. Delhi: Macmillan Publishers India, Print.
5. Taha, Hamdy A. Operations Research: An Introduction. New York: Macmillan, Print.
6. Vohra, N.D. Quantitative Techniques in Management. New Delhi [etc.: Tata McGraw-Hill, Print.
7. Chawla, Gupta and Sharma . Operations Research. New Delhi : Kalyani Pub, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Workshop on Organizational effectiveness
Paper Code: MGT512

L	T	P	Credits	Marks
0	0	2	0	0

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

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

Unit A **(7 Hours)**

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

Unit B **(8 Hours)**

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

Unit C **(7 Hours)**

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

Unit D **(8 Hours)**

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

Reference books

1. Luthans, Fred. Organizational Behavior. New York: McGraw-Hill, Print.
2. Robbins, Stephen P. Organizational Behavior: Concepts, Controversies, and Applications. Englewood Cliffs, N.J: Prentice Hall, Print.
3. Weiss, Joseph W. Organizational Behavior and Change: Managing Diversity, Cross-Cultural Dynamics, and Ethics. Cincinnati, Ohio: South-Western College Pub, Print.
4. Newstrom, John W, Keith Davis, and Keith Davis. Organizational Behavior: Human Behavior at Work. New York: McGraw-Hill, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Strategic Management

L	T	P	Credits	Marks
4	0	0	3	75

Course Code: MGT601

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

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

UNIT-A	Hours
• Introduction to Strategic Management and Business Policy	3
• Hierarchy of Strategic Intent	4
• Environmental Appraisal	4
• Organisational Appraisal	5
UNIT-B	
• Corporate-Level Strategies: Concentration, Integration, and Diversification	3
• Corporate-Level Strategies: Internationalization, Cooperation, and Digitalization	6
• Corporate-Level Strategies: Stability, Retrenchment and Restructuring	5
UNIT-C	
• Business-Level Strategies	4
• Strategic Analysis and Choice	7
• Activating Strategies	5
UNIT-D	
• Structural Implementations	3
• Behavioural Implementation	3
• Functional and Operational Implementation	5
• Strategic Evaluation and Control	4
Total	60 Hours

DAV UNIVERSITY, JALANDHAR

Text Book:

1. David, Fred R. Strategic Management: Concepts and Cases. Upper Saddle River, N.J: Pearson Prentice Hall, 2005. Print.

Reference Books:

1. Pearce, John A, and Richard B. Robinson. Strategic Management: Strategy Formulation and Implementation. Homewood, Ill: Irwin, Print.
2. Hill, Charles W. L, and Gareth R. Jones. Strategic Management: An Integrated Approach. Boston: Houghton Mifflin Co, Print.
3. Kazmi, Azhar, and Azhar Kazmi. Strategic Management and Business Policy. New Delhi: Tata McGraw Hill Education, 2008. Print.
4. Wheelen, Thomas L, and J D. Hunger. Strategic Management and Business Policy. Upper Saddle River, NJ: Pearson Prentice Hall, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Business Legislations

Course Code: MGT604

L	T	P	Credits	Marks
4	0	0	3	75

Course Objective: This course aims to acquaint the students with legal environment and to build understanding of legal principles prevalent in business. This course will also introduce the students to the corporate form of business in detail. They will learn how to form and manage the company as per the Indian law.

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

Unit - A (Indian Contract Act, 1872)	Hours
• Classification and Essentials of Contracts	1
• Offer and Acceptance- Legal Rules as to Offer and Acceptance, Communication and Revocation of Offer and Acceptance	2
• Consideration- Meaning, Legal Rules as to Consideration, Meaning of Stranger to Contract, Contracts without Consideration.	1
• Capacity to Contract- Minors, Persons of Unsound Mind, Persons Disqualified by any Law.	2
• Free Consent- Meaning of Free Consent, Coercion, Undue Influence, Misrepresentation, Fraud and Mistake.	2
• Discharge of Contract- Meaning, Discharge by Performance, Consent, Impossibility, Laps of Time, Operation of Law, Breach of Contract.	1
• Bailment- Meaning, Classification of Bailment, Rights and Duties of Bailor and Bailee.	3
• Indemnity & Guarantee- Meaning of Contracts of Indemnity & Guarantee, Kinds of Guarantee, Difference between Indemnity and Guarantee, Rights and Liabilities of Surety and Discharge of Surety.	4
Unit – B (Other Special Contracts)	
• Sales of Goods Act- Essentials of Contract of Sale, Distinction between Sale and Agreement to Sale, Classification of Goods, Effect of Destruction of Goods.	1
• Conditions and Warranties- Meaning and Difference between Conditions and Warranties, Express and Implied Conditions and Warranties, Caveat Emptor	2
• Unpaid seller- Definition, Rights of Unpaid Seller against the Goods and Buyer Personally.	1

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- Agency- Definition of Agent and Principal, Test of Agency, Type of Agents, Creation and Termination of Agency 2
- Indian Partnership Act, 1932- Definition, Law of Partnership- Duration of Partnership, Registration of Firms, Difference between Dissolution of Firm and Dissolution of Partnership, Dissolution of Firm, Definition of Limited Liability Partnership (LLP) 4
- Negotiable Instruments Act, 1881- Meaning, Characteristics and Types of Negotiable Instruments. Meaning and Essential Elements of Promissory Notes, Bill of Exchange and Cheques, Crossing of Cheques, Parties to Negotiable Instruments, Meaning of Negotiation, Endorsement, Kinds of Endorsement 5

Unit – C (Company Law)

- Company- Definition, Characteristics of a company, Lifting or piercing the Corporate veil 2
- Classification of Companies- On the basis of Incorporation; Liability; Number of Members; Control; ownership 1
- Formation of company 2
- Memorandum of association- Contents of Memorandum, Alteration of Memorandum, Doctrine of Ultra Vires 2
- Articles of association- Contents of Articles, Legal effect, Constructive notice of Memorandum and Articles, Doctrine of Indoor Management, Exceptions to the doctrine of indoor management 2
- Prospectus- Definition, Shelf prospectus, Redherring prospectus, Abridged prospectus, Misstatements in Prospectus and their consequences 1
- Shares- Definition, Stock and Shares, Types of Shares, application and allotment, calls on shares, share certificate, share warrant, Transfer of shares, Lien on shares, Surrender and Forfeiture of shares 4
- Share capital- Kinds, Alteration and Reduction of share capital 3

Unit – D (Management, and Dissolution of Company and other Acts)

- Company Management- Directors, Appointment, Position, Disqualification, Duties of Directors, meetings of directors 2
- Meetings- Meaning, General Meeting of shareholders: Statutory, Annual General Meeting, Extraordinary General Meeting. Requisites of a Valid meeting 1
- Winding up- Meaning of Winding up, Modes of winding up, Consequences of winding up order 2
- Consumer Protection Act, redressal and authorities 3
- Intellectual Property Rights Act, Acts of Patents & Copyright, Alternate dispute resolution overview of competition act, Information Technology Act and Value Added Tax 4

60 Hours

DAV UNIVERSITY, JALANDHAR

Text Book:

1. Kapoor, N D. Elements of Mercantile Law: Including Company Law and Industrial Law. New Delhi: Sultan Chand & Sons, Print.

Reference books:

1. Kumar, R. Legal Aspects of Business. Chicago: Cengage Learning, Print.
2. Pathak, Akhileshwar. Legal Aspects of Business. New Delhi: Tata McGraw-Hill, 2013. Print.
3. Tulsian, P C. Business Law. New Delhi: Tata McGraw-Hill, 2000. Print.

ELECTIVE GROUPS

GROUP (A) Marketing

DAV UNIVERSITY, JALANDHAR

Course Title: Consumer Behaviour

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT621

Course Objective: Objective of the course is to make student acquaint with the various factors effecting consumer behaviour and to understand the process of consumer buying. Based on the understanding of Consumer behavior, the students are expected to design the strategy.

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

Unit- A

11 Hours

Introduction to Consumer Behaviour: Consumer Behavior: Scope, importance and interdisciplinary nature, strategic applications, Research in Consumer behaviour: need, scope, types, research process, application of research in consumer behaviour, Market Segmentation: meaning and bases of segmentation, criteria for effective targeting, implementing segmentation strategies

Unit- B

12 Hours

Individual Determinants of Consumer Behaviour: Motivation: Nature and Types of Motives, Dynamics of motivation, Types of Needs, Motivational theories, Personality: Theories, Product Personality, Self, Self image, Vanity, Consumer Perception: Concept and Elements of Perception, Dynamics of perception, Consumer Imagery, Perceived Risk, Consumer Learning: Elements of learning, Behavioural and Cognitive Learning Theories, Consumer Attitude: Functions of Attitude, Attitude Theories: Tricomponent, Multi attribute and Cognitive Dissonance, Attitude formation, Attitude Change Strategies, Designing persuasive Communications

Unit- C

11 Hours

External Influences on Consumer Behaviour: Group behaviour: Meaning and types of group, Influence of Reference Groups, group appeals, Family: Functions of family, Family decision making, Family Life Cycle, Culture: Values and Norms, Characteristics and Affect on Consumer Behaviour, Types of sub culture, Cross cultural consumer, Social Class: Categories, Measurement and Applications of Social Class

Unit- D

11 Hours

Consumer Decision Making Process: 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, Profile of Consumer Innovator, Introduction to Consumer Decision Making: levels, decision making process- pre purchase, purchase and post purchase process, Models of consumer decision-making.

Total Time: 45 Hours

Reference Books:

1. Schiffman, Leon G, and Leslie L. Kanuk. Consumer Behavior. Englewood Cliffs, N.J: Prentice-Hall, Print.
2. Loudon, David L, and Bitta A. J. Della. Consumer Behavior: Concepts and Applications. New York: McGraw-Hill, Print.
3. Assael, Henry. Consumer Behavior and Marketing Action. Boston: PWS-KENT Pub, Print.
4. Engel, James F, and Roger D. Blackwell. Consumer Behavior. Chicago: Dryden Press, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Sales and Distribution Management

Course Code: MGT622

L	T	P	Credits	Marks
3	1	0	3	75

Course Objective: The objective of the course is to make students acquaint with the knowledge and skills needed to manage the sales force and distribution functions in a business organization so as to help gain a competitive advantage.

Learning outcome: Students will learn sales force control mechanism and distribution system which is highly required by the industry and students will be able to understand basic fundamentals required to manage sales force which is necessary to achieve business excellence.

Unit- A 11 Hours

Sales Management: Scope, Importance, Objectives, Selling process, Personal Selling objectives,

Determining sales related marketing policies, Sales organization structures: Types of sales organization structure, Relationship of sales department with other departments, Distributive network relations.

Unit- B 11 Hours

Sales Force Management: Recruiting and selecting sales personnel, Training sales force Motivating Sales Personnel, Compensating Sales Personnel, Managing expenses of sales personnel, Staff meeting and Sales Contests, Controlling the Sales Force: Sales Budget, Sales Quotas, Sales Territories, Sales control and cost analysis.

Unit- C 12 Hours

Distribution Planning and Control: Functions of Intermediaries; Types and Role of Channel Intermediaries in India for Consumer and Industrial Products: Wholesale and Retail Structure, Complex Distribution Arrangement (Structural Separation and Postponement) Channel Strategy and Design; Selection of channel partner, Motivation, control and Evaluation of Intermediaries; Managing Channel Dynamics, Relationships and Channel Conflict; Ethical and Legal Issues in Sales and Distribution Management in Indian context.

Unit- D 11 Hours

Distribution System and Logistics: Physical Distribution System –Objectives Present need, Concept, Significance, and Decision Areas; Customer Service Goals; Logistics Planning; An overview of Transportation, Warehousing, Inventory Decisions, Reverse Logistics, Vendor evaluation, Supplier Service Policy (SSP), Purchase order processing; Efficient Supply Chain Management (SCM); Integration of Sales and Distribution Strategy; Role of IT in distribution, Performance measurement and controls in supply chain management

Total: 45 Hours

Reference Books:

1. Havaladar K Krishna and Cavale M Vasant, Sales and Distribution Management, Tata McGraw Hill, New Delhi
2. Still, Richard R, and Edward W. Cundiff. Sales Management: Decisions, Policies, and Cases. Englewood Cliffs, N.J: Prentice-Hall, Print.
3. Johnston, Mark W, and Greg W. Marshall. Sales Force Management. New York: Routledge, 2013. Print.
4. Ingram, Thomas N. Sales Management: Analysis and Decision Making. Mason, Ohio: Thomson/South-Western, 2004. Print.
5. Chunawalla, S A. Sales and Distribution Management. Mumbai [u.a.: Himalaya Publ. House, 2008. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Marketing Research

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT623

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

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

Unit – A

Hours

Introduction to Marketing Research: Meaning of marketing research, Objectives of marketing research, Types, Research Approaches, Significance of Research, marketing research Process, Criteria of Good Research, Problems Encountered by Researchers in India. 2

Defining the Marketing Research Problem: What is a Research Problem?, Selecting the Problem, Necessity of Defining the Problem, Technique Involved in Defining a Problem 1

Research Design: Meaning of Research Design, Need for Research Design, Features of a Good Design, Important Concepts Relating to Research Design, Different Research Designs, Basic Principles of Experimental Designs, factors affecting RDs, Relation among RDs, Developing a Research Plan. 2

Unit – B

Sampling design and Procedures: Sample or Census, The Sampling Design Process, A Classification of Sampling Techniques, Choosing Nonprobability Versus Probability Sampling, Uses of Nonprobability Versus Probability Sampling. 2

Measurement and Scaling: Non-comparative Scaling Techniques, Continuous Rating Scale, Itemized Rating Scale, Non-comparative Itemized Rating Scale Decisions, Multi-item Scales, Scale Evaluation, Choosing a Scaling Technique. 3

Methods of Data Collection: Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Some Other Methods of Data Collection, Collection of Secondary Data, Selection of Appropriate Method for Data Collection. 3

Questionnaire & form design: questionnaire & observation forms, questionnaire design process. 2

Unit – C

Data preparation: editing, coding, transcribing 1

Data analysis: tests of significance based on t, f and z distribution and chi-square test; cross tabulation 3

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Multiple Regression: Overview of Multiple Regression, Statistics Associated with Multiple Regression, Conducting Multiple Regression, Stepwise Regression, Multicollinearity	3
Discriminant Analysis: Discriminant Analysis Model, Statistics Associated with Discriminant Analysis, Conducting Discriminant Analysis	4
Conjoint Analysis: Basic Concepts in Conjoint Analysis, Statistics Associated with Conjoint Analysis, Conducting Conjoint Analysis, Assumptions & Limitations of Conjoint Analysis, Hybrid Conjoint Analysis	4

Unit – D

Multi Dimensional Scaling: Basic Concepts in Multidimensional Scaling (MDS), Statistics Associated with MDS, Conducting Multidimensional Scaling, Selecting an MDS Procedure, Deciding on the Number of Dimensions, Labeling the Dimensions & Interpreting the Configuration, Assessing Reliability and Validity, Assumptions & Limitations of MDS, Scaling Preference Data	3
Correspondence Analysis, Relationship between MDS, FA, & DA.	2
Factor Analysis: Factor Analysis Model, Statistics Associated with Factor Analysis, Conducting Factor Analysis, Applications of Common Factor Analysis	3
Cluster Analysis: Statistics Associated with Cluster Analysis, Conducting Cluster Analysis, Applications of Non-hierarchical Clustering, Clustering Variables.	5
Research Report Writing: Contents of Report, Executive Summary, Bibliography format. Presentation of Report.	2

45 Hours

Reference Books:

1. Malhotra, Naresh K. Marketing Research: An Applied Orientation. Upper Saddle River, NJ: Prentice Hall, 2013. Print.
2. Proctor, Tony. Essentials of Marketing Research. Harlow, England: Financial Times, 2009. Print.
3. Aaker, David A, V Kumar, and George S. Day. Marketing Research. New York: Wiley, 2010. Print.

Course Title: Product and Brand Management
Paper Code: MGT624

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit A (10 Hours)

Product Development- What is a Product- Factors influencing design of the product- Changes affecting product management- Developing Product Strategy; Setting objectives & alternatives, Product strategy over the lifecycle, Customer analysis, Competitor analysis, Design of manufacture

Unit B (10 Hours)

New product development- Product Differentiation and Positioning strategies. Product Personality, Product Mix- Product Line, Product length, product width, product depth.

Unit C (15 Hours)

Brand Management- What is a Brand- Brand Development: Extension, Rejuvenation, Re launch- Product Vs Brands, Goods and services, Retailer and distributors, People and organization, Brand challenges and opportunities, The brand equity concept, Identity and image. Brand Leveraging & Brand Performance- Establishing a brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement.

Unit D (10 Hours)

Brand Positioning & Brand Building- Brand knowledge, Brand portfolios and market segmentation- Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing & Sustaining Branding Strategies- Brand hierarchy, Branding strategy, Brand extension and brand transfer- Managing brand over time.

Reference Books

1. Keller, Kevin L. Strategic Brand Management: Building, Measuring and Managing Brand Equity. Upper Saddle River, N.J: Prentice Hall, Print.
2. Aaker, David A. Brand Portfolio Strategy: Creating Relevance, Differentiation, Energy, Leverage, and Clarity. New York: Free Press, 2004. Print.
3. Morgan, Adam. Eating the Big Fish: How Challenger Brands Can Compete against Brand Leaders. New York: John Wiley, Print.
4. Gobé, Marc. Emotional Branding: The New Paradigm for Connecting Brands to People. New York: Allworth Press, 2001. Print.
5. Lawley, Brian, and Greg Cohen. 42 Rules of Product Management: Learn the Rules of Product Management from Leading Experts from Around the World. Cupertino, CA: Super Star Press, 2010. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Integrated Marketing Communications

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT625

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

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

Unit – A

Hours

Role of IMC in marketing process, IMC planning model, Marketing and promotion process model. Communication process, steps involved in developing IMC programme, Effectiveness of marketing communications.	6
Advertising: Purpose, Role, Functions, Types, Advertising Vs Marketing mix, Advertising appeal at various stages of PLC.	7
Advertising objectives and Budgeting: Goal setting - DAGMAR approach.	5

Unit – B

Media planning: Developing Media plan, Problems encountered, Media Evaluation-Print, Broadcast media, Support media in advertising. Media strategy: Creativity, Elements of creative strategies and its implementation, Importance of Headline and body copy.	6
Direct Marketing: Features, Functions, Growth advantages/Disadvantages, And Direct Marketing Strategies.	2

Unit – C

Promotion: Meaning, Importance, tools used, conventional/unconventional, drawbacks, push pull strategies Public Relation/ Publicity:- Meaning, Objectives, tools of public relations, Public relation strategies, Goals of publicity, Corporate Advertising - Role, Types, Limitations, PR Vs Publicity.	5
Monitoring, Evaluation and control: Measurement in advertising, various methods used for evaluation, Pre-testing, Post testing.	4

Unit – D

International Marketing Communications: Global environment, Decision areas; Internet advertising: Meaning, Components, Advantages and Limitations, Industrial advertising: B 2 B Communication, Special issues in Industrial selling.	4
Event Management: Introduction Purpose of organizing an Event, Key elements of Events, Concepts of promotion and pricing in events.	3
Ethics and social responsibility in IMC campaigns. Evaluating Marketing Communication Programs.	3

45 Hours

Reference Books:

1. Shah Kruti, Advertising and Integrated Marketing Communication, Tata McGraw-Hill, New Delhi

DAV UNIVERSITY, JALANDHAR

2. Schultz, Don E, and Heidi F. Schultz. *Imc, the Next Generation: Five Steps for Delivering Value and Measuring Returns Using Marketing Communication*. New York: McGraw-Hill, 2004. Print.
3. Duncan, Tom, and Tom Duncan. *Principles of Advertising & Imc*. Chicago, IL: McGraw-Hill/Irwin, 2005. Print.
4. Dahlén, Micael, Fredrik Lange, and Terry Smith. *Marketing Communications: A Brand Narrative Approach*. Chichester, U.K: Wiley, 2010. Print.
5. Belch, George E, and Michael A. Belch. *Advertising and Promotion: An Integrated Marketing Communications Perspective*. New York: McGraw-Hill/Irwin, 2012. Print.
6. Murthy, S N, and U Bhojanna. *Advertising: An Imc Perspective*. New Delhi: Excel Books, 2010. Print.
7. Clow, Kenneth E, and Donald Baack. *Integrated Advertising, Promotion & Marketing Communications*. Upper Saddle River, N.J: Pearson Prentice Hall, 2004. Print.
8. Aaker, David A, Rajeev Batra, and John G. Myers. *Advertising Management*. Englewood Cliffs, N.J: Prentice Hall, Print.
9. Gaur, Sanjaya S, and Sanjay V. Saggere. *Event Marketing and Management*. New Dehli: Vikas Pub. House, 2003. Print.
- 10.
- 11.
- 12.

Course Title: Marketing of Services

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT661

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

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

Unit – A

Hours

Introduction to Services: meaning, importance, growth and characteristics of services, difference between goods and services, challenges for service marketers, Services marketing mix **4**

The gaps model of service quality: the customer gap, the provider gaps, closing the gaps, **Consumer behaviour in services:** consumer choice, service purchase, consumer experience, evaluation, **customer expectations of service:** meaning and type of service expectations, zone of tolerance, factors influencing expectations, various issues of service expectations, **customer perceptions of service:** customer satisfaction, service quality, service encounters. **6**

Building customer relationships: relationship marketing, value of customer, relationship development strategies, relationship challenges **3**

Unit – B

Service recovery: the recovery paradox, customer’s response to service failure, customer's recovery expectations, recovery strategies, service guarantees. **4**

Service development and design: new service development, types of new services, stages in new service development, service blueprinting, Physical evidence and servicescape: Physical evidence, types and roles of servicescape, framework for understanding servicescape, environmental dimensions of the servicescape, and guidelines for physical evidence strategy. **6**

Employees' role in service delivery: service culture, critical importance of service employees, boundary-spanning roles, strategies for delivering service quality through people, customer-oriented service delivery **3**

Unit – C

Customers' roles in service delivery: importance of customer in service delivery, customers' roles, self-service technologies- the ultimate in customer participation, strategies for enhancing customer participation, recruit, educate and reward customers, manage the customer-mix. **4**

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Delivering service through intermediaries and electronic channels: service distribution, direct channels, franchising, agents and brokers, electronic channels, common issues involving intermediaries, strategies for effective service delivery through intermediaries **3**

Managing demand and capacity: underlying issue, capacity constraints, demand patterns, strategies for matching capacity and demand, challenges and risks in using yield management, waiting line strategies when demand and capacity cannot be aligned **5**

Unit – D

Integrated services marketing communications: need for coordination in marketing communication, key reasons for service communication, four categories of strategies to match service promises with delivery **3**

Pricing of services: three key ways that service prices are different for consumers. approaches to pricing services, pricing strategies that link to the four value definition, **4**

45 Hours

Reference Books:

1. Payne, Adrian. The Essence of Services Marketing. New York: Prentice Hall, Print.
2. Sanjay P. Palankar. Services Marketing, Himalaya Publishing House. Print.
3. Lovelock, Christopher H. Services Marketing: People, Technology, Strategy. Upper Saddle River, NJ: Prentice Hall, Print.
4. Rama, Moahana R. K. Services Marketing. New Delhi: Pearson, 2011. Print.
5. Jain, J N, and P P. Singh. Modern Marketing of Services: Principles and Techniques. New Delhi: Regal Publications, 2007. Print.
6. Deepak Bhandari and Amit Sharma. Marketing of Services: Vrinda Publications. Print.
7. Chowdhary, Nimit, and Monika Chowdhary. Textbook of Marketing of Services: The Indian Experience. Delhi: Macmillan India, 2005. Print.
8. Zeithaml, Valarie A, and Mary J. Bitner. Services Marketing. New York: McGraw Hill, 1996. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Retail Management

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT662

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

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

Unit – A

Hours

Retailing Environment: An overview: Introduction, Evolution & Challenges of Retailing; Types of Retailers. **4**

Ethical & Security Issues in retailing, Retailing in other countries, opportunity in Retailing, multichannel retailing. **5**

Unit – B

Strategic Retail Planning: Strategic Retail Planning Process; Understanding the Retail Customer; Delivery value through retail formats; Role of Customer services and Relationship Marketing in Retail, **5**

Retail location & Site decision. Retail buying. Retail Market Segmentation, Evaluating Areas for location. **6**

Unit – C

Retail Mix: Product Merchandise; Pricing decisions in retailing; Promotion & Communication Mix in Retail and Multi-channel retailing, managing retail services; Category management. **6**

Merchandise management process overview, considerations in setting up retail prices; Store design objectives. **5**

Unit – D

Retail Operations: Supply chain management & vendor relation's role in Retail; Management of Human Resources; Financial Management Issues in Retail; The strategic profit model, the profit path. **6**

Store operations - size & place allocation, Store Maintenance, Inventory Management; FDI in Retailing. **8**

45 Hours

Reference Books:

1. Berman, Barry, and Joel R. Evans. Retail Management: A Strategic Approach. New York: Macmillan, Print.
2. Levy, Michael, and Barton A. Weitz. Retailing Management. Boston: McGraw-Hill Irwin, 2004. Print.
3. Dunne, Patrick M. Retailing. Cincinnati, Ohio: College Division, South-Western Pub. Co, Print.
4. Davies, Barry J, and Philippa Ward. Managing Retail Consumption. Chichester, West Sussex, England: J. Wiley, 2002. Print.
5. Bajaj, Chetan, Nidhi V. Srivastava, and Rajneesh Tuli. Retail Management. New Delhi: Oxford University Press, 2004. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Industrial and Rural Marketing

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT663

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

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

Unit – A

Hours

Introduction to Industrial Marketing: Definition of Industrial & Consumer Product, Basis of Classification, Difference between Industrial & Consumer Marketing, Concept of Derived Demand, Classification of Industrial Consumers, Industrial goods, Key Characteristics of Organizational Buying Process. 6

Purchasing Organization: Structure / Functions, Commercial Enterprises - Government / Institutional Markets Industrial Buying Process. 4

Unit – B

Marketing Strategies: Buying Situation Analysis with Marketing, Buying Motivations of Organizational Buyers Rational / Emotional Motives, Purchaser's Evaluation of Potential Suppliers, Environmental Influences on Organizational Buying. 5

Segmenting the Industrial Market, Targeting & Positioning. 3

New Industrial Product Development, Managing Business Marketing Channels, Industrial Pricing Process, Industrial Advertising, Managing Industrial Personal Selling Function. 6

Unit – C

Introduction to Rural Marketing: Definition, Concept, Scope, Nature, Size and Nature of Indian Rural Markets Rural Demand, Buying Characteristics, Decision Process, Behaviour and Evaluation. 5

Segmenting the Rural Market, Targeting and Positioning. 3

Product Strategy: Significance, concepts and product mix decisions, Pricing Strategy: Objectives, Policies and Strategies. 4

Unit – D

Promotion Strategies: Advertising, Sales Promotion, Communication in Rural Marketing - Language and Culture Distribution Strategies for rural Marketing and channels of distribution. 4

Role of Co-operative, Government, Financial Institutions, Public sector undertakings, Regulated markets and Public distribution systems, Intervention of IT in Rural Markets. 5

45 Hours

Reference Books:

1. Havaldar, Krishna K. Industrial Marketing: Text and Cases. New Delhi: Tata McGraw-Hill, 2005. Print.
2. Cherunilam, Francis. Industrial Marketing: Text and Cases. New Delhi: Himalaya Pub. House, 2010. Print.
3. Reeder, Robert R, Edward G. Brierty, and Betty H. Reeder. Industrial Marketing: Analysis, Planning, and Control. Englewood Cliffs, N.J: Prentice Hall, Print.
4. Mukerjee, Hory S. Industrial Marketing. New Delhi: Excel Books, 2008. Print.
5. Gopaldaswamy, T P. Rural Marketing: Environment, Problems and Strategies. Allahabad, India: Wheeler Pub, 1998. Print.
6. Krishnamacharyulu, C S. G, and Lalitha Ramakrishnan. Rural Marketing: Text and Cases. New Delhi, India: Pearson Education/Dorling Kindersley, 2011. Print.
7. Dogra, Balram, and Karminder Ghuman. Rural Marketing: Concepts and Practices. New Delhi [u.a.: Tata McGraw Hill, 2010. Print..

DAV UNIVERSITY, JALANDHAR

Course Title: E-Business

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT664

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

Learning Outcomes: At the end of the course a student should be able to use electronic commerce, electronic payment systems, and Internet advertising, legal aspects of e-commerce.

Unit – A

Hours

Electronic Commerce Framework—History, Basics and Tools of e-Commerce, Comparison of Web-based Business with land-based business; Growth of e-Commerce-Present and potential. 6

Electronic Commerce Environment, Electronic Data Interchange, Digital Signatures, Cryptography, Interoperability and intercompatibility. 5

Unit – B

Consumer and Business Electronic Commerce—Consumer and Business Oriented Applications; Prospects and Concerns of Business-to-Consumer and Business-to-Business Transactions; Retailing Vs. E-Mailing. 8

Electronic Payment Systems—Introduction and Types; Consumer Protection, Privacy and Security, Inhibitors of e-Commerce. 5

Unit – C

The legal and policy environment of e-Commerce, Anatomy of e-Commerce Applications; Consumer and Organisational applications. 5

Internet Marketing—Traditional marketing Vs. Internet marketing, Impact of Internet marketing on pricing, distribution, advertising and branding. 4

Unit – D

Changing Structure of Organizations—Traditional Vs. Virtual, The impact of e-Commerce of various business sectors such as Entertainment, Education, Health Services, Publishing and Financial Services. 7

Socio-Economic Impacts of e-Commerce; Recent Trends and Opportunities in e-Commerce. 5

45 Hours

Reference Books:

1. Laudon, Kenneth C, and Carol G. Traver. E-commerce: Business, Technology, Society. Boston: Addison Wesley, 2002. Print.
2. Kalakota, Ravi, and Andrew B. Whinston. Frontiers of Electronic Commerce. Reading, Mass: Addison-Wesley Pub. Co, Print.
- 3 Rajput, Wasim E. E-commerce Systems Architecture and Applications. Boston, Mass: Artech House, 2000. Print.
4. Korper, Steffano, and Juanita Ellis. The E-Commerce Book: Building the E-Empire. San Diego, CA: Academic Press, 2001. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Marketing for Non Profit Organisations

Course Code: MGT613

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Introduction to Marketing)	Hours
• Scope and Challenges of Non-profit Sector	2
• Development of Non-profit Sector	2
• Developing a Societal and Market Orientation	3
Unit- B (Marketing Planning)	
• Marketing Planning: The Operating Environment and Marketing Audit	
• Marketing Research	3
• Marketing Objectives and Strategy	3
• Branding	3
• Marketing Programmes and Services: The Operational Mix	3
Unit- C (Specific Applications)	
• Social Marketing: the Marketing of Ideas	4
• Fundraising	3
• Arts Marketing	3
• Marketing in Higher Education	3
Unit- D (Other Applications)	
• Healthcare Marketing	4
• Social Entrepreneurship	3
• Volunteer Support and Management	3
• Public Sector Marketing	3
	45 Hours

Text Book:

1. Sargeant, A. Marketing Management for Nonprofit Organizations, Oxford, 3rd Edition, 2009.

Reference Books:

1. Neumann, C ; Kedra, M. and Scharfschwerdt, R. Marketing for Non-Profit Organisations, Grin Verlag, 2010
2. Kotler, P.R. and Andreasen, A.R. Strategic Marketing for non-profit Organisations, Pearson, 7th edition

GROUP (B) Finance

Course Title: Security Analysis and Portfolio Management

Course Code: MGT626

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit-A The Investment Environment Hours

- The investment decision process, Types of Investments 2
- Indian securities market, the market participants 2
- Primary Markets and secondary markets. Introduction to Primary Market, Primary Market Design and its Role 3
- Secondary Market : Introduction, Major players, Trading and settlement Mechanism, Types of orders 3
- Insider Trading, Odd lot Trading, Bulk Deals, Block Deals, Arbitrage Opportunity in the market. 2

Unit-B Security Analysis (Fundamental And Technical Analysis)

- Fundamental Analysis: International Environment: Global Economy Overview, Global Markets, Global Market and Indian Market Inter linkages. 3
- Economic Analysis , Fiscal Policy, Monetary Policy and Liquidity, Inflation, Interest Rate , Unemployment, Individual Savings, Domestic corporate Tax Rate, Balance of Trade 2
- Industry Analysis: Tools for Industry Analysis, Cross Sectional Industry Performance over Time, Industry Life Cycle. Company Analysis: Analysis of Financial statements 3
- Technical Analysis: Introduction, Basic Tenets of Dow Theory , Characteristic Phases of Bull and Bear Trends, Critical Appraisal of Dow theory 2
- Different Types of charts, Concept of trend, Trend lines 3

Unit-C Portfolio Management and derivatives

- Meaning, Importance and Approaches of Portfolio Management, , 3
- Portfolio analysis 3
- Portfolio evaluation and revision techniques. 2

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• Introduction to Financial Derivatives	2
• Forwards, Futures & Options	2
Unit- D Portfolio Theories	
• Markowitz Model	2
• Capital Asset Pricing Model	1
• Single-index model	1
• Sharpe, Treynor & Jensen Indices	2
• Arbitrage Pricing theory	1
• Market Efficiency and Behavioural Finance	1
Total	45 Hours

Text Book:

1. Chandra, Prasanna. Investment Analysis and Portfolio Management. New Delhi: Tata McGraw-Hill Education, 2012. Print.

Reference Books:

1. Bodie, Zvi, Alex Kane, and Alan J. Marcus. Investments. Boston, Mass: McGraw-Hill Irwin, 2005. Print.
2. Fischer, Donald E, and Ronald J. Jordan. Security Analysis and Portfolio Management. Englewood Cliffs, N.J: Prentice-Hall, Print.
3. Reilly, Frank K. Investment Analysis and Portfolio Management. Chicago: Dryden Press, 2007. Print.

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Course Title: Management of Financial Services

Course Code: MGT627

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
<ul style="list-style-type: none">• Non Banking Financial Companies• Theoretical and Regulatory framework of Leasing• Hire Purchase Finance and Consumer Credit• Factoring and Forfaiting	11
Unit- B	
<ul style="list-style-type: none">• Bills Discounting• Housing Finance• Insurance Services and Products	12
Unit- C	
<ul style="list-style-type: none">• Venture Capital Financing• Banking Products and services• Mutual funds: Services and Products.	11
Unit- D	
<ul style="list-style-type: none">• Issue Management: Intermediaries and Activities/Procedures• Corporate Restructuring• Credit Rating	11
	45 Hours

Text Book:

1. Khan, M Y. Financial Services. New Delhi: Tata McGraw Hill, 2010. Print.

Reference books:

1. Bhole, L.M. Financial Institutions & Markets. Victoria: Tata McGraw- Hill, 2008. Print.

Course Title: Strategic Financial Management

Course Code: MGT628

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
(Introduction to Strategic Financial Management and Corporate Valuation)	
• An Overview of Financial Management	3
• An Overview of Financial Environment	1
• Corporate Valuation	3
• Value-Based Management	2
• Corporate Governance	1
Unit- B (Securities and Their Valuation)	
• Bonds and Their Valuation	2
• Stocks and Their Valuation	3
• Financial Options	2
• Valuation of Financial Options	3
Unit- C (Strategic and Tactical Financing Decisions)	
• Distribution to Shareholders: Dividends and Repurchases	4
• Initial Public Offerings	2
• Investment Banking,	1
• Financial Restructuring	3
Unit- D (Special Topics)	
• Derivatives and Risk Management	3
• Bankruptcy	1
• Reorganization	2
• Liquidation	2
• Mergers	2
• LBOs	1

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- Divestitures 2
- Holding Companies 2

45 Hours

Text Book:

1. Brigham, E.F. and Ehrhardt, M.C.. Financial Management- Text and Cases. Fort Worth: Cengage Learning, Print.

Reference books:

1. Grinblatt, Mark, and Sheridan Titman. Financial Markets and Corporate Strategy. Boston: McGraw-Hill Irwin, 2012. Print.

Course Title: Strategic Cost Management

Course Code: MGT629

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit-A Strategic Cost Management Hours

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

Unit B: Performance, Variances and Cost Analysis

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

Unit C: Measurements and Valuations

- Difficulties in Measuring Variances, Evaluation of Control based on Standard Costing, Numerical Problems 3
- Valuation of Intangible Assets: Meaning of Intangible Assets, Acquired and Generated Assets, Importance, 3
- Methods of Valuation for Goodwill, Human Resource, Brands, Patent, Relevant Indian and International accounting standards, Current Scenario in India, Numerical Problems. 4

Unit D Performance and Evaluations

- Responsibility Accounting: Activity based Responsibility Accounting 2
- Behavioural aspects of responsibility accounting, Transfer Pricing. 3
- Performance Evaluation: Traditional Framework of Performance

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Evaluation, Performance Measurement System

- Balanced Scorecard, Implementation, Strengths and Weaknesses of Balance Scorecard, Behavioral Views **3**
 - Productivity improvement: Various tools and techniques including Kaizen and Six Sigma. **2**
- Total** **45 Hours**

Text Books:

1. Shank, John K, and Vijay Govindarajan. Strategic Cost Management: The New Tool for Competitive Advantage. New York: Free Press, Print.

Reference Books:

1. Kaplan, Robert S, and Robin Cooper. Cost & Effect: Using Integrated Cost Systems to Drive Profitability and Performance. Boston: Harvard Business School Press, Print.
2. Blocher, Edward. Cost Management: A Strategic Emphasis. Boston: McGraw-Hill/Irwin, 2005. Print.
3. Shank, John, and Vijay Govindarajan. Strategic Cost Management: The Value Chain Perspective. , 2004. Print.

Course Title: Project Appraisal and Finance

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT630

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

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

Unit-A Introduction to Project Management Hours

- Meaning and Objectives of a Project 2
- Need for Project Management 2
- Project Life cycle 1
- Project Management Framework 2
- Steps in Project Planning 3

Unit- B Market and Technical Appraisal of the project

- Meaning and significance 3
- Market and Demand Analysis 2
- Market Survey 3
- Demand Forecasting, Uncertainties in Demand Forecasting 2
- Methods of Demand forecasting: Time series projection methods & causal methods 2
- Product Mix, Plant Capacity, 2
- Materials and Inputs, Machinery and Equipment, Technical arrangements 2

Unit C: Risk and Financial Appraisal

- Managing Risk 1
- Components of Risk Management. 1
- Measures of Risk, Sensitivity Analysis 2
- Project Appraisal Techniques Time Value of Money, Internal Rate of Return, Benefit Cost Ratio 3
- Accounting Rate of Return, Net Present Value, 2
- Time Value of Money 2

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Unit D- Financing for the projects

- Cost of project, 2
- Cost of production 3
- Means of Financing 2
- Working capital requirements and its financing 1
- profitability projections 1
- projected cash flow statement and project balance sheet. 1

Total

45 Hours

Text Book:

1. Chandra, Prasanna. Projects: Planning, Analysis, Selection, Financing, Implementation and Review. New Delhi: Tata McGraw-Hill, 2009. Print.

Reference Books:

1. Patel, Bhavesh M. Project Management: Strategic Financial Planning, Evaluation and Control. New Delhi: Vikas, 2007. Print.
2. Wysocki, Robert K. Effective Project Management: Traditional, Agile, Extreme. Indianapolis, IN: Wiley Pub, 2009. Print.

Course Title: Management Control Systems

Course Code: MGT665

L	T	P	Credits	Marks
3	1	0	3	75

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

Learning outcome:

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

Unit- A

12 Hours

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

Unit- B

11 Hours

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

Unit- C

11 Hours

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

Unit- D

11 Hours

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

Total : 45 Hours

Reference Books:

1. Anthony, Robert N, John Dearden, and Norton M. Bedford. Management Control Systems. Homewood, Ill: R.D. Irwin, Print.
2. Merchant, Kenneth A. Modern Management Control Systems: Text and Cases. Upper Saddle River, N.J: Prentice Hall, 1998. Print.
3. Maciariello, Joseph A, and Calvin J. Kirby. Management Control Systems: Using Adaptive Systems to Attain Control. Englewood Cliffs, N.J: Prentice Hall, Print.

Course Title: Derivatives and Risk Management

Course Code: MGT666

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Introduction to Derivatives)	Hours
• Derivatives- Introduction, Types and Advantages	3
• Regulation of Trading of Derivatives, SEBI guidelines related to Trade of Derivatives	2
• Forwards and Futures- Introduction, Distinction between Forwards and Futures Contracts	1
• Hedging Practices, Pay-offs, Cash Settlement vs. Physical Settlement	3
• Pricing Principles, Beta and Optimal Hedge Ratio	3
Unit- B (Introduction to Options)	
• Options- Meaning, Types, Key Determinants of Option Prices, introduction to The Binomial Model and The Black-Scholes Model.	4
• European and American Calls And Puts, Exotic and Asian Options	2
• Put Call Parity	3
• Strategies of Options- Strategies, Pay-offs	2
Unit- C (Swaps, Interest Rate Derivatives and Credit Derivatives)	
• Swaps- Meaning and Mechanics of Swaps	6
• Interest Rate Derivatives and Euro- Dollar Derivatives	4
• Credit Derivatives	4
Unit- D (Risk Management)	
• Risk Management with Derivatives- Meaning, Reasons of Managing Risk, Types of Risk in trading with Derivatives.	2
• Hedging Types of traders: Hedgers, Speculators, and Arbitrageurs	2
• Hedging using Greeks	1
• Hedging with Futures	2
• Strategies of Hedging, Speculation and Arbitrage.	1
	45 Hours

Text Book:

1. Hull, John, and John Hull. Options, Futures, and Other Derivatives. Upper Saddle River, NJ: Prentice Hall, Print.

Reference books:

1. Parasuraman, N R. Fundamentals of Financial Derivatives. New Delhi: Wiley India, 2010. Print.
2. Varma, Jayanth R. Derivatives and Risk Management. S.l.: Tata Mcgraw-Hill, 2008. Print.

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Course Title: Corporate Tax Planning
Course Code: MGT667

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit-A Tax Management and Fundamentals	Hours
• Meaning of Tax management,	2
• Tax avoidance and tax evasion	2
• Type of direct taxes	3
• Basic definitions under income tax act	1
• Residential Status of Companies	2
• Exempted Incomes	2
Unit B : Tax Computation..	
• Tax Planning in relation to income from business & profession, Capital gains, Income from other sources	2
• Clubbing provisions, Set off and carry forward of losses, Deductions out of GTI	2
• Introduction to TDS and payment of Advance Tax,	3
• Rates of tax & computation of tax liability of individuals.	2
• Double Taxation Avoidance Agreements	2
Unit C: Tax Planning for the Business	
• Tax Planning with reference to setting up of a new business.	3
• Tax Planning with reference to location of business.	2
• Tax Planning with reference to form of organization.	3
• Tax Planning with reference to nature of business	3
Unit D: Tax Planning for specific Business decisions	
• Tax Planning with reference to Financial Management Decisions.	2
• Tax Planning with reference to Managerial Decisions.	2
• Tax Planning in respect to Employee's Remuneration.	2
• Tax Planning and Adoption of Method of Accounting.	2
• Tax Planning regarding Capital Gains.	1
• Tax Planning in respect of Amalgamation or Demerger.	2
Total	45 Hours

Reference Books:

1. Girish Ahuja & Ravi Gupta. Strategic Corporate Tax Planning & Management. New Delhi: Bharat Law House Pvt. Ltd, 2010.Print.
2. Vinod K.Singhania, Kapil Singhania, Monica Singhania. Direct Taxes Planning & Management. New Delhi: Taxmann's Publication Pvt. Ltd., 2010.Print.

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Course Title: Valuation for Mergers and Acquisitions

Course Code: MGT668

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Introduction to Mergers and Valuation)	Hours
• Concept of Mergers and Acquisitions	3
• Introduction to valuation- Philosophical basis	1
• Approaches to Valuation	2
• Role of Valuation	1
Unit- B (Discounted Cash Flow Valuation)	
• Estimating Discount Rates- Risk, Cost of Equity, Cost of Equity to Cost of Capital	3
• Measuring Cash Flows- Categorising Cash Flows, Earning, Tax Effect, Reinvestment needs	4
• Forecasting Cash Flows- Structure Discounted Cash Flows Valuation, Length of Extraordinary Growth Period, Cash Flow Forecasts, Terminal Value	3
• Equity Discounted Cash Flow Models- Cost of Capital Approach, Adjusted Present Value Approach, Excess Returns Models	4
Unit- C (Relative Valuation)	
• Relative Valuation- Meaning, Ubiquity, Reasons for Popularity and Pitfalls, Standardised values and Multiples	4
• Equity Multiples	3
• Value Multiples	3
Unit- D (Loose Ends in Valuation)	
• Cash, Cross Holding and Other Assets	2
• Employee Equity Options and Other Compensation	3
• The value of Intangibles	2

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• Value of Control	2
• Value of Liquidity	2
• Value of Synergy	3
	45 Hours

Text Book:

1. Damodaran, Aswath. Damodaran on Valuation: Security Analysis for Investment and Corporate Finance. Hoboken, N.J: John Wiley & Sons, 2006. Print.

Reference books:

1. Gaughan, Patrick A. Mergers, Acquisitions, and Corporate Restructurings. New York: John Wiley & Sons, 2009. Print.
2. Sudarsanam, Sudi. Creating Value from Mergers and Acquisitions. Harlow (Essex: Financial Times/Prentice Hall, 2003. Print.

GROUP (C)
Human Resource Management

Course Title: Organizational Change and Development
Paper Code: MGT631

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit A (10 Hours)
 Nature, Assumptions, Characteristics & techniques. Historical framework of Organizational Development. The Lab training stem, The survey research and feedback stem, The Action Research stem, Steps involved in Organizational Development, Role of Managers, Factors affecting Organizational Development. Interventions designed at Individuals, Dyads/Triads, Team and Groups, Inter-group Relations, Total organization, Weisboard Model.

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

Unit C (12 Hours)
 Why Organization Change, Need for change, Factors causing change- Environmental, Technological, Legal, Political, Social, &, Cultural factors of change, Models & techniques involved in change management, Total Quality Management, Business Process Reengineering, Guidelines for Facilitating change.

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

Reference Books:

1. Harvey, Donald F, and Donald R. Brown. An Experiential Approach to Organization Development. Englewood Cliffs, N.J: Prentice-Hall, Print.
2. Palmer, Ian, Richard Dunford, and Gib Akin. Managing Organizational Change: A Multiple Perspectives Approach. Boston: McGraw-Hill Irwin, 2009. Print.
3. Huse, Edgar F, and Thomas G. Cummings. Organization Development and Change. St. Paul, Minn: West Pub. Co, Print.
4. French, Wendell L, Cecil Bell, and Robert A. Zawacki. Organization Development and Transformation: Managing Effective Change. New York: McGraw-Hill/Irwin, 2005. Print.

Course Title: Manpower Planning and HRD

Course Code: MGT632

L	T	P	Credits	Marks
3	1	0	3	75

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

Learning Outcome

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

Unit A

(15 hours)

Manpower Planning Objectives (Micro and Macro levels) Benefits Advantages Limitations and Problems, HR Planning Linkage of HR Planning with other HR Functions.

Manpower Planning: Tools, Methods And Techniques, Job Analysis, Job Description, Job Specification, Skills Analysis/Skill Inventory, Performance Appraisal, Manpower Inventory, Quantitative Aspects, Qualitative Aspects Methodology, Computerized Manpower Planning Information System, Use and Applicability of Statistical And Mathematical Models In Manpower Planning, Cohort Analysis, Census Analysis, Markov Models

Unit B

(10 hours)

HRD: Meaning, Scope, Functions, Importance, Approaches to Human Resource Development, Role of HRD Managers, Relationship between HRD and HRM

Introductions to Strategic Human Resource Management and Strategic Human Resource Development, Strategic Selection, Re-Deployment, Re-Training, Retention Strategies

Unit C

(10 hours)

Organisational Development: Objectives, Characteristics, Process, Models of Organisation Development, Implementing Organisational Development Program, Organisation Culture, Learning Organisation, Organisation Effectiveness, Career Growth and Development, Competency Mapping

Unit D

(10 hours)

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

Reference Books:

1. Belcourt, Monica, Kenneth J. McBey, and Kenneth J. McBey. Strategic Human Resources Planning. Toronto: Nelson Education, 2010. Print.
2. Bhattacharyya, D K. Human Resource Development. Mumbai: Himalaya Pub. House, 2009. Print.
3. Walker, James W. Human Resource strategy. New York.: McGraw-Hill, Print.
4. Prasad, Kesho. Strategic Human Resource Development. New Delhi: PHI Learning Pvt.Ltd, 2012. Print.
5. Balakrishnan, Lalitha and Srividhya, S. Human Resource Development. Mumbai: Himalaya Pub. House, 2007. Print.

Course Title: Negotiating Skills and Participative Decision Making

Paper Code: MGT633

L	T	P	Credits	Marks
3	1	0	3	75

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

Learning outcome:

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

Unit A

(10 Hours)

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

Unit B

(15 Hours)

Negotiating a contract pre-negotiation preparing the charter of demand(s) creating the bargaining team submission of cod costing of labor contracts the negotiation process, effective negotiation preparing for negotiation communication style breaking deadlocks strategy and tactics/games negotiators play.

Closing successfully negotiating integrative agreements reviewing negotiation

Unit C

(10 Hours)

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

Unit D

(10 Hours)

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

Reference Books:

1. Katz, Harry C, and Thomas A. Kochan. An Introduction to Collective Bargaining and Industrial Relations. Boston, Mass: McGraw-Hill/Irwin, 2004. Print.
2. Hilgert, Raymond L, and Sterling H. Schoen. Cases in Collective Bargaining and Industrial Relations: A Decisional Approach. Homewood, IL: Irwin, Print.
3. Lewicki, Roy J, David M. Saunders, and John W. Minton. Negotiation. Boston: Irwin/McGraw-Hill, 1999. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Training and development
Paper Code: MGT634

L	T	P	Credits	Marks
3	1	0	3	100

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

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

Unit A (10 Hours)

Training: Introduction - Conceptual framework of training - approaches on training – Difference between Training and Development - Training and applied psychology - principles of training -Learning and skills acquisition - Transfer and retention of skills - Training practices in India - Practices in PSU - Practices in Pvt. companies.

Unit B (15 Hours)

Need for Training - Methods of Identification of Training needs - Training policy - Planning and Organizing the training programs - Methods of Training - supervisory Development Programs (SDP) - Techniques of SDP - Training and education for operative personnel skill training, National Apprenticeship Training - Worker's education for operative personnel - Evaluation of the training centre.

Unit C (10 Hours)

Management Development (MD) and Organizational Development (OD) - Difference between MD and OD - Aims and objectives of MD and OD - Methods of MD -OD interventions – Succession Planning and Career development.

Unit D

(10 Hours)

Evaluation of Training Program: Kirkpatrick Model Of Evaluation, CIRO Model, Cost-Benefit Analysis, ROI Of Training Technology In Training: Multimedia Training, E-Learning/Online Learning, Distance Learning.

Reference Books:

1. Patrick, John. Training: Research and Practice. London: Academic Press, Print.
2. French, Wendell L, and Cecil Bell. Organization Development: Behavioral Science Interventions for Organization Improvement. Englewood Cliffs, N.J: Prentice-Hall, Print.
3. Armstrong, Michael. A Handbook of Human Resource Management Practice. London: Kogan Page, Print.
4. Craig, Robert L. Training and Development Handbook: A Guide to Human Resource Development. New York: McGraw-Hill, Print.

Course Title: Labour Legislations

Course Code: MGT635

L	T	P	Credits	Marks
3	1	0	3	75

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

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

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

- Introduction to Labour Legislations 1
- Labour Legislations- Meaning, Objectives and Classification 2
- The Factories Act, 1948- Meaning and Definition of Factory, Approval, Licensing and Registration of Factories, The Inspecting Staff, General Duties of Occupier, Health, Safety and Welfare, Working Hours of Adults, Employment of Young Persons and Women, Annual Leave with Wages, Penalties. 3
- National and International Labour Organisations- Standard Setting For Labour Welfare 3
- The Employees’ Compensation Act, 1923- Scope, Definition, Rules regarding Workman Compensation, Injury arise out of and in the Course of Employment, Provisions 4

Unit- B (Labour Welfare & Labour Welfare Laws)

- Philosophy of Labour Welfare- Concept, Aims, Theories of labour welfare, Types of welfare facilities, Principles of Welfare programme, Role of Welfare Department, Need for social and industrial welfare in India 3
- Payment of Bonus Act- Objectives, definition, liability to pay bonus, eligibility for bonus, amount of bonus, applicability of the Act to newly setup establishments, payment of bonus. 3
- Payment of Gratuity Act, 1972- Definitions, Coverage of Act, payment of gratuity, Determination and Recovery, penalties and offences. 3
- Child labour (Regulation and prohibition) act, 1986 2

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Unit- C (Social Security Legislations for Worker)

- Social Security- Introduction, Aims, Methods of facilitating Social Security- Social Assistance & Social Insurance, Financing of social security. **2**
- Employee State Insurance Act- Applicability of Act, Rules and Rate of Contributions, Sickness Benefits Benefit, Maternity Benefit, Disablement Benefit, Dependent's Benefit, Medical Benefit, Funeral Benefit, Penalties. **4**
- Employee Provident Fund Act- Application of the Act, Object of Act, Employees' Provident Fund Scheme, Employees' Pension Scheme and Fund, Employees' Deposit-linked Insurance Scheme and Fund, Administration of the Schemes, Determination of Moneys Due from the Employees, Their Recovery and Employees' Provident Fund Appellate Tribunal, Penalties and Offences. **4**

Unit- D (Other Labour Legislations)

- Industrial Employment (standing order) Act, 1946 **3**
- Payment of Wages Act-Applicability of the Act, Scope and Object of Act, Definition of Wages, Rules regarding Payment of Wages, Deductions of Wages, Kinds of Deductions, Enforcement of the Act, Claims Arising out of Deductions from Wages or Delay in Payment of Wages and Penalty for Malicious or Vexatious Claims, Appeal **4**
- Minimum Wages Act- Object and Scope of Act, Provisions regarding Fixation and Revision of Wages, Minimum Rate of Wages, Procedure for Fixing and Revising Minimum Wages Safeguards available in Payment of Minimum Wages, Enforcement of the Act, Offences and Penalties. **4**

45 Hours

Text Book:

1. Sinha, P R. N, Indu B. Sinha, and Shekhar S. Priyadarshini. Industrial Relations, Trade Unions, and Labour Legislation. Noida, India: Pearson, 2013. Print.

Reference Books:

1. Kapoor, N D. Elements of Mercantile Law: Including Company Law and Industrial Law. New Delhi: Sultan Chand & Sons, Print.
2. Sarma, A.M. Aspects of Labour Welfare & Social Security. Himalaya Publishing House.

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

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit A (8 Hours)

Industrial Relations- Meaning, Scope, Participants, The various approaches-The systems model, John Dunlop Model, The Pluralist Approach, Marxian Approach, Gandhian Approach, Foundations of a Sound Industrial Relations System, Partnership model. Industrialization & Industrial relations, Globalisation & Industrial Relations.s

Unit B (7 Hours)

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

Unit C (12 Hours)

Anatomy of Industrial Conflict/Disputes-

Industrial Disputes Act- Definition of Industrial Dispute, Object and Extent of Act, Causes of Industrial Dispute, Modes of Settlement of industrial Dispute -Conciliation, Adjudication and Arbitration.

Strikes vs. Lock-outs, Lay -off vs. Retrenchment, Unfair Labour Practices under Fifth Schedule. Definition of Continuous Service, Calculation of Working Days, Right of Workmen Laid-off for Compensation, Conditions Precedent to Retrenchment of Workmen, Transfer and Closing Down of Undertakings, Compensation of Workmen in Case of Closing Down of Undertaking, Penalties.

Bipartism & Tripartism: Types, Bipartism's linkage with Tripartism

Unit D (18 Hours)

Grievance & Discipline Handling- Reasons, Grievance procedure as per National Commission on Labour (1969), Managing Discipline.

Collective Bargaining- Model, Principles, Essential Conditions, Process of collective bargaining, National Commission Recommendations on Collective Bargaining.

Contract Labour (Regulation and Abolition Act, 1986)

Industrial relations in U. K., USA & Japan.

Reference Book:

1. Bagri, P R. Law of Industrial Disputes: A Commentary on the Industrial Disputes Act, 1947 As Amended by the Industrial Disputes (amendment) Act, 1984 (49 of 1984). New Delhi: Bharat Law House, 1985. Print.
2. Venkata, Ratnam C. S. Industrial Relations. New Delhi: Oxford University Press, 2006. Print.
3. Kumar, H L. What Everybody Should Know About Labour Laws. New Delhi: Universal law, 2010. Print.
4. Malhotra, O P. The Law of Industrial Disputes. Bombay: N.M. Tripathi, Print.

Course Title: Performance Management System
Paper Code: MGT670

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit A (10 Hours)

Foundations of Performance Management: Concept and Philosophy underlying Performance Management, Significance, Objectives, Pre-Requisites, and Characteristics of Effective Performance Management; Performance Management versus Performance Appraisal; Performance Management and Strategic Planning, Performance Management Process-Conceptual Model, Overview of Strategies for Performance Management

Unit B (15 Hours)

Planning and Implementation of Performance Management- Overview of Performance Planning, Defining Performance and Selecting a Measurement Approach, Developing Job Descriptions, Defining Performance Standards, Key Result Areas, Competencies and Skills, Characteristics of Effective Performance Metrics

Unit C (10 Hours)

Performance Appraisal and Monitoring: Characteristics of effective Appraisals; Methods of Performance Appraisal; Designing Appraisal Forms; Implementing Performance Appraisal Process, Performance Review Discussions; Improving Quality of Performance Ratings; 360 degree appraisal, e-appraisal Performance Monitoring; Performance Management Documentation; Annual Stock Taking, Performance Management Audit

Unit D (10 Hours)

Other Performance Management and Development Issues: Coaching, Counselling and Mentoring; Potential Appraisal, Competency Mapping; Performance Related Pay; Implementing Performance Management System- Strategies and Challenges; Role of HR Professionals in Performance Management; Ethical and Legal Issues, Appraisal and Management Practices in Indian Organizations.

Reference Books

1. Aguinis, Herman. Performance Management. Upper Saddle River, N.J: Pearson Prentice Hall, 2009. Print.
2. Fusch, Gene, and Richard C. Gillespie. A Practical Approach to Performance Interventions and Analysis: 50 Models for Building a High-Performance Culture. Upper Saddle River, N.J: FT Press, 2012. Print.
3. Smither, James W, and Manuel London. Performance Management: Putting Research into Action. San Francisco: Jossey-Bass, 2009. Print.

Course Title: Industrial Psychology and Sociology
Paper Code: MGT624

L	T	P	Credits	Marks
3	1	0	3	75

Objective of the course- The course is designed for understanding the psychology and sociology of the workers. It teaches the student on how to manage workers and also provides them the understanding of the social strata's

Learning Outcome:

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

Unit A (10 Hours)

Introduction: Nature, Scope, and Problems; Brief history of industrial and Organizational psychology Individual differences and their evaluation, Role of heredity and environment, Types of individual differences

Unit B (15 Hours)

Psychological testing: Utility, Reliability, and Validity.
 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

Unit C (10 Hours)

Motivation: Meaning, Types, Applications: Job redesign, Work on incentives. Characteristics of the workplace: Physical working conditions: Noise, Illumination, Color, Music, Miscellaneous Factors; Work Schedules: Working Hours, Permanent Part-Time Employment, Flexible Work Schedules, Rest Pauses, and Shift Work;

Unit D (10 Hours)

Nature & Scope of Industrial Sociology, Industry & Society, Industry & Community, Industrial Social Stratification, Industrialism & Family, Industrialism & Social Change, Psychological and Social Issues: Job Simplification, Boredom & Monotony, Fatigue, and Telecommuting.

Reference Books:

1. Blum, Milton L, and Jack C. Naylor. Industrial Psychology; Its Theoretical and Social Foundations. New York: Harper & Row, Print.
2. Schultz, Duane P, and Sydney E. Schultz. Psychology and Work Today: An Introduction to Industrial and Organizational Psychology. Upper Saddle River, N.J: Prentice Hall, Print.
3. Ghosh, P K, and M B. Ghorpade. Industrial Psychology. Bombay: Himalaya Pub. House, Print.
4. Ghurye, G S. Culture and Society. Bombay: Indian Branch, Oxford Univ. Press, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Managing Innovation and Creativity

Course Code: MGT615

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Introduction to Innovation) Hours

- Innovation Management, Models of Innovation **4**
- The Underpinning of Profits: Assets, Competences, and Knowledge **4**
- Sources and Transfer of Information **4**

Unit- B (Strategizing)

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

Unit- C (Implementation)

- Financing Entrepreneurial Activity **3**
- Implementation of the Decision to Adopt **4**

Unit- D (Globalisation)

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

45 Hours

Reference Books:

1. Afuah, Allan. Innovation Management: Strategies, Implementation and Profits. New York: Oxford University Press, Print.
2. Von, Stamm B. Managing Innovation, Design and Creativity. Chichester: J. Wiley, 2003. Print.
3. Andriopoulos, Constantine, and Patrick Dawson. Managing Change, Creativity and Innovation. Los Angeles: SAGE, 2009. Print.

GROUP (D)
Supply Chain Management

Course Title: Business Process Design and Implementation

Course Code: MGT636

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit- A

11 Hours

The Systems Development Life Cycle, Elicitation and Prioritization of Organizational Problems, Development of Information Systems Goals, Existing System Review – Requirements Determination, What to look for in an existing systems environment., Signs of trouble, motivation for process re-engineering, Information Gathering Techniques, Systems Representation Techniques, System Flowcharts (the world of accounting), Logical Dataflow Diagrams (Yourdon/DeMarco), Requirements Determination

Unit- B

12 Hours

New Systems Requirements: Issues and Tradeoffs in Requirements Analysis , Technical, Cost, and Operational Feasibility Analysis, Avoidance Behavior in IT Cost/Benefit Analysis, Rapid Prototyping /User Interface /Human Factors Issues, Cognitive Psychology and User Interface Design, The Evolution to the Graphical User Interface, Issues Related to the Adoption , of Large-Scale Database Management Systems, Systems Analyst’s Viewpoint - the good - the bad - the ugly, Large Transactions Environment Costs of Adoption

Unit- C

11 Hours

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

Unit- D

11 Hours

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

Total : 45 Hours

Text Book:

1. Dennis, Alan, and Barbara H. Wixom. Systems Analysis and Design. New York: Wiley, 2000. Print.

Reference Books:

1. Coulson-Thomas, Colin. Business Process Re-Engineering: Myth & Reality. London: Kogan Page, 1994. Print.
2. Hammer, Michael, and James Champy. Reengineering the Corporation. New York, N.Y: Harper Audio, 1993. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Integrated Supply Chain Management

Course Code: MGT637

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit- A

11 Hours

Supply Chain Management: Transforming Supply Chains into Integrated “Value Systems”, Defining Supply Chains, Increasing Customer Demands for Value Across the Supply Chain, Supply Chain Relationships, Information Systems and Supply Chain Management, A Process Model: SCM for Value System Creation, Understanding and Improving Supply Chains and Key Supply Chain Processes, Understanding Supply Chains through Process Mapping, Process Flow Charts, Internal Supply Chains, External Supply Chains, Benefits of Inter organizational Supply Chain Collaboration, The Importance of Time in Creating High-Performance Supply Chains, Opportunities for Cycle Time Reduction across the Supply Chain, Re-Engineering Supply Chain Logistics, Supply Chain Performance Measurement, Internal Integration—Managing Information Flows within the Organization, A Historical Perspective, Drivers of Supply Chain Systems and Applications, Internal and External Strategic Integration, Globalization of Markets

Unit- B

12 Hours

Availability of Powerful Information Systems and Technology, Enable New Business Processes, Replace Obsolete Systems, Strategic Cost Management, Enterprise Resource Planning (ERP), Implementing ERP Systems, ERP “Meltdowns”, Supply Chain ERP Modules, ERP and Data Warehouses, When Your Web Site is Not Aligned With Your Business Strategies, Decision Support Systems, The Financial Impacts of SCM—Finding the “Sweet Spot”, Insourcing/Outsourcing: A Controversial Issue, Initiating the Insourcing/Outsourcing Decision, Understanding Your Core Competence, Technological Maturity, Understanding the Market, Insourcing Versus Outsourcing—Advantages/Disadvantages, Creating Collaboration and Trust in the Supply Chain, Roots of Supply Chain Relationship Management, A Conceptual Model of Alliance Development, Developing a Trusting Relationship with Supply Chain Partners, Challenges to Managing Supply Chain Relationships, Customer/Supplier Integration into New Product Development, Changes to the New Product Development Process, Supplier Integration Into New Product Development, Supplier Integration Approaches, Supplier Integration Into New Product Development Process Model, Assessing the Supplier's Technology Roadmap, Developing Suppliers' Capabilities

Unit- C

11 Hours

Strategic Cost Management in a Global Supply Chain, The Financial Impacts of Supply Chain Management, Strategic Cost Management Initiatives Across the Supply Chain, Volume Leveraging and Cross Docking: Harvesting the Low-Hanging Fruit, Global Logistics and Material Positioning, Global Supplier Development, Target Pricing, The “Greening” of the Supply Chain: Life Cycle Costing, Re-Manufacturing, and Recycling, Cost Management

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Enablers, Navigating the Business to Business (B2B) E-Commerce Landscape, The Evolution of the Internet, Attributes of the Internet, The B2B Technology Landscape, Standards: The Basis for B2B Integration, The “Emerging” Standards, Looking Forward: Emerging Technologies, Problems With Implementing Standards, Creating Information Visibility

Unit- D

11 Hours

The Importance of Information in Supply Chains: Avoiding the Sting of the “Bullwhip”, Creating Information Visibility in Supply Chains, Information Visibility System Best Practices, Collaborative Planning, Forecasting, and Replenishment (CPFR), Collaborative Contract Management Visibility Systems, Managing Change in the Supply Chain, Managing Change in the Supply Chain, Radical Change Management, Changing the Purchasing Culture, Internal Integration of Supply Chain Function, The New Era of Order to Delivery: Drivers for Change, Changing the Culture for Supply Chain Redesign, Future Challenges

Total: 45 Hours

Text Book:

1. Handfield, Robert B, and Ernest L. Nichols. Supply Chain Redesign: Transforming Supply Chains into Integrated Value Systems. Upper Saddle River, NJ: Financial Times Prentice Hall, 2002. Print.

Reference Books:

1. Lan, Yi-chen, and Bhuvan Unhelkar. Global Integrated Supply Chain Systems. Hershey, PA: Idea Group Pub, 2006. Print.
2. Sadler, Ian. Logistics and Supply Chain Integration. Los Angeles: SAGE, 2007. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Total Quality Management

Course Code: MGT638

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit- A

12 Hours

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

Unit- B

11 Hours

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

Unit- C

11 Hours

TQM for Marketing Function: Quality in marketing and sales, factors for excellence, BPR and IT: business process management, quality control SQC/SPC: statistical process control, change

management, Quality in after sales services. Organization for quality: quality circles, self managing teams, quality director, reliability of quality characteristics, quality leadership: developing a quality culture.

Unit- D

11 Hours

Total employee involvement: Awareness of quality, recognition and rewards, empowerment and self development, Education and training, cost of quality: cost of poor quality, categories of quality cost, analysis of quality costs, benefits of costs of quality control, TQM implementations & barriers to implementation, Six sigma, Introduction to ISO 9000, ISO 9001: 2000 series of standards

Total : 45 Hours

Reference Books:

1. Rampersad, Hubert K, and K Narasimhan. Managing Total Quality: Enhancing Personal and Company Value. New Delhi: Tata McGraw-Hill, 2005. Print.
2. Mukherjee, P N. Total Quality Management. New Delhi: PHI Learning, 2010. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Procurement and Sourcing Strategy

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT639

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

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

Unit – A

Hours

Introduction to and Evolution of Purchasing Function: Changing views of the purchasing function. The importance of purchasing to profitability – the DuPont Model. Purchasing in the context of Supply Chain Management. Centralized vs. decentralized management of purchasing. Check and balance in procurement. **4**

Buying from Overseas/Total Cost of Ownership: Concept of landed cost. Incoterms. Int'l trade/logistic issues. **3**

Sourcing in the Global Context: Complexity of global sourcing, Challenging issues in international itrade and logistics; Tactical and strategic sourcing. Sourcing process. Analysis of supply market. Competitive strategy. Sourcing information. **4**

Unit – B

Strategic Sourcing & Procurement: Concepts of strategy, definitions and strategy development. Levels of strategy in the organisation. Supplier relationship management (SRM). Strategic Sourcing and Procurement. Make or buy decisions. Outsourcing vs. off shoring. Outsourcing vs. subcontracting. **6**

Competitive Bidding and Negotiation: Use of competitive bidding to select supplier. Auctions. Cost estimation and mark-up strategy. Evaluating bids. Two-envelop bidding system. Stages of negotiation. Strategies of negotiation. Support tools for negotiation like price/cost analysis and learning curve. **4**

Unit – C

E-procurement: IT as a means of reducing transactions costs in the supply chain. Integrated information systems internal and external networks, including electronic data interchange (EDI) and e-sourcing. **4**

Vendor Selection and Management: Metrics for supplier selections. Developing suppliers' capability and improving supplier performances. **3**

Managing purchasing prices: How vendors establish price. Methods of price determination (other than negotiation). Pricing arrangements. Terms of payment and preferential discounts. Reverse Auction. **5**

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Unit – D

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

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

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

45 Hours

Reference Books:

1. Burt, David N, Stephen L. Starling, and Donald W. Dobler. World Class Supply Management: The Key to Supply Chain Management. Boston: McGraw-Hill/Irwin, 2003. Print.
2. Chary, S N. Production and Operations Management. New Delhi: Tata McGraw-Hill Pub. Co, Print.
3. Finch, Byron J. Operations Now: Profitability, Processes, Performance. New York, NY: McGraw-Hill/Irwin, 2006. Print.
4. Nicholas, John M. Competitive Manufacturing Management: Continuous Improvement, Lean Production, Customer-Focused Quality. Boston: Irwin/McGraw-Hill, Print.
5. Benton, W C. Purchasing and Supply Chain Management. Boston: McGraw-Hill Irwin, 2010. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Warehousing and Inventory Management

Course Code: MGT640

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A **Hours**

- Meaning, Functions and Significance of Inventory Management. 2
- Strategic Inventory management 2
- Forecasting Methods of Inventory 4
- Material Requirement Planning System (MRP) 4
- Purchasing Management – Objectives, Functions, Methods, Procedure, and Value Analysis: Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets. 4
- Vendor Rating and Source Location, Negotiation 1
- Lower of cost or market rule; Inventory ascertainment and reconciliation. 1

Unit- B

- Inventory Models 4
- Methods of Inventory Management System- LIFO, FIFO, HIFO, Base Stock 3
- Material Management in Just-in-Time environment 2
- Storage and Inventory Control Techniques -Perpetual Inventory system, ABC Analysis, Inventory Turnover ratios, Just In Time, FNSD, VED 3
- Economic Ordering Quantity and Extensions 4

Unit- C

- Make or Buy Decisions 4
- Logistics and Franchising 2

Unit- D

- Simulation of Inventory Systems 3
- Computer Integrated Systems of Inventory 1

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- Performance of Inventory System

1

45 Hours

Text Book:

1. Zipkin, Paul H. Foundations of Inventory Management. Boston: McGraw-Hill, 2000. Print.

Reference books:

1. Tersine, Richard J. Principles of Inventory and Materials Management. New York: North-Holland, Print.
2. Silver, Edward A, D F. Pyke, Rein Peterson, and Edward A. Silver. Inventory Management and Production Planning and Scheduling. New York: Wiley, Print.

Course Title: Sustainable Supply Chain Management

Course Code: MGT673

L	T	P	Credits	Marks
3	1	0	3	75

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

Unit-A	Hours
<p>The need for sustainable supply chain management meaning, best practices, need, implications of sustainable supply chain management</p> <p>Developing sustainable supply chain management supply chain strategy, CSF for sustainability, ingredient, an iterative approach to develop sustainable supply chain strategy, sustainable supply chain scorecard(SSC)</p>	12
Unit-B	
<p>Monitoring performance measuring sustainable supply chain, evaluating impact of supply chain on sustainability(PEST), visible supply chain, product oriented monitoring, benefits and use of measurement, problems with measuring performance</p>	11
Unit-C	
<p>Managing within organisation Managing processes, products, knowledge, infrastructure, people and teams, managerial challenge: find and prioritize internal sustainability gap</p>	11
Unit- D	
<p>Managing outside organisation supply chain stakeholders, action field, determining right supply chain stakeholders, generic stakeholder management strategies, action field for sustainability in customer and supplier relations</p> <p>Future sustainable supply chains Understanding the future, the central question for sustainable supply chains, driving forces, critical uncertainties, standards and infrastructure constraints.</p>	11
Total	45 Hours

Reference Book:

Cetinkaya, Balkan. Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice. Berlin: Springer, 2011. Print.

Course Title: Enterprise Resource Planning

Course Code: MGT674

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit-A **11 Hours**

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

Unit-B **11 Hours**

ERP IMPLEMENTATION: Implementation Challenges, Strategies, Life Cycle, Preimplementation Tasks, Requirements Definition, Methodologies, Package selection, Project Teams, Process Definitions, Vendors and Consultants, Data Migration, Project management, Post Implementation Activities.

Unit- C **12 Hours**

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

Unit- D **11 Hours**

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

Total: 45 Hours

Reference Books:

1. Altekhar, Rahul V. Enterprisewide Resource Planning: Theory and Practice. , 2004. Print.
2. Murthy, C S. V. Enterprise Resource Planning and Management Information Systems: (text and Case Studies). Mumbai [India: Himalaya Pub. House Pvt. Ltd, 2008. Print.
3. Parthasarathy, S. Enterprise Resource Planning: A Managerial & Technical Perspective. New Delhi: New Age International Pvt. Ltd., Publishers, 2007. Print.

Course Title: Supply Chain Metrics and Strategies

Course Code: MGT675

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit- A

11 Hours

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

Unit- B

12 Hours

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

Unit- C

11 Hours

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

Unit- D

11 Hours

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

Total : 45 Hours

Text Book:

1. Frazelle, Edward. Supply Chain Strategy: The Logistics of Supply Chain Management. New York: McGraw-Hill, 2002. Print.

Reference Books:

1. Cohen, Shoshanah, and Joseph Roussel. Strategic Supply Chain Management: The Five Disciplines for Top Performance. New York: McGraw-Hill, 2005. Print.
2. Chan, Chi-Kin, and H W. J. Lee. Successful Strategies in Supply Chain Management. Hershey, PA: Idea Group Pub, 2005. Print.
3. Gattorna, John. Strategic Supply Chain Alignment: Best Practice in Supply Chain Management. Aldershot, Hampshire, England: Gower, Print.

Course Title: Supply Chain management technology and application

Course Code: MGT676

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit- A **12 Hours**
 Foundations of Supply Chain management, Rise of supply chain management, stages of SCM development, Redefining supply chain management, supply chain competencies, Importance of Information technology, Technology in knowledge, Enterprise technology basics, New technology- SaaS, wireless technology, Global trade management solutions, Business Information system basics, Enterprise business systems foundations, Standard EBS systems, Evolution of internet business, Impact of E-business on supply chain.

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

Unit- C **11 Hours**
 Manufacturing in global enterprise, Impact of technology on manufacturing, collaborating product commerce, Managing manufacturing planning functions, supply chain optimization tools, Purchaser and supplier relationship, Strategic sourcing and supply chain management, Internet in supply chain environment, e-SRM marketplace and Exchange management, Future B2B e-marketplaces, Implementation of e-SRM

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

Total: 45 Hours

Text Book:

1. Ross, David F, and David F. Ross. Introduction to Supply Chain Management Technologies. Boca Raton: CRC Press/Taylor & Francis, 2011. Print.

Reference Books:

1. Poirier, Charles C. Using Models to Improve the Supply Chain. Boca Raton, Fla: St. Lucie Press, 2004. Print.
2. Wang, John, et al. Information Technologies, Methods, and Techniques of Supply Chain Management. Hershey, PA: Business Science Reference, 2012. Print.

Course Title: World Class Manufacturing

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT616

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

Learning outcome:

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

Unit- A

11 Hours

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

Unit- B

11 Hours

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

Unit- C

12 Hours

Review of Operations Scheduling Process ,Industrial scheduling systems - Job Shop Scheduling, Batch Production Scheduling, Flow Production Line Balancing – Introduction to flexible Manufacturing Systems and World Class Manufacturing Quality control and Quality assurance in manufacturing; Acceptance sampling, Six Sigma, Kaizan, QC Circles, Statistical Process Control.

Unit- D

11 Hours

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

Total: 45 Hours

Reference Books:

1. Sahay, B S, K B. C. Saxena, and Ashish Kumar. World-class Manufacturing: A Strategic Perspective. New Delhi: Macmillan India, 2000. Print. .
2. Panneerselvam, R. Production and Operations Management. New Delhi: Prentice Hall of India, 2007. Print.
3. Kachru, Upendra. Production and Operations Management: Text and Cases. New Dehli: EXCEL BOOKS, 2007. Print.

GROUP (E)
Energy Management

Course Title: Global and Indian Energy Scenario

Course Code: MGT641

L	T	P	Credits	Marks
3	1	0	3	75

Course Objective: The objective of the course is to introduce the students about energy scenario which help them to understand the overall Energy demand and availability of Energy

Learning Outcome: After completion of syllabus students will learn about national and International Energy Policies.

Unit-1: Global Energy Scenario (15 Hours)

Role of energy in economic development and social transformation: Energy & GDP, GNP and its dynamics in India. Discovery of various energy sources: Energy Sources and Overall Energy demand and availability, Energy Consumption in various sectors and its changing pattern, Exponential increase in energy consumption and projected future demands in India. Energy Resources: Coal, Oil, Natural Gas, Nuclear Power and Hydroelectricity, Solar and Other Renewable etc. Depletion of energy sources and impact exponential rise in energy consumption on economies of countries and on international relations. Energy Security: Chemical and Nuclear: Non Proliferation, Energy Security, Energy Consumption and its impact on environmental climatic change. International Energy Policies of G-8 Countries, G-20 Countries, OPEC Countries, EU-Countries. International Energy Treaties (Rio, Montreal, Kyoto), INDO-US Nuclear Deal. Future Energy Options: Sustainable Development, Energy Crisis: Transition from carbon rich and nuclear to carbon free technologies, parameters of transition

Unit-2: Indian Energy Scenario (10 Hours)

Energy resources & Consumption: Commercial and noncommercial forms of energy, Fossil fuels, Renewable sources including Bio-fuels in India, their utilization pattern in the past, present and future projections of consumption pattern, Sector wise energy consumption, Impact of Energy on Economy, Development and Environment, Energy for Sustainable Development, Energy and Environmental policies, Need for use of new and renewable energy sources. Status of Nuclear and Renewable Energy: Present Status and future promise Energy Policy Issues: Fossil Fuels, Renewable Energy, Power sector reforms, restructuring of energy supply sector, energy strategy for future. Energy Conservation Act-2001 & its features, Electricity Act-2003 & its features. Framework of Central Electricity Authority (CEA), Central & States Electricity Regulatory Commissions (CERC & ERCs)

Unit-3: Energy Policy (9 Hours)

Global Energy Issues, National & State Level Energy Issues, National & State Energy Policy, Industrial Energy Policy, Energy Security, Energy Vision. Energy Pricing & Impact of Global Variations. Energy Productivity (National & Sector wise productivity).

Unit-4: Basics of Thermodynamics

(11 Hours)

Basic Units, Dimensions and Conversions for Energy, Concepts of Energy, Heat and Work, Ideal gaslaw, Ist and II law of thermodynamics (Closed and Open Systems) Thermodynamics power cycles, Reversible heat Engine cycle, I.C. engine cycles, Carnot Cycle, Rankine Cycle, Otto Cycle, Vapor Refrigeration & power Cycle etc.

Reference Books:

1. Goldemberg, José. Energy for a Sustainable World. New York: Wiley, 1988. Print.
2. Hostetter, Martha. Energy Policy. New York: H.W. Wilson, 2002. Print.
3. Moyo, Sam, Michael Sill, and Philip O'Keefe. Energy Policy and Planning in Southern Africa. Mt. Pleasant, Harare: SARIPS of SAPES Trust, Regional Office, 1999. Print.

Course Title: Energy Law and Regulations
Course Code: MGT642

L	T	P	Credits	Marks
3	1	0	3	75

Course Objective: To cover basic principles of rate regulation and public utilities; the division of jurisdiction between federal and state governments; the key federal statutes and regulatory regimes governing natural gas, electricity, and nuclear power; and the implications of new climate change and renewable energy mandates for the electric power sector.

Unit-A

Hours

Introduction

6

What is energy law? Does the process of developing energy law differ on the state and federal levels? What private party actions are regulated and in whose interest is energy regulated? How does policy evolve through competing and/or complementary actions in the three federal branches of government? How is policy converted into statute and administered by federal or state administrative agencies? How, for example, have energy statutes and administrative policies developed from the 2003 blackout of the electricity grid in the Northeastern United States? What policies, laws and administrative agencies apply to the development of, for example, nuclear power plants, natural gas drilling facilities, hydroelectric power? Why and how does the process and policy for establishing electric rates relate to the development and operation of generating facilities? What factors affect the development of renewable power?

Constitutional Basis for Energy Regulation

5

Overview of the Constitutional bases for the roles of state and federal governments in energy law. What interests do the states have in the production and delivery of energy (electricity, natural gas, oil)? What interests does the federal government have in the production and delivery of energy? Do the state interests, as embodied in state law, compete with federal interests? How are any such conflicts resolved? Are the interests of consumers reflected consistently in state and federal law?

Unit-B

Basics of Electric Utility and Natural Gas Rate and Certificate Regulation

5

An overview of the policy rationales for public utility regulation and an introduction to methods of rate regulation, review a typical state utility regulatory statute and the Federal regulatory framework for electric utility and natural gas regulation, the use of market-based rate regimes in electricity markets.

Nuclear Energy

6

an overview of the major laws, legal issues and ongoing policy debates related to the generation of nuclear power, ensuring the safety and financial protection of the public in event of a nuclear incident, the disposal of spent fuel and other radioactive wastes, waste reprocessing, nuclear power plant decommissioning and nuclear non-proliferation concerns, the potential for nuclear power to play a significant role in limiting emissions of greenhouse gases.

Unit-C

Market Based Pricing of Electricity and Natural Gas, Regulation of Markets, Commodity Pricing Issues

6

Review of the federal statutory and regulatory framework supporting the purchase and sale of electricity and natural gas at negotiated or market rates, treatment of “demand response” as a commodity, very different regulatory

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regimes and structures for sale of natural gas and electricity.

Energy Efficiency and Conservation 6

The incentives for energy efficiency and conservation included in pending legislative proposals to address climate change, examine the significance of carbon capture and storage as an element of climate change policy, including potential regimes for managing public liability concerns.

Unit- D

Transportation: Vehicle Efficiency and Alternative Fuels/Renewable Fuel Standard 6

Regulatory framework for automobile fuel economy standards under the applicable energy and clean air laws, the renewable fuel standards to reduce gasoline consumption.

Climate Change – Implications for Energy Law 5

Relevant international agreements, past and current Congressional debates on domestic and international emissions limitation regimes and the potential effect of emissions limits on energy markets.

Total 45 Hours

Reference Books:

1. Bosselman, Fred P, Jim Rossi, and Jacqueline L. Weaver. Energy, Economics, and the Environment: Cases and Materials. New York: Foundation Press, 2000. Print.
2. Tomain, Joseph P, and Richard D. Cudahy. Energy Law in a Nutshell. St. Paul, MN: West, 2011. Print.

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Course Title: Energy Marketing and Sustainable Consumption

Course Code: MGT643

L	T	P	Credits	Marks
3	1	0	3	75

Course Objective: To cover basic marketing of energy and its sustainable consumption.

Unit-A	Hours
Introduction and theoretical framework Definitions of sustainable consumption, economic, social and psychological approaches to explaining consumer decisions, methodological approaches, decisions for concrete environmental technologies.	11
Unit-B	
Analysis of existing data Determinants for the adoption of energy efficient household appliances in Germany, the energy labelling framework, study framework, data, results, Results of SECO@ home household survey and discrete choice analysis: heating and insulation	11
Unit-C	
Firm strategies and political instruments Green marketing strategies, increasing energy efficiency	11
Unit- D	
Impacts of instruments evaluation of consumer choice: television, green power and heating	12
Home heating, technology and gender moving beyond gender difference, gender technology relation	
Total	45 Hours

Reference Book:

Rennings, Klaus. Sustainable Energy Consumption in Residential Buildings. Heidelberg: Physica-Verlag, 2013. Print.

Course Title: Energy Audit and Performance Assessment

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT645

Course Objective: The objective of the course is to introduce the students about need of energy audit and assessment

Learning outcome: After completion of syllabus students will able to understand energy audit performance assessment

Unit-1: General Aspects (11 Hours)

General Philosophy and need of Energy Audit and Management. Definition and Objective of Energy Management, General Principles of Energy Management, Energy Management Skills, Energy Management Strategy. Energy Audit: Need, Types, Methodology and Approach. Energy Management Approach, Understanding Energy Costs, Benchmarking, Energy performance, Matching energy usage to requirements, Maximizing system efficiency, Optimizing the input energy requirements, Fuel and Energy substitution.

Unit-2: Procedures and Techniques (12 Hours)

Data gathering: Level of responsibilities, energy sources, control of energy and uses of energy get Facts, figures and impression about energy /fuel and system operations, Past and Present operating data, Special tests, Questionnaire for data gathering. Analytical Techniques: Incremental cost concept, mass and energy balancing techniques, inventory of Energy inputs and rejections, Heat transfer calculations, Evaluation of Electric load characteristics, process and energy system simulation. Evaluation of saving opportunities: Determining the savings in Rs, Non-economic factors, Conservation opportunities, estimating cost of implementation. Energy Audit Reporting: The plant energy study report-Importance, contents, effective organization, report writing and presentation.

Unit-3: Energy Policy Planning and Implementation (11 Hours)

Key Elements: Force Field Analysis, Energy Policy-Purpose, Perspective, Contents and Formulation. Format and Ratification, Organizing: Location of Energy Manager, Top Management Support, Managerial functions, Role and responsibilities of Energy Manager, Accountability. Motivating–Motivation of employees, Requirements for Energy Action Planning. Information Systems: Designing, Barriers, Strategies, Marketing and Communicating Training and Planning.

Unit-4: Energy Balance &MIS (11 Hours)

First law of efficiency and Second law of efficiency, Facility as an Energy system, Methods for preparing process flow, Materials and Energy Balance diagram, Identification of losses, Improvements .Energy Balance sheet and Management Information System(MIS) Energy Modelling and Optimization.

Reference Books;

1. Diwakar, Rao P. L. Energy Conservation Handbook. Secunderabad [India: Utility Publications Ltd, Print.
2. Hu, S D. Handbook of Industrial Energy Conservation. New York: Van Nostrand Reinhold, 1983. Print.

Course Title: Renewable Sources of Energy

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT677

Course Objective: The objective of the course is to enable the students to know about various sources of energy.

Learning outcome: After completion of syllabus students will able to understand different sources and energy conversion.

UNIT-A: PRINCIPLES OF SOLAR RADIATION (12 Hours)

Role and potential of new and renewable source, the solar energy option, Environmental impact of solar power, physics of the sun, the solar constant, extraterrestrial and terrestrial solar radiation, solar radiation on tilted surface, instruments for measuring solar radiation and sun shine, solar radiation data.Flat plate and concentrating collectors, classification of concentrating collectors, orientation and thermal analysis, advanced collectors.

UNIT-B: SOLAR ENERGY STORAGE AND APPLICATIONS (11 Hours)

Different methods, Sensible, latent heat and stratified storage, solar ponds. Solar Applications- solar heating/cooling technique, solar distillation and drying, photovoltaic energy conversion. Sources and potentials, horizontal and vertical axis windmills, performance characteristics, Betz criteria

UNIT-C: BIO-MASS AND GEOTHERMAL ENERGY OCEAN ENERGY (11 Hours)

Principles of Bio-Conversion, Anaerobic/aerobic digestion, types of Bio-gas digesters, gas yield, combustion characteristics of bio-gas, utilization for cooking, I.C.Engine operation and economic aspects.Resources, types of wells, methods of harnessing the energy, potential in India.

UNIT-D: DIRECT ENERGY CONVERSION (11 Hours)

OTEC, Principles utilization, setting of OTEC plants, thermodynamic cycles. Tidal and wave energy: Potential and conversion techniques, mini-hydel power plants, and their economics. Need for DEC, Carnot cycle, limitations, principles of DEC.

Reference Books:

1. Rai, G D. Non-conventional Sources of Energy. Delhi, [India: Khanna, Print.
2. Twidell, John, and Anthony D. Weir. Renewable Energy Resources. London: E & FN Spon, Print.
3. Tiwari, G N, and M K. Ghosal. Renewable Energy Resources: Basic Principles and Applications. Harrow, U.K: Alpha Science International, 2005. Print.

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Course Title: Strategies in Energy Business
Course Code: MGT678

L	T	P	Credits	Marks
3	1	0	3	75

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

Unit-A	Hours
Perspectives on commercial positioning in the deregulated European electricity markets	12
Nordic Business Strategies	
Corporate strategies in the British electricity supply industry	
Unit-B	
Dutch business strategies under regime transition	11
Corporate strategies in the German electricity supply industry: from alliance capitalism to diversification	
Unit-C	
Change and sustainability in the French power system: new business strategies and interest versus the new relaxed status quo	11
Business strategies evolving in response to regulatory changes in the US electric power industry	
Unit- D	
New strategies for power companies in Brazil	11
Strategic development and regulatory challenges in west-European electricity markets	
Total	45 Hours

Reference Books:

Midttun, Atle. European Energy Industry Business Strategies. Amsterdam: Elsevier, 2001. Print.

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Course Title: Green Building Technologies

Course Code: MGT679

L	T	P	Credits	Marks
3	1	0	3	75

Course Objective: To minimize urban sprawl and needless destruction of valuable land, habitat and green space, which results from inefficient low-density development and encourage higher density urban development, urban re-development and urban renewal, and brownfield development as a means to preserve valuable green space.

Unit-A

Hours

Efficient use of space in existing occupied buildings, renovating and re-using existing vacant buildings, sites, and associated infrastructure and consider re-development of brownfield sites. Designing buildings and renovations to maximize future flexibility and reuse thereby expanding useful life. Steer clear of sites in the local or regional ecosystem. Identify and protect valuable greenfield and wetland sites from development.

12

Unit-B

Allowing higher density development in urban areas, Investing time and energy in seeking variances and regulatory reform. Evaluating site in terms of the location and orientation of buildings and improvements in order to optimize the use of passive solar energy, natural daylighting, and natural breezes and ventilation.

11

Unit-C

Making best use of existing mass transit systems and making buildings and sites pedestrian and bike friendly, including provisions for safe storage of bicycles. Develop programs and incentives that promote car-pooling including preferred parking for commuters who carpool. Consider making provisions for re-fueling or recharging alternative fuel vehicles. Reducing the urban heat island effect by reducing the building and site development footprint, maximizing the use of pervious surfaces, and using light colored roofs, paving, and walkways. Provide natural shading of buildings and paved areas with trees and other landscape features.

11

Unit- D

Reducing impervious areas by carefully evaluating parking and roadway design. Pursuing variances or waivers where local ordinances may unintentionally result in the over-design of roadways or parking. Displacement Ventilation, Green House, Radiant / Passive Heating, Day Lighting / Passive Lighting, Computerized Windows, Smart Lighting/ Power Saving Electronics, Photo Voltaic and, solar panel system, Wind Turbine, Green Roof, Water Use Reduction, Rainwater Collection System.

11

Total

45 Hours

Reference Book:

1. Green Building Technology in Hazardous Waste Cleanup Applications. Washington, DC: Dept. of the Army, U.S. Army Corps of Engineers, 1999. Print.

Course Title: Energy Trading, Hedging, and Securities

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT680

Course Objective: To develop a solid foundation in energy trading and hedging by examining all of the instruments, tools and techniques available to the energy trader today. To explore the nuances and quirks specific to the energy markets, understand the risks and rewards across sectors and develop a macro view designed to improve timing and develop a successful trading program.

Unit-A

Overview of the Energy Industry: The Big Picture

12 Hours

- Why Invest in the Energy Markets?
- Timeline: Historical Evolution
- Glossary of Key Industry Terms
- Market Participants
- Challenges/Opportunities Associated With Energy Markets
- Ethical Issues

Energy Markets Fundamentals

- Spot Prices
- Basis Prices
- Forward Prices
- Regulations
- Dodd-Frank “Cheat Sheet” for Traders
- Liquidity
- Load Models
- Parity Value
- Settlement
- Mark-to-market

Energy Pricing Models

- Quant Models in the Energy Markets: Role and Limitations
- Spot Price Models
- Basis Price Models
- Load Models
- Forward Price Models
- West Texas Intermediate (WTI) forward curve
- Contango
- Backwardation
- One Factor Models
- Multi-factor Models
- Multi-commodity Models
- Cheapest-to-Deliver
- Model Calibration

Energy Derivatives Pricing Models

- Energy Derivatives Quant Models: Role and Limitations
- European Options
- American Options
- American Cash or Nothing Options

- Perpetual American Options
- Asian Options
- Fixed Strike Asian Call Options
- Average Price Options
- Swing Options
- Barrier Options
- Digital Options
- Exotic Options
- Swaps
- Swaptions
- Refineries as Real Options
- Multi-asset Options
- Compound Options
- Baskets
- Best-of
- Worst-of
- Spread Options
- Spark Spreads
- Crack Spreads
- Basis Spreads
- Natural Gas Transportation as a Locational Spread
- Generation Assets as Strips of Spark Spreads
- Natural Gas Storage as a Basket of Calendar Spreads

Unit-B

Hedging (Risk Management)

11Hours

- Real-time Risk Management
- How Risk Management and Best Practice Have Evolved
- Regulatory Developments for Risk Management
- How Risk Management Can Make a Competitive Difference
- Pre-trade Risk Control
- Managing Technical Glitches
- Types of Risk
- Market
- Price
- Volatility
- Correlation
- Liquidity
- Commodity
- Capacity
- Delivery
- Storage
- Transmission
- Human
- Credit
- Management
- Modeling
- Quant
- Trader
- Quant Models Used to Manage Energy Risk: Role and Limitations
- Stress Testing

- Value at Risk (VAR)
- Regression Analysis Applied to Hedging
- Single Proxy Hedges
- Multiple Proxy Hedges
- Basis Hedging in Natural Gas Markets
- Delta Hedging
- Delta-Gamma Hedging
- Delta-Gamma-Vega Hedging
- Cross-Hedging Greeks
- Cross-Market Greeks
- Spark Spreads
- Crack Spreads

Speculation ("Trading")

- Fundamentals of Trading in the Following Energy Markets
- Natural Gas
- Electricity (Power)
- Oil
- Coal
- Emissions
- Market Participants
- Technical Analysis
- Fundamental Analysis
- Trading Methodologies
- Transaction Cost Management
- System Development and Testing
- Winning Strategies to Increase Scalability and Diversify Risk

Unit-C

Investment Portfolio Diversification

11 Hours

- Tools and Techniques for Advanced Portfolio Management
- Mathematical Representation of a Portfolio
- Correlation, Dependence and Copula
- Portfolio Risks
- Time Buckets
- Measuring Portfolio Sensitivity via the Greeks
- Delta
- Vega
- Theta
- Gamma
- Rho
- Cross-Gamma
- Mark-to-market
- How to Construct a High Performing, Alpha Yielding Portfolio With Energy Products

Regulations – based on geographical regions

- Natural Gas
- Electricity (Power)
- Oil
- Coal
- Emissions

Unit- D

Energy Data Resources

11 Hours

- How to Identify and Process the Best Data Sources
- Quality of Energy Data Sources

Technology Challenges

- How to Evaluate Energy Technology Providers
- Trading Infrastructure
- Innovation
- Future Trends
- Insourcing vs. Outsourcing
- Solutions to Operational Issues

Advanced Strategies and the Next Generation of Energy Trading and Risk Products

- Energy Trading and Risk Management Products for Attracting Most Interest From Investors, Traders and Managers

Total

45 Hours

Reference Book:

1. Mack, Iris M. Energy Trading and Risk Management: A Practical Approach to Hedging, Trading and Portfolio Diversification. , 2014. Print.

Course Title: Solid Waste Management

Course Code: MGT617

L	T	P	Credits	Marks
3	1	0	3	75

Course Objective: Participants will be equipped with good insight into the current environmental and health problems caused by inadequate solid waste management, the strategies and approaches to resolve these problems as a best public health functionary.

Unit-A

Hours

Introduction to Environment

11

Ecosystem –meaning- Types -Components- Structure – Functions, Levels of organization in nature- Food chain and Trophic structure, Biogeochemical Cycles, Energy flow.

Municipal solid waste

Definition - Sources and types of solid waste- composition and its determinants of Solid waste-factors influencing generation-quantity assessment of solid wastes-methods of sampling and characterization.

Unit-B

Collection and Transfer

11

Collection: Collection of Solid waste – collection services – collection system, equipments – time and frequency of collection – labour requirement – factors affecting collection – analysis of collection system – collection routes – preparation of master schedules. Transfer and Transport: Need for transfer operation – transfer stations – types – transport means and methods – location of transport stations – Manpower requirement – collection routes: Transfer stations – selection of location, types & design requirements, operation & maintenance.

Unit-C

Processing Techniques and Recovery of Energy

12

Processing techniques – purposes mechanical volume reduction – necessary equipments – chemical volume reduction – incinerators – mechanical size reduction selection of equipments – components separation – methods – drying and dewatering. Recovery of Resources, conversion products and energy recovery – recoverable materials – processing and recovery systems – incineration with heat recovery.

Unit- D

Disposal of Solid Wastes

11

Refuse disposal – various methods – incinerations – principle features of an incinerator – site selection and plant layout of an incinerator – sanitary landfill-methods of operation – advantages and disadvantages of sanitary land fill - site selection – reactions accruing in completed landfills – gas and leachate movement and control – equipments necessary.

Total

45 Hours

Reference Books:

- 1) Tchobanoglous, George, Hilary Theisen, and S A. Vigil. Integrated Solid Waste Management: Engineering Principles and Management Issues. New York: McGraw-Hill, Print.
- 2) Chandrappa, Ramesha, and D B. Das. Solid Waste Management: Principles and Practice. Berlin: Springer, 2012. Print.
- 3) Landreth, Robert E, and Paul A. Rebers. Municipal Solid Wastes: Problems and Solutions. Boca Raton, Fla: CRC Lewis Publishers, 1997. Print.
- 4) Bhide, A D, and B B. Sundaresan. Solid Waste Management in Developing Countries. New Delhi: Indian National Scientific Documentation Centre, Print.

GROUP (F)
Insurance and Banking

Course Title: Regulatory Framework for Banking and Insurance

Course Code: MGT646

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
• Relationship between banker and customer	1
• Law and procedure governing banking instruments	2
• Management of assets- liabilities in commercial bank	2
• Lending policies, Risk and profitability planning	2
• Law relating to Banking Regulation	3
• bankers’ book evidence	1
• Recovery of debts due to banks and financial institutions.	2
Unit- B	
• Insurance Legislation In India and Insurance Act, 1938	3
• IRDA Functions and Insurance Councils, Licencing	3
• Regulation on Conduct of Business	2
• Life insurance- law relating to Life Insurance, general principles of life insurance contract	2
• proposals and policy	1
• assignment and nomination	1
• title and claims, concept of trusts in life policy	1
• Life Insurance Corporation - role and functions.	1
Unit- C	
• General insurance: law relating to general insurance	3
• different types of general insurance	1
• general insurance and life insurance	1
• nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery	3

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Unit- D

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

45 Hours

Text Book:

1. ICSI, Banking and Insurance: Law and Practice, Taxmann Print.

Reference Books:

1. Gordon, E, and K Natarajan. Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, 2009. Print.
2. Shekhar, K C. Banking Theory and Practice: (law and Foreign Exchange). New Delhi: Vikas Pub. House, Print.

Course Title: Principles and Practices of Banking

Course Code: MGT647

L	T	P	Credits	Marks
3	1	0	3	75

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

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

SECTION – A Banking and types of Banks Hours

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

Section B: Customer Relationship and Types of Banking Sectors

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

Section C: Asset - Liability Management

- Definition of assets and liabilities 1
- Asset liability mismatch on the grounds of locations, maturity, return and currency Risks 2
- Liquidity risk, Interest rate risk, Pre-mature withdrawal and pre-payment risk, Price Risk, Foreign exchange and sector based risk 1
- RBI guidelines for asset and liability management. 1

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• Management of loan portfolio with special reference to Non Performing Assets	3
• Definition of NPA, Income Recognition and Asset Classification Norms (IRAC Norms)	1
Section D: principles Regarding lending and Assurance	2
• Loans and Advances: Principles of lending, Different types of loans,	1
• Credit appraisal techniques, Credit management and credit monitoring.	3
• Bank Assurance: Benefits for banks and insurance companies	1
Total	45 Hours

Text Book:

- 1 Desai, Vasant. Indian Banking: Nature and Problems. Bombay: Himalaya Pub. House, Print.

Reference Books:

- 1 Whittlesey, Charles R. Principles and Practices of Money and Banking. New York: Macmillan Co, Print.
- 2 Heffernan, Shelagh A. Modern Banking. Chichester, West Sussex, England: John Wiley & Sons, 2005. Print.

Course Title: Insurance and Risk Management

Course Code: MGT648

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Section A: Basics of Insurance	Hours
• Concept of Insurance	2
• Need for Insurance	2
• Globalization of Insurance Sector	1
• Reinsurance, Co-insurance, Assignment. Endowment	4
Section B: Life and General insurance	
• Principles Applicable to life Insurance	1
• Life Insurance Products: Introduction, Traditional insurance products	1
• ULIPs: Linked Life Insurance Products, Types, recent trends	1
• Principles of General Insurance	2
• General Insurance products: Introduction and Classification of Products.	2
• Reinsurance: Characteristics, Types, Growth of reinsurance in India and Global Players in reinsurance.	3
Section C: Tools for Insurance Management	2
• Control of Malpractices	3
• Negligence,	2
• Loss Assessment and Loss Control	2
• Exclusion of Perils, Actuaries, Computation of Insurance Premium.	3
• Regulatory Framework of Insurance: Role, Power and Functions of IRDA	3
• Composition of IRDA, IRDA Act'1999	2

Section D: Risk Management

• Concept of Risk	1
• Types of Risk	1
• Managing Risk	2
• Sources and Measurement of Risk,	1
• Risk Evaluation and Prediction	1
• Disaster Risk Management	1
• Risk Retention and Transfer	2
Total	45 Hours

Text Book:

1. Dorfman, Mark S. Introduction to Risk Management and Insurance. Englewood Cliffs, N.J: Prentice-Hall, Print.

Reference Books:

1. All the three modules of Insurance and Risk Management by Institute of Chartered Accountants of India
2. Vaughan, Emmett J, and Curtis M. Elliott. Fundamentals of Risk and Insurance. Santa Barbara: Wiley, Print.

Course Title: Marketing of Banking and Insurance services

Course Code: MGT649

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
Concept of marketing in financial services sector: Critical aspects of Marketing of Financial Services, Marketing Mix, Market Segmentation.	6
Concept of Relationship Marketing: Relationship marketing of Financial Services, Types of relationships.	7
Consumer Behaviour in Financial Services: Understanding Consumer Needs, Defining goals and objectives, Purchase process of Services, Components of customer expectations.	5
Unit – B	
Designing the Communication Mix for Financial Services: Various communication challenges, Educational and Promotional objectives, Advertising and communication – advertising as a communication process, medias of advertisements-Drafting of statutory advertisements for public issue of shares etc.	6
Pricing and Revenue Management: Objectives of Pricing Strategies, The Pricing Tripod, Total cost of service.	4
Unit – C	
Service Environment: Planning a Service Environment, Selection of Environmental design elements, Impact of Service Environment on Customers.	5
Customer Feedback: Aspects of Customer Feedback, Importance, Impact on Retention, Building a customer feedback system.	4
Unit – D	
Role of Technology in Marketing of Financial Services: Role of Internet, E-Banking, Using websites for Service Delivery, Concept of CRM.	4
Ethics in Marketing: Ethical issues in the marketing of financial services, Ethics in relation to the individual and society as a whole, Unethical behaviour in financial services marketing: fraud, misrepresentation, misselling, misleading information, discrimination.	4
	45 Hours

Reference Books:

1. Harrison, Tina. Financial Services Marketing. Harlow, England: Pearson Education, 2000. Print.
2. Kotler, Philip, and Gary Armstrong. Principles of Marketing. Englewood Cliffs, N.J: Prentice Hall, Print.
3. Meidan, Arthur. Marketing Financial Services. Basingstoke: Macmillan Business, Print.

Course Title: Corporate Banking

Course Code: MGT650

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Section A: Overview of Commercial Banking in India **Hours**

- Role and Functions of Commercial Banks 2
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases 2
- Indian Banking in Pre-Nationalisation and Post-nationalisation Phases 1
- Banking Sector Reforms and their Implications on Indian Banking Sector 1
- Changing Role of Indian Banks 2
- Reforms and Restructuring of Bank Management 1
- Management of Private Sector Banks and Public Sector Banks 1

Section B: Functions of Bank Management

- Planning, Organising, Directing, Coordinating, Controlling 3
- Hierarchy of Management and functions at Each Level – Strategic Planning in Banks 2
- Budgeting in Banks 3
- RBI and its Role in Bank Management and Regulation, 2
- Prevention of Money laundering Act, 2002. 3

Section C: Credit Management in Banks

- Principles of Sound Bank Lending 3
- Loan Policy 2
- Credit Appraisal and Credit Decision Making 1
- Monitoring and Review of Loan Portfolio 3
- Management of Non-Performing Assets (NPAs) 3
- Debt Restructuring 1

Section D: Bank's Investment Policy

- SLR Requirements 2

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- Nature and Significance of Investment Management in Commercial Banks 1
- Fundamental Principles of Security Investment 2
- Reviewing Investment Portfolio 2
- Organisation of Investment Function in Bank. 3

45 Hours

Text Book:

- 1 General Bank Management, Indian Institute of Banking and Finance, Macmillan.

Reference Books:

- 1 Khan, M Y. Indian Financial System: Theory and Practice. New Delhi: Vikas, Print.
- 2 Vohra, M. Indian Financial System. New Delhi: Anmol Publ, 2006. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Foundations of Actuarial Sciences

Course Code: MGT682

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit-A Interest and Annuities

Hours

- Meaning and need of Interest and Annuities for Actuarial Valuations **2**
- Simple and Compound Interest, Compound Interest Table, Present Value ,Nominal and Effective Rates of Interest, Discount and Discounted Value, Varying Rates of Interest, Equation of Value, Equated Time of Payment **3**
- Present Value of Immediate Annuity, Accumulated Value of Annuity , Present Value and Accumulated Value of Deferred Annuity **4**
- Introduction, Increasing Annuity, Varying Rate of Interest, Decreasing Annuity. **3**
-

Unit B: Redemption, Investment Yield Probability and Mortality

- Introduction – Repayment of Loan by uniform instalments – Redemption of Loan by Sinking Funds **2**
- Capital Redemption Policies – Office Premium – Surrender Value. **2**
- Introduction – Nominal and Effective rate of Interest **2**
- Weighted rate of return, time weighted rate of return, Linked internal rate of return **2**
- General Definitions of Probability – Properties – Permutations and Combinations. **2**
- Introduction – Different Mortality Functions **2**

Section C: Life Assurance Premiums and Annuities

- General Considerations **2**
- Assurance Benefits **3**
- Pure Endowment Assurance **1**
- Endowment Assurance **1**
- Term Assurance **1**

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- Whole Life Assurance 1
- Introduction Commutation Function 1
- Deferred Life Annuities Temporary Immediate Life Annuity 1
- Variable Life Annuity and Increasing Life Annuity 3

Section D: Net Premium Assurance and Annuity plans

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

Total 45 Hours

Reference Book:

- 1 Supplements issued by insurance Institute of India “Foundations of Actuarial Sciences, Chapter 1 to 15.
- 2 Foundations of Casualty Actuarial Science. New York, NY: Casualty Actuarial Society, Print.

Course Title: Management of Banking and Insurance Operations

Course Code: MGT683

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Banking Introduction) Hours

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

Unit- B (Banking Operations)

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

Unit- C (Insurance Introduction)

- Life insurance- law relating to Life Insurance, general principles of life insurance contract, proposals and policy, assignment and nomination, title and claims, concept of trusts in life policy, Life Insurance Corporation - role and functions. 3
- General insurance: law relating to general insurance, different types of general insurance, general insurance and life insurance, nature of fire insurance; various types of fire policy; subrogation; double insurance; contribution; proximate cause; claims and recovery 2

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

Unit- D (Insurance Operations)

- Documentation **5**
- Claim Settlement **6**

45 Hours

Text Book:

1. ICSI, Banking and Insurance: Law and Practice, Taxmann

Reference Books:

1. Gordon, E, and K Natarajan. Banking: Theory, Law and Practice. Mumbai: Himalaya Pub. House, 2009. Print.
2. Whittlesey, Charles R. Principles and Practices of Money and Banking. New York: Macmillan Co, Print.

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Course Title: Underwriting and Claim Management in Insurance

Course Code: MGT684

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
<ul style="list-style-type: none">Underwriting- Meaning, functions, importance. insurance – Profile of an Underwriter , Types of Underwriter	4
<ul style="list-style-type: none">Risk selection Classification & Rating, Retentions and Reinsurance	5
<ul style="list-style-type: none">Underwriting Philosophy & Guidelines	3
<ul style="list-style-type: none">Organisation of underwriting	3
Unit- B	
<ul style="list-style-type: none">Underwriting Information, underwriting Decision	2
<ul style="list-style-type: none">Methodology & Procedures of Underwriting	5
<ul style="list-style-type: none">Structure of underwriting portfolio	3
Unit- C	
<ul style="list-style-type: none">Underwriting Policy and Practice	3
<ul style="list-style-type: none">Rate Making	3
<ul style="list-style-type: none">Budgeting and Monitoring Results of Underwriting	2
Unit- D	
<ul style="list-style-type: none">Claims- Meaning, Classification, Claims Procedure and Claimants, Claims Procedure and the Insurer	4
<ul style="list-style-type: none">Claims Settlements and Disputes, Claims Management Systems and Organization Structure	4
<ul style="list-style-type: none">Claims Cost and Cost Effective Settlement	4
	45 Hours

Reference books:

- Briys, Eric, and François . Varenne. Insurance: From Underwriting to Derivatives : Asset Liability Management in Insurance Companies. Chichester [England: John Wiley, 2001. Print.
- Allan, Ian. Insurance Claims, Damaged Equipment: Your Guidebook to Heavy Equipment and Truck Claims. Victoria, BC: Trafford, 2007. Print.

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Course Title: Micro Financing

Course Code: MGT618

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
• Meaning, Objectives , Scope, Lessons from International Finance	2
• Micro-Finance as Development Tool	3
• Evolution and Character of Micro-Finance in India	2
• Micro-finance- Delivery Methodologies	3
• Legal and Regulatory Framework	3
Unit- B	
• Micro- Finance in India- Present and Future	2
• Some Innovative and Creative Micro- Finance Models	4
• Impact of Micro- Finance	3
• Emerging Issues	2
• Impact Assessment and Social- Assessment of MFIs	3
Unit- C	
• Financial Products and Services	4
• Financial Accounting and Reporting	3
• Revenue- Models of Micro-Finance	3
Unit- D	
• Risk Management	3
• Basics of Banking	2
• Development Banking and Priority Sector Banking	3
	45 Hours

Text Book:

1. Zipkin, P. Micro-finance Perspectives and Operations, McMillan, 2007. Print..

Reference books:

1. Yadav, R.J. Microfinance, Paradise Publishers, 2011
2. Roy, A. and Dutta, S. Economic and Social Impact of Micro-Financing Poor Through Shgs, Lambert Academic Publishing, 2012

GROUP (G)
Global Management

DAV UNIVERSITY, JALANDHAR

Course Title: Foreign Trade Documentation and Trade Finance

Course Code: MGT652

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A **Hours**

Documents for starting up a new export venture; aligned documentation system: meaning, rationale, various documents, EDI initiative; 4

Methods of payment: advance payment, open account, consignment sales, documents against acceptance (D/A), documents against payment (D/P), 2

Letter of credit; pre shipment credit: meaning, procedure, rates, documents needed; post shipment credit: meaning, procedure, types and documents needed. 5

Unit – B

Export credit and guarantee corporation (ECGC): export credit insurance, insurance policies, FEMA. 4

Bank guarantees and special schemes, role of ECGC; 4

Theories and practice of foreign exchange rate determination, floating and fixed exchange rates; 4

Exchange control regulations and procedures in India 3

Unit – C

Processing of an export order: stages in implementing export transaction; procedure and documents needed for claim. 3

Procedures and documents related to quality control – ISO 9000, ISO 14000 4

Marine insurance: types of marine insurance, marine losses 4

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Unit – D

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

Reference Books:

1. Current Foreign Trade Policy.
2. Handbook of procedures: Volume I & II.
3. Johnson, Thomas E, and Donna L. Bade. Export/import Procedures and Documentation. New York: AMACOM, 2010. Print.
4. Malhotra, Sunil K. Export and Import Management. New Delhi: Adhyan Publishers & Distributors, 2008. Print.
5. Lall, G S. Finance of Foreign Trade and Foreign Exchange. Delhi: H.P.J. Kapoor,. Print.
6. Jain, Subhash C. International Marketing Management. Belmont, Calif: Wadsworth, Print.

Course Title: Global Marketing Management

L	T	P	Credits	Marks
3	1	0	4	100

Course Code: MGT653

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

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

Unit – A: Understanding the global marketing environment Hours

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

UNIT – B: Market planning & development of global marketing strategies

- Corruption in global markets 2
- Opportunity analysis & selection of markets 2
- Market entry strategies 1
- Competitive advantage 2
- Product & brand management 2
- Global services marketing 2
- Global communications 2

UNIT – C: Global marketing distribution relationship & pricing

- Approach to manage supply chains 3
- Factors affecting supply chain decisions 2
- Collaboration of supply chain 2
- Market responsive supply chain strategies 2
- Managing marketing relationships 2
- Pricing strategies & factors affecting global pricing decisions 1

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UNIT – D: Coordinating global marketing operations

• Sales force management	3
• International sales management decisions	3
• Sales negotiation and culture	2
• Role of trading	3
• Global control mechanisms	
• Issues in global organisational structures	1
Total	45 Hours

Text Book:

1. Lee, Kiefer, and S Carter. Global Marketing Management: Changes, New Challenges, and Strategies. Oxford: Oxford University Press, 2009. Print.

Course Title: Global Strategic Management

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT654

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

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

UNIT-A	Hours
<ul style="list-style-type: none"> • Introduction to Global Strategy, Role of Globalization, Impact of Globalization on Developing Countries, 3 	
<ul style="list-style-type: none"> • Managing Competition in Global Markets, Porters Five Force Framework in Global Business, Role and application of Generic strategies in Global Business, Strategic Resource Management 3 	
<ul style="list-style-type: none"> • Value Chain analysis in Global Business, VIRO Framework, Strategic Role of Cultures and Sub Cultures, Strategic Role of Ethics, Strategic Response Framework. 4 	
 UNIT-B	
<ul style="list-style-type: none"> • Concept of International Entrepreneurship, Comprehensive model of entrepreneurship, Entry barriers for firms going Global, entrepreneurial strategies 3 	
<ul style="list-style-type: none"> • comprehensive model of foreign market entries, Distinguishing features of trading mode, passive participation mode 3 	
<ul style="list-style-type: none"> • active or direct participation mode, Risk associated in Going Global, IJV, Strategic alliances, Major strategic issues in international mergers and acquisitions (M&A) 3 	
<ul style="list-style-type: none"> • Rules of successful M&As, comprehensive model of strategic alliances and networks. 3 	
 UNIT-C	
<ul style="list-style-type: none"> • International competitiveness and competitive scope, Diversification and concentration strategies for international competitive advantage 3 	
<ul style="list-style-type: none"> • Types of Diversification, Considerations in Global Business Management, comprehensive model of diversification 3 	

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- Multinational Strategies and Structures, Comprehensive model of multinational strategy 4
- structure and learning, relationship between multinational strategies and structures Application 3
- Strategic Innovation and Knowledge management in Global Business. 3

UNIT-D

- Concept of Global Corporate and Social Responsibility, comprehensive model of corporate social responsibility 1
- Corporate Sustainable development, Need of CSR activities, Role CSR in sustainable development 1
- Concept of Private Equity, Corporate Governance at Global Level, comprehensive model of corporate governance 2
- Concept of Family Business Going Global. 3

Total **45 Hours**

Text Book:

1. Peng, Mike W. Global Strategic Management. Mason, Ohio: South-Western, 2009. Print.

Reference Books:

1. Ketelhöhn, Escobar W. International Business Strategy. Oxford: Butterworth Heinemann, Print..
2. Mellahi, Kamel, Jędrzej G. Frynas, and Paul N. Finlay. Global Strategic Management. Oxford: Oxford University Press, 2005. Print.

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Course Title: International Business Law

Course Code: MGT655

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Legal Environment of International Business)	Hours
• Introduction to International Business	3
• International Law and the World’s Legal Systems	3
• Resolving International Commercial Disputes	4
Unit- B (International Sales, Credits, and the Commercial Transaction	
• Sales, Contracts and Excuses for Non- Performance	4
• The Documentary Sale and Terms of Trade	3
• The Carriage of Goods and the Liability of Air and Sea Carriers	3
• Bank Collections, Trade Finance and Letters of Credit	4
Unit- C (International Law)	
• GATT Law and the World Trade Organisation	4
• Laws Governing Access to Foreign Markets	3
• Regulating Import Competition and Unfair Trade	2
• Imports, Customs and Tariff Law	2
• The Regulation of Exports	2
Unit- D (Regulation of International Marketplace)	
• International Marketing Law	2
• Licensing Agreements and the Protection of Intellectual Property Rights	3
• Host Country Regulations	3
	45 Hours

Text Book:

1. Schaffer, Richard, Beverley Earle, and Filiberto Agusti. International Business Law and Its Environment. Cincinnati, Ohio: West Educational Pub. Co, Print.

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Course Title: Global logistics and Supply Chain Management

Course Code: MGT686

L	T	P	Credits	Marks
3	1	0	3	75

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

Learning outcome:

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

Unit-A

11 Hours

Introduction to supply chain management, Globalization and International trade, Supply chain strategies, Logistics service providers

Unit-B

11 Hours

Procurement and outsourcing, Inventory management, Warehousing and Materials management, Transport in supply chains

Unit- C

11 Hours

Information flows and technology, Logistics and financial management, Measuring and managing logistics performance.

Unit- D

12 Hours

Supply chain-vulnerability, risk, robustness and resilience. Integration and collaboration, Sustainable Logistics and supply chain systems, New supply chain designs.

Total Time: 45 Hours

Text Books:

1. Mangan, John, Chandra Lalwani, and Tim Butcher. Global Logistics and Supply Chain Management. Chichester, England: John Wiley & Sons, 2008. Print.

Reference Books:

1. Waters, C D. J. Global Logistics: New Directions in Supply Chain Management, 6th Edition. London: Kogan Page, 2010. Print.
2. Long, Douglas. International Logistics: Global Supply Chain Management. Norwell, Mass: Kluwer Academic Publishers, 2003. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: International Financial Management

Course Code: MGT687

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A (Introduction of Multinational Financial Management)	Hours
<ul style="list-style-type: none">• Financial Management in Global- rise of Multinational Corporations	3
<ul style="list-style-type: none">• Relationship of Multinational Financial Management with domestic Financial Management	4
<ul style="list-style-type: none">• Financing the Multinational Corporation, International Monetary System	4
<ul style="list-style-type: none">• Foreign Exchange Rate Determination and Currency Forecasting - Spot Market and Forward, Market, Exchange Rate Equilibrium, Asset Market model of Exchange Rates, Purchasing Power Parity, Intervention of Central Bank in Determination of Exchange Rates.	5
Unit- B (Translation and Transaction Exposure)	
<ul style="list-style-type: none">• Managing Translation and Transaction Exposure	3
<ul style="list-style-type: none">• Measuring Translation and Transaction Exposure	4
<ul style="list-style-type: none">• Foreign market entry and country risk management	3
Unit- C (Cross border Capital Budgeting)	
<ul style="list-style-type: none">• Cross border Capital Budgeting- Meaning	4
<ul style="list-style-type: none">• Calculation of Cash Outlay and Future Cash Inflows for Parent and Subsidiary.	3
Unit- D (Foreign Exchange Risk Management)	
<ul style="list-style-type: none">• Foreign Exchange Risk Management - Currency Futures and Options Market, Swaps, Interest Rate Forwards and Futures	4
<ul style="list-style-type: none">• Foreign Exchange Instruments	4
<ul style="list-style-type: none">• Swaps	4
	45 Hours

DAV UNIVERSITY, JALANDHAR

Text Book:

1. Shapiro, Alan C. Multinational Financial Management. Boston: Allyn and Bacon, Print.

Reference books:

1. Apte, P G. International Financial Management. New Delhi: Tata McGraw-Hill Pub, 2006. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: WTO and RTAs

Course Code: MGT688

L	T	P	Credits	Marks
0	0	3	2	50

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

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

UNIT-A

10 Hours

WTO- Formation, historical prospective, functions and structure, GATS(General Agreement on trade in services), TRIPS (Trade related intellectual property rights) and TRIMS (Trade related investment measures) and their importance to business and world economy

Dispute Settlement Board & Mechanism, WTO consultation process, Subsidies

UNIT-B

12 Hours

Regional Trade Agreements, Proliferation of regional trade agreements which represent a significant challenge to WTO regime. The co-existence of RTAs and the WTO raises critical issues of fragmentation of international trade law and jurisdictional competition

The Economic Dimension of Regional Trade Agreements and their Relation to the Multilateral Trading System, The Political Economy of Regional Trade Agreements, Constitutional Functions of the WTO and Regional Trade Agreements

UNIT-C

12 Hours

RTAs and India's foreign trade, Regional trade blocs and its role with India in International Business.

How Free Trade Areas and their Rules of Origin Comply with GATT Article XXIV Services Liberalisation in Regional Trade Agreements - Bilateral, Regional and Multilateral Agreements Covering Foreign Investment in Services, TRIPS-Plus Provisions in Regional Trade Agreements

Competition Law and Regional Trade Agreements, The WTO, Regional Trade Agreements and Human Rights, Sustainable Development in Regional Trade Agreements, Dispute Settlement in Regional Trade Agreements and the WTO

UNIT-D

11 Hours

Evaluation of Regional Trade Agreements (RTAs) among developed and developing countries, Study of NAFTA SAFTA,, EU, ASEAN, GCC, OPEC, COMESA,ECOWAS, SAARC, PARTA,CROP

Overlaps and Conflicts of Jurisdiction Between the WTO and RTA's Applicability of WTO Law in Regional Trade Agreements: Identifying the Links

Text Book:

1. Bartels, Lorand, and Federico Ortino. Regional Trade Agreements and the Wto Legal System. Oxford: Oxford University Press, 2006. Print.

Reference Books:

1. Rao, Palle K. Wto: Text & Cases. New Delhi: Excel Books, 2005. Print.
2. Paul, Justin. International Business. New Delhi: PHI Learning, 2011. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Cross Cultural Management

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT619

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

Learning Outcomes:

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

UNIT-A	Hours
<ul style="list-style-type: none">• The Concept of International Comparative Management	3
<ul style="list-style-type: none">• Definition of Culture	3
<ul style="list-style-type: none">• Impact of the culture on International Business.	4
UNIT-B	
<ul style="list-style-type: none">• Kluckhohn and Strodtbeck`s Cultural Dimension	3
<ul style="list-style-type: none">• Hofstede`s Cultural Dimensions,	3
<ul style="list-style-type: none">• Trompenaars Cultural Dimensions,	3
<ul style="list-style-type: none">• Hall and Hall`s Cultural Dimensions	3
UNIT-C	
<ul style="list-style-type: none">• Japanese Style of Management, German style of Management, UK style of Management,	3
<ul style="list-style-type: none">• French style of Management, Spanish style of Management, Style of Management of United States companies	3
<ul style="list-style-type: none">• Management Characteristics of West European Companies, Styles of Management in African Countries,	4
<ul style="list-style-type: none">• Style of Management of Latin American Countries, Indian style of Management	3
<ul style="list-style-type: none">• Differences in managerial behaviour , Cultural influences on leaders and their behavioural patterns	3

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UNIT-D

• Management of Multinational Companies - Problems & Prospects	1
• MNCs in an International environment	1
• Communication and International Negotiation- Culture and Communication	1
• Major Obstacles to Intercultural Communication,	1
• Nonverbal Communication	1
• Subtle art of negotiation, Managing Negotiation with Multinational Companies	2
Total	45 Hours

Text Book:

1. Daniels, John D, and Lee H. Radebaugh. International Business: Environments and Operations. Reading, Mass: Addison-Wesley, .Print.

Reference Books:

1. Griffin, Ricky W, and Michael W. Pustay. International Business. Upper Saddle River, NJ: Prentice Hall, 2010. Print.
2. Hibbert, E P. International Business: Strategy and Operations. Houndmills, Basingstoke, Hampshire: Macmillan Business, 1997. Print.
3. Hill, Charles W. L. International Business: Competing in the Global Marketplace. Boston, Mass: McGraw-Hill/Irwin, 2003. Print.
4. Rugman, Alan M, and Richard M. Hodgetts. International Business. Harlow, England: Prentice Hall/Financial Times, 2003. Print.
5. Negandhi, Anant R. International Management. Boston: Allyn and Bacon, Print.

GROUP (H)
Healthcare Management

Course Name: Health Services System and Hospital Management Information System

L	T	P	Credits	Marks
3	1	0	3	75

Course Code: MGT656

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

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

Unit 1

Hours

Out Patient Management (OPD):

-Registering a new OPD patient

- Acquiring of patient demographic details
- Assigns an unique Central Patient Identifier(CPID) to Identify a patient across OPD and IPD on first visit
- Assigns an unique OPD Registration Identifier(OPID)
- Automatic fixing of appointment schedule (Location, Date, Time and Doctor)
- Generate OPD Card
- Request for an appointments
- Cancellation of an appointment

5

- Registering a patient on revisit to OPD for re-consultation
- Registering a patient on revisit to pharmacy for repeat medicine
- Generates MIS Reports
- Enquiry

Investigations (LABS): I

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

5

Unit – B

Inpatient Management (IPD):

- Admission processing (assigns a unique IPID, Bed No., Ward No. etc.)
- Discharge processing along with discharge reports.
- Transfer between the same or different departments, and within wards
- Capturing basic data regarding health & treatment (Temperature, Blood Group etc.)

Diet prescriptions and diet scheduling
Drug prescriptions and drug scheduling
Lab Investigations and OT scheduling
Maintains and monitors appointment.

5

- Maintains and monitors bed occupancy
- Maintains and monitors patient at ICU
- Generates reports on admission, discharge, transfer, death, bed occupancy, etc.

Central Store Management:

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

5

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Unit – C: Health Services System:

Administrative Services: Executive Suite, Professional Service Unit, Financial Management Unit, Nursing Service Administration Unit, Human Resource Management, Public Relation Department, Marketing Department. **4**

Other Supportive Services: Admitting department, Medical Records Department (MRD), Central Sterilization & Supply Department (CSSD), Pharmacy, Materials Management, Food Services Department, Laundry & Liner Services, Housekeeping, Volunteer Department; IT and Health – Telemedicine services. **8**

Unit – D

Public Areas/Staff Facilities: Entrance/lobby, Waiting area, Gift shop/Book Shop/Florist, Coffee Shop cum- Snacks Bar, Meditation/Quiet room, Staff facilities; Management of Hospital Parking and Traffic Control. **6**

Utility Services: Engineering Department, Maintenance Department, Clinical (Biomedical Engineering), Electrical System, Air Conditioning System, Water supply and sanitary system, Centralized Medical gas system, Communication system, Environment Control, Solid Waste Management, Transportation and Ambulance services. **7**

45 Hours

References:

1. Kovner, Anthony R, and Duncan Neuhauser. Health Services Management: Readings and Commentary. Ann Arbor, Mich: Health Administration Press, Print.
2. Austin, Charles J, and Charles J. Austin. Information Systems for Health Services Administration. Ann Arbor, Mich: AUPHA Press/Health Administration Press, Print.

Course Title: Epidemiology and Biostatistics

Course Code: MGT657

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
Frequency distribution, measures of central tendency and dispersion: Conceptual issues - Frequency distribution - characteristics and diagrams - Arithmetic mean. Median, Mode, position of averages, percentiles - Geometric mean and Harmonic mean - selection of appropriate measures of central tendency	5
Measures of dispersion - concept of range - main deviation - Interquartile range, variance and standard deviation - coefficient of variation and method of calculating standard deviation.	5
Unit – B	
Linear Regression and Correlations and Tests of Significance: Introduction - Scatter diagram, correlation and regression – correlation coefficient and regression equation and restriction - Multiple regression.	7
Introduction to procedures, test of significance for large and small samples - Estimations for large and small samples - distribution of chi - square - formula, degree of freedom - application and misuses of chi-square test.	7
Unit – C	
Basic Concepts of Epidemiology: Basic concepts and methods of Epidemiology and application to the variety of disease problems– Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.	5
Basic measurement in Epidemiology including measures of mortality and morbidity, Methods in Epidemiology. Investigation of an epidemic out break.	4
Unit – D	
Methods in Epidemiology: Infectious disease epidemiology, Malaria, Filarial, Tuberculosis, Leprosy, IDS, and STD.	5
Non-infectious epidemiology related to Non Communicable diseases – Cancer, Blindness, Diabetes.	3
Mental Health Reproductive and child health programme (RCH)-Health related national programmes –Integrated Child development scheme	4
	45 Hours

Reference Books:

1. Berenson, Mark L, and David M. Levine. Basic Business Statistics: Concepts and Applications. Englewood Cliffs, N.J: Prentice Hall, Print
2. Eason, G, C W. Coles, and G Gettinby. Mathematics and Statistics for the Bio-Sciences. Chichester, Eng: Ellis Horwood, Print.
3. Lilienfeld, David E, Paul D. Stolley, and Abraham M. Lilienfeld. Foundations of Epidemiology. New York: Oxford University Press, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Healthcare Law, Policy and Ethics

Course Code: MGT658

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
CODE OF MEDICAL ETHICS	
Code – Duties of Physician to their patients – Duties of Physician to the profession at large – duties of Physician to the profession in consultation – Duties of Physician to the profession to the public – Disciplinary action.	4 3
 Unit – B	
THE MEDICAL TERMINATION OF PREGNANCY ACT 1971 and THE PRENATAL DIAGNOSTIC RECHNIQUES ACT 1994.	4
Indication or Grounds of MTP – Requirements for MTP – Complications of MTP – doctor and Criminal abortion.	
Regulation of genetic counseling center – Regulation of pre –natal diagnostic technique– Determination of Sex prohibited – dying Declaration – Definition – Precautions –Procedure of Recording – Special Circumstances – Importance (section 32 & 157) of Indian Evidence Act) – Death Certificate – Precautions while issuing death certificate – contents of Death Certificate - Importance of Death certificate.	8
 Unit – C	
MEDICAL JURISPRUDENCE	
Introduction & Legal Procedure – Medico legal aspects of death injuries – General aspects – Medical ethics – consumer Protection Act.	6
Medico Legal Aspects – Importance – Sterility – Sterilization & Artificial Insemination – Medico Legal aspects of Psychiatric and mental health – Toxicology - Laws Relating to toxicology – Organ Transplantation At – Tamil Nadu clinics Act.	6 6
 Unit – D	
LEGAL FRAMEWORK FOR HOSPITALS	
Introduction to Legal framework – Patient’s rights & provider’s responsibility –	5
Medical Malpractice of Medical Malpractice.	3
	45 Hours

Reference Books:

1. Malik, Vijay, and Mazhar Husain. Law Relating to Drugs and Cosmetics. Lucknow: Eastern Book Co, 2007. Print.
2. Pozgar, George D, and Nina M. Santucci. Legal Aspects of Health Care Administration. Gaithersburg, Md: Aspen Publishers, 1996. Print.
3. Harman, Laurinda B. Ethical Challenges in the Management of Health Information. Gaithersburg, MD: Aspen Publishers, 2001. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Healthcare Marketing

Course Code: MGT659

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A Healthcare Marketing: History and Concepts	Hours
The History of Marketing in Healthcare, The Challenge of Healthcare Marketing, The Evolving Societal and Healthcare Context	3
Basic Marketing Concepts, Marketing and the Healthcare Organization	4
Unit – B Understanding Healthcare Markets	
The Nature of Healthcare Markets	2
Healthcare Consumers and Consumer Behavior	4
Healthcare Products and Services	4
Factors in Health Services Utilization	3
Unit – C Healthcare Marketing Techniques	
Marketing Strategies, Promotion	4
Advertising and Sales	4
Emerging Marketing Techniques	4
Unit – D Managing and Supporting the Marketing Effort	
Managing and Evaluating the Marketing Process	4
Marketing Research in Healthcare	3
Marketing Planning, Sources of Marketing Data	3
The Future of Healthcare Marketing	3
	45 Hours

Reference Books:

1. Sheehy's Manual of Emergency Care, 7e (Newberry, Sheehy's Manual of Emergency Care) by ENA, Belinda B Hammond and Polly Gerber Zimmermann RN MS MBA CEN (Feb 10, 2012)
2. Health Care Market Strategy by Steven G. Hillestad and Eric N. Berkowitz (Jul 6, 2012)
3. Fortenberry, John L, and John L. Fortenberry. Health Care Marketing: Tools and Techniques. Sudbury, Mass: Jones and Bartlett Publishers, 2010. Print.
4. Berkowitz, Eric N. Essentials of Health Care Marketing. Sudbury, Mass: Jones and Bartlett Publishers, 2006. Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Medical Emergency System

Course Code: MGT660

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit I	Hours
Introduction to Medical Emergency System Introductory aspects of emergency medical care. Emergency Medical Services system, roles and responsibilities of the First Responder, quality improvement, and medical oversight.	3
Well-Being of the First Responder emotional aspects of emergency medical care, stress management, introduction to Critical Incident Stress Debriefing (CISD), scene safety, body substance isolation (BSI), personal protection equipment (PPE), and safety precautions prior to performing the role of a First Responder.	4
Legal and Ethical Issues scope of practice, ethical responsibilities, advance directives, consent, refusals, abandonment, negligence, duty to act, confidentiality, medical identification symbols, and crime scenes.	4
The Human Body Body systems, anatomy and physiology	2
Unit II	
Airway Addresses airway anatomy and physiology, how to maintain an open airway, pulmonary resuscitation, variations for infants and children as well as patients with larynx gectomies, The use of airways, suction equipment and barrier devices, the management of foreign body airway obstructions.	4
Patient Assessment To determine the number of patients, whether additional help is necessary, and to evaluate the mechanism of injury or nature of illness. Forming a general impression, determining responsiveness and assessing the airway, breathing, and circulation, priorities of patient care, assessment and management of the ill or injured patient.	5
Circulation Chest compressions and ventilations for adults, children, and infants.	3
Unit- III	
Medical Emergencies Recognition and management of general medical complaints, seizures, altered mental status, environmental emergencies, behavioral emergencies, psychological crisis, and typical patient situations.	4

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Bleeding and Soft Tissue Injuries

Reviews of the cardio vascular system, the care of the patient with internal and external bleeding, management of soft tissue injuries and burns, Techniques of dressing and bandaging wounds **5**

Injuries to Muscles and Bones

Anatomy of injuries to the musculoskeletal system. Injuries of the skeletal system. anatomy of the nervous, system and the skeletal system. Injuries to the spine and head, including the mechanism of injury, signs and symptoms of injury and assessment **5**

Unit-IV

Children and Childbirth

Childbirth

Anatomical and physiological changes that occur during pregnancy, Demonstrates deliveries and newborn care. Anatomical differences in infants and children, common medical and trauma situations. **3**

EMS Operations

Function as a First Responder in the out-of-hospital environment, an overview of extrication and rescue operations and information on hazardous materials, mass casualty situations, and basic triage. **3**

45 Hours

Reference Books:

1. Advanced Cardiovascular Life Support: Provider Manual by Elizabeth Sinz, Kenneth Navarro and Erik S. Soderberg (Apr 1, 2011)
2. BLS for Healthcare Providers (Student Manual) by Mary Fran Hazinski (Mar 1, 2011)
3. Phlebotomy Essentials by Ruth E. McCall BS MT (ASCP) and Cathee M. Tankersley MT(ASCP) (Feb 14, 2011)
4. Limmer, Daniel, Michael F. O'Keefe, and Edward T. Dickinson. Emergency Care. Upper Saddle River, N.J: Pearson/Prentice Hall, 2005. Print.
5. First Aid Basic Sciences 2/E (VALUE PACK) (First Aid USMLE) by Tao Le and Kendall Krause (Dec 5, 2011)
6. Walraven, Gail. Basic Arrhythmias. Upper Saddle River, N.J: Pearson Prentice Hall, 2006. Print.
7. Emergency & Critical Care Pocket Guide by Paula Derr, Jon Tardiff and Mike McEvoy (May 17, 2013)
8. Briggs, Julie K. Telephone Triage Protocols for Nurses. Philadelphia: Wolter Kluwer Health/Lippincott, Williams & Wilkins, 2007. Print.

Course Title: Total quality Management in Healthcare

Course Code: MGT689

L	T	P	Credits	Marks
3	1	0	3	75

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

Learning Outcomes: At the end of the course, the students will be familiarized with the basic concepts of total Quality (TQ) from design assurance to service assurance to give emphasis on International Quality Certification System ISO to understand the process approach to quality management in hospitals.

Unit – A

Hours

EVOLUTION OF QUALITY MANAGEMENT

Evolution of quality control, quality characteristics – variable and attributes – Non conforming and non confirming unit – Defect – Standard or specification – Quality of design – Quality of conformance – quality of performance – Total Quality Control.

7

TOTAL QUALITY MANAGEMENT

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

8

Unit – B

PROCESS APPROACH TO QUALITY MANAGEMENT IN HOSPITALS

Process understand - Physical Characteristics – Statistical Characterization – Preparation of process flow diagrams for distinct processes in a hospital quality aspects of processes in Hospitals Diagnostic services – Nursing services – House Keeping – Blood Bank – Pharmacy – OPD – Surgery – ICU – CCU – emergency and Trauma care – Canteen – Hospital Stores.

10

Unit – C

PROCESS CAPABILITY ANALYSIS

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

10

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Unit – D

QUALITY ASSURANCE METHODS PATIENT SATISFACTION and QUALITY CERTIFICATION SYSTEMS

Quality Assurance in Hospitals Sop's – patient orientation for total Patient Satisfaction techniques. International Standards ISO 9000 – 9004 – Features of ISO 9001 – ISO 14000 –environment Management systems. **10**

45 Hours

Reference Books:

1. Liebler, Joan G, Ruth E. Levine, and Hyman L. Dervitz. Management Principles for Health Professionals. Rockville, Md: Aspen Systems Corp, Print.
2. Rigolosi, Elaine L. M, Philip I. Morgan, and Elaine L. M. Rigolosi. Management in Health Care: A Theoretical and Experiential Approach. Basingstoke [England: Macmillan, 1994. Print.
3. Koontz, Harold, Cyril O'Donnell, and Harold Koontz. Essentials of Management. New York: McGraw-Hill, Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Medical Tourism

Course Code: MGT690

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
INTRODUCTION	
Medical tourism – significance – Medical tourism as an industry – Medical tourism destinations –	4
Types and flow of medical tourists – factors influencing choice of medical destinations	5
Unit – B	
MACRO PERSPECTIVE	
Effects of medical tourism in nation’s economy – development of supporting services for medical tourism –	5
Role of government – private sector – voluntary agencies in promotion of medical tourism	4
Unit – C	
MARKETING STRATEGY	
Strategy formulation to attract and retain national and global medical tourists –	4
Positioning of Indian medical services – traditional and non traditional – pricing of medical services	5
Unit – D	
COMMUNICATION	
Integrated communication for medical tourists – online and offline communications -	5
Relationship management with medical tourists	4
EMERGING TRENDS	
Understanding medical tourists satisfaction – protecting stake holders interest in medical tourism – emerging trends	9
	45 Hours

Reference Books:

1. Bookman, Milica Z, and Karla R. Bookman. Medical Tourism in Developing Countries. New York: Palgrave MacMillan, 2007. Print.
2. Pruthi, Raj. Medical Tourism in India. New Delhi, India: Arise Publisher & Distributors, 2006. Print.
3. Watson, Stephanie, and Kathy Stolley. Medical Tourism. Santa Barbara: ABC-CLIO, 2012. Print.
4. Michael. D. Horowitz A. Rosensweig, Medical Tourism – Health Care in the global economy (trends), American college of Physician executive 2007 Print.

DAV UNIVERSITY, JALANDHAR

Course Title: Health Insurance

Course Code: MGT691

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
Health Insurance for Individual & Group: Standard/Individual, Floater, Critical illness, Cancer Insurance, Group Health insurance, Cradle care insurance, Road safety Insurance.	5
Coverage's, Exclusions, limitations, terms & conditions, Role of Third Party Administrator for settlement of claim.	5
Unit – B	
Special problems in Health Insurance: Adverse selection, moral hazard, co-variate risks, information gap problems;	4
Mediclaim Scheme: Premium, Penetration, Problem in Coverage.	5
Unit – C	
Insurances for Hospital/ Medical establishments: Health Insurance: Uni-Heart care insurance, Trauma caregroup insurance, Coverages, Exclusions, limitations, terms & conditions.	5
Liability Insurance: Meaning of Liability, special features of liability insurance, Professional Indemnity insurance for Doctors,	5
Medical establishments and Liability insurance for hospitals, Coverages, Exclusions, limitations, terms & conditions	5
Unit – D	
Contemporary issues in Health Insurance: Foreign investment in Indian Insurance Sector, Insurance sector and supervisory approaches,	5
Changing market structure and emerging opportunities, reforms and emerging economic environment for Health Insurance.	6
	45 Hours

DAV UNIVERSITY, JALANDHAR

Reference Books:

1. Sorell, Tom. Health Care, Ethics and Insurance. London: Routledge, 1998. Print.
2. Green, Michelle A, and Jo A. C. Rowell. Understanding Health Insurance: A Guide to Billing and Reimbursement. Clifton Park, NY: Delmar Cengage Learning, 2011. Print.
3. Berkobien, Rick. Health Insurance. Salem, Or: Legislative Committee Services, 2002. Print.
4. Health Insurance and the Uninsured: Background Data and Analysis. Washington, D.C.: Congressional Research Service, Library of Congress, Print.
5. Reisinger, Anne L. Health Insurance and Access to Care: Issues for Women. New York, NY (630 W. 168th St., P & S 2-463, New York 10032: Commonwealth Fund, Commission on Women's Health, Columbia University, College of Physicians & Surgeons, Print.

Course Title: Management of Healthcare for the Elderly

Course Code: MGT692

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A	Hours
Introduction / Overview of management of healthcare for the elderly	2
Maintenance of Registered, Record and other documents of old age care Maintenance of daily accounting	3
Unit – B	
Basic knowledge of Sociology. Basic Knowledge of Physiology, Anatomy of Human body & Nursing.	3
Health- Nursing and First Aid	3
Environment effect & seasonal effect in different regions	2
Problems relating to physical & psychological effect of old aged people	2
Unit – C	
Gerontology (Science of ageing) as a discipline, Govt. roles- various project, policy & law.	3
Maintenance cleanings and discipline in all respect.	2
Specific problems, which might occur for male, female & their care.	2
Old aged disease, Study of food habits of different regions daily food chart. Dietary changes with age.	3
Medclaim facilities & their implementation; Contact with various hospital for emergency. Shelter and old aged Home.	3

Unit-D

Study of Organising social activities. Counselling (Psychology parts). Daily routine starting from rising in the morning to going for sleeping at night. Organising prayer, reading, of various religious 'Grantham' of different religion as applicable. Physical exercises like 'yoga' & little physical exercise for their healthy living.	5
Organising the recreational activities such as, group and discussion, symposium Film show & Entertainment (education mental occupation) Visit to old age Home & Excursion to some interesting place.	4
Creating peaceful atmosphere, People – serving the aged. Growing of some flower plants & some agricultural product like fruits & vegetables etc.	4
Organising games & sports appropriate to old age people. Involvement of boarders for cooking and others management activities.(Occupational therapy)	4
	45 Hours

Reference Books:

1. Evashwick, Connie. The Continuum of Long-Term Care. New York: Thomson/Delmar Learning, 2005. Print.
2. Reisser, Paul C. Complete Guide to Family Health, Nutrition, & Fitness. Carol Stream, Ill: Tyndale House Publishers, 2006. Print.
3. Baltay, Maureen S. Long-term Care for the Elderly and Disabled. Washington: The Office : for sale by the Supt. of Docs., U.S. Govt. Print. Off, Print.
4. Stopp, G H. International Perspectives on Healthcare for the Elderly. New York: Peter Lang, Print.
5. Smith, George P. Legal and Healthcare Ethics for the Elderly. Washington, D.C: Taylor & Francis, Print.
6. Cherniack, P, and Neil S. Cherniack. Alternative Medicine for the Elderly. Berlin: Springer, 2003. Print.

Course Title: Community Health and Population Management

Course Code: MGT620

L	T	P	Credits	Marks
3	1	0	3	75

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

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

Unit – A

Hours

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

11

Unit – B

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

10

Unit – C

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

12

Unit – D

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

12

45 Hours

Reference Books:

1. Park, K, and J E. Park. Park's Textbook of Preventive and Social Medicine. Jabalpur: Banarsidas Bhanot, Print.
2. Lindstrand, Ann. Global Health: An Introductory Textbook. Lund, Sweden: Student litteratur, 2006. Print.
- 3 Clark, Mary J. D. Community Health Nursing: Advocacy for Population Health. Upper Saddle River, N.J: Pearson Prentice Hall, 2008. Print.
3. Faruqee, Rashid, and Ethna Johnson. Health, Nutrition, and Family Planning in India: A Survey of Experiments and Special Projects. Washington, D.C., U.S.A. (1818 H St., Washington 20433): World Bank, Print.