

**ODL MBA**

**MASTER OF BUSINESS ADMINISTRATION –  
OPERATIONS MANAGEMENT**

**PROGRAMME GUIDE**

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## INTRODUCTION

The programme is designed to prepare professionals with the expertise to manage, optimise, and innovate operational processes in both manufacturing and service industries. It blends core business knowledge with advanced operational strategies, quality management principles, and supply chain optimisation techniques. Graduates gain the ability to enhance efficiency, ensure quality, reduce costs, and support sustainable business growth in a globalised economy.

### Programme Outcomes

1. **Decision Making:** Develop responsiveness to business and societal issues, explore innovative solutions, and resolve ethical dilemmas.
2. **Market & Operations Analysis:** Analyse business trends, operational performance, and resource utilisation for strategic improvement.
3. **Strategic Operations Management:** Design and implement efficient operational strategies aligned with organisational goals.
4. **Leadership & Teamwork:** Lead and collaborate effectively in diverse professional settings.
5. **Business Communication:** Communicate operational and business concepts persuasively across multiple formats and contexts.
6. **Ethics & Sustainability:** Integrate ethical practices and sustainability considerations into operations management.
7. **Technology Integration:** Apply modern technologies, analytics, and automation in operational decision-making.
8. **Global Perspective:** Adapt operational practices to meet international standards and cross-cultural business requirements.

### PROGRAMME SPECIFIC OUTCOMES

**PSO1: Quality Excellence:** Apply quality management frameworks and tools to improve processes and outcomes.

**PSO2: Supply Chain Optimisation:** Design and manage effective logistics and supply chain systems for operational efficiency.

**PSO3: Project Execution:** Plan, execute, and control projects using structured methodologies and tools.

**PSO4: Operational Innovation:** Introduce innovative solutions that enhance productivity and competitiveness.

### SALIENT FEATURES

**Comprehensive Learning:** Integration of management fundamentals with advanced operations and logistics knowledge.

**Industry Engagement:** Opportunities for real-world exposure through seminars, industry projects, and case studies.

**Practical Orientation:** Hands-on application of operations and supply chain tools and methodologies.

**Leadership Development:** Focus on building managerial and strategic decision-making capabilities.

**Interdisciplinary Perspective:** Inclusion of multi-domain knowledge to strengthen operational decision-making.

**Global Readiness:** Training aligned with international operations and trade practices.

**Innovation Focus:** Encouragement of process innovation and continuous improvement initiatives.

**Ethical Orientation:** Promotion of responsible and sustainable operational practices.

**PROGRAMMECODE: DE3521**

**DURATION OF THE PROGRAMME:**

**Minimum Duration** 2 years

**Maximum Duration** 4 years

**MEDIUM OF INSTRUCTION/EXAMINATION:**

Medium of instruction and Examination shall be English.

**PROGRAMME STRUCTURE**  
**MBA – OPERATIONS MANAGEMENT**

<b>Term</b>	<b>Core Courses (CRI, CRII, CRIIIA, CRIIIB) CRI+II – (8+3) 11x4 Credits CRIIIA - 1x4 Credits CRIIIB - 1x6 Credits</b>	<b>Discipline Specific Electives (DSE) 6x6 Credits</b>	<b>Ability Enhancement Courses (AECC) 1x4 Credits</b>	<b>Generic Electives (GE) 2x4 Credits</b>	<b>Credits</b>
<b>I</b>	Discipline Specific Core - I Discipline Specific Core - II Discipline Specific Core - III Discipline Specific Core - IV Discipline Specific Core - V				<b>20</b>
<b>II</b>	Discipline Specific Core - VI Discipline Specific Core - VII Discipline Specific Core - VIII Discipline Specific Core - IX Discipline Specific Core - X		<b>AECC-I</b> Communication for Leaders		<b>24</b>
<b>III</b>	Discipline Specific Core - XI <b>CRIIIA</b> - Seminar on Summer Training OR 1 Course from the GE Basket 1 which is not chosen as Generic Elective (GE)	<b>DSE-I</b> <b>DSE-II</b> <b>DSE-III</b>		<b>GE-I</b> (Professional Enhancement, English, Political Science, Sociology)	<b>30</b>
<b>IV</b>	<b>CRIIIB</b> - Capstone Project	<b>DSE- IV</b> <b>DSE-V</b> <b>DSE-VI</b>		<b>GE-II</b> (Professional Enhancement, English, Political Science, Sociology)	<b>28</b>
<b>Total</b>	<b>54 Credits</b>	<b>36 Credits</b>	<b>4 Credits</b>	<b>8 Credits</b>	<b>102</b>

**PROGRAMME SCHEME  
MBA - OPERATIONS MANAGEMENT**

<b>COURSE TYPE</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>Cr.</b>	<b>CA</b>	<b>ETE (Theory)</b>	<b>ETE (Practical)</b>
<b>TERM 1</b>						
DSC-I	DEACC506	FINANCIAL REPORTING, STATEMENTS AND ANALYSIS	4	30	70	0
DSC-II	DEECO515	MANAGERIAL ECONOMICS	4	30	70	0
DSC-III	DEMGN578	INTERNATIONAL BUSINESS ENVIRONMENT	4	30	70	0
DSC-IV	DEMKT503	MARKETING MANAGEMENT	4	30	70	0
DSC-V	DEMGN581	ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS	4	30	70	0
<b>TERM 2</b>						
DSC-VI	DEFIN542	CORPORATE FINANCE	4	30	70	0
DSC-VII	DEOPR639	OPERATIONS MANAGEMENT AND RESEARCH	4	30	70	0
DSC-VIII	DEMGN801	BUSINESS ANALYTICS	4	30	70	0
DSC-IX	DEMGN832	RESEARCH METHODOLOGY	4	30	70	0
DSC-X	DEBSL605	LEGAL ASPECTS OF BUSINESS	4	30	70	0
AECC-I	DEPEL537	COMMUNICATION FOR LEADERS	4	30	70	0
<b>TERM 3</b>						
DSE-I	DEOPR509	TOTAL QUALITY MANAGEMENT	6	30	70	0
DSE-II	DEOPR505	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	6	30	70	0
DSE-III	DEOPR508	PROJECT MANAGEMENT	6	30	70	0
DSC-XI	DEMGN571	CORPORATE STRATEGY AND ENTREPRENEURSHIP	4	30	70	0
GE-I		GENERIC ELECTIVE I	4	30	70	0
CR-IIIA	DEMGN583	SEMINAR ON SUMMER TRAINING		30	0	70
		OR 1 Course from the GE basket 1 which is not chosen as Generic Elective (GE).	4	30	70	0
<b>TERM4</b>						
DSE-IV	DEOPR512	INTERNATIONAL TRADE LOGISTICS	6	30	70	0
DSE-V	DEOPR534	SERVICE OPERATIONS	6	30	70	0
DSE-VI	DEHMT177	MANAGEMENT INFORMATION SYSTEM	6	30	70	0
GE-II		GENERIC ELECTIVE II	4	30	70	0
CR-IIIB	DEMGN696	CAPSTONE PROJECT	6	30	0	70
<b>TOTAL CREDITS</b>			<b>102</b>			

**GENERIC ELECTIVE (GE) BASKET (PICK ANY ONE AREA)**

S. No.	Course Code	Course Title	Elective Area	Cr.	CA	ETE (Theory)	ETP (Practical)	Term
1	DEPEA515	ANALYTICAL SKILLS-I	Professional Enhancement	4	30	70	0	3
2	DEPEA516	ANALYTICAL SKILLS-II	Professional Enhancement	4	30	70	0	4
3	DEENG539	ACADEMIC ENGLISH	English Language	4	30	70	0	3
4	DEENG514	INTRODUCTION TO THE STUDY OF LANGUAGE	English Language	4	30	70	0	4
5	DEENG519	POST-INDEPENDENCE INDIAN LITERATURE	English Literature	4	30	70	0	3
6	DEENG527	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	English Literature	4	30	70	0	4
7	DEPOL525	POLITICAL INSTITUTIONS IN INDIA	Political Science	4	30	70	0	3
8	DEPOL527	PUBLIC POLICY AND GOVERNANCE IN INDIA	Political Science	4	30	70	0	4
9	DESOC515	FUNDAMENTALS OF SOCIOLOGY	Sociology	4	30	70	0	3
10	DESOC506	GLOBALIZATION AND SOCIETY	Sociology	4	30	70	0	4

**Note:**

1. Students can adopt only one area from Generic Elective basket that will be applicable for Generic Electives I and II.
2. In case of Seminar on Summer Training, student may choose one course in lieu of Seminar on Summer Training from the Generic Basket 1 which is not chosen as Generic Elective area.

<b>Course code</b>	<b>DEACC506</b>	<b>Course Title</b>	<b>FINANCIAL REPORTING, STATEMENTS AND ANALYSIS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

CO1: associate accounting information for decision making in organizations.

CO2: analyse the cash position of an organization by evaluating cash flow from different activities.

CO3: identify various cost accounting techniques, cost concepts & techniques of cost control in decision making.

CO4: identify the accounting terminology and purpose of accounting framework.

CO5: evaluate how activity-based costing can be utilized in the organizations.

CO6: interpret the financial statements in accordance with generally accepted accounting principles.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to Accounting:</b> Introduction, Accounting Equation, Rules of Accounting, Objectives, Advantages and Limitations of Accounting, Accounting Concepts and Conventions, Accounting Terminology, Concept of IFRS and its relevance, Qualitative features of IFRS, Elements of financial statements, Difference between IFRS and GAAP.
<b>Unit 2</b>	<b>Corporate Financial Statements:</b> Features and Importance, Vertical Format of Corporate Financial Statements, Conceptual framework of depreciation and amortization
<b>Unit 3</b>	<b>Ratio Analysis:</b> Liquidity Ratios, Solvency Ratios, Profitability Ratios, Turnover Ratios, Du-Pont Analysis, Importance and Objectives.
<b>Unit 4</b>	<b>Financial Statement Analysis:</b> Objectives of Analysis, Various Stakeholders and their Interests, Techniques of Financial Statement Analysis-Horizontal Analysis, Common Size Analysis
<b>Unit 5</b>	<b>Artificial Intelligence and Analytics:</b> Finance and Accounting transformation by AI
<b>Unit 6</b>	<b>Cash Flow Statement:</b> Meaning and Significance, Construction of Cash Flow Statement, Analysis of Cash Flow Statement
<b>Unit 7</b>	<b>Basic Aspects of Cost Accounting:</b> Preparation of Cost Sheet and Estimated Cost Sheet, Meaning, Cost Concepts and Cost Classification
<b>Unit 8</b>	<b>Budgetary Control:</b> Need and Steps involved in Budgetary Control, Meaning and Types of Budgets, Preparation of Cash Budget, Preparation of Flexible Budget
<b>Unit 9</b>	<b>Inventory Valuation:</b> Methods of pricing material issues, FIFO, LIFO
<b>Unit 10</b>	<b>Marginal Costing and Profit Planning:</b> Meaning and Objectives, CVP Analysis, Break Even Point and Break Even Analysis
<b>Unit 11</b>	<b>Decision involving Alternative Choices:</b> Concept and Steps involved in Decision Making, Profit Planning, Key factor, Determination of Sales Mix, Make or Buy decision, Exploration of New Markets, Continue or Discontinue a Product Line.
<b>Unit 12</b>	<b>Transfer Pricing:</b> Meaning and Importance, Advantages and Limitations, Methods of Calculating Transfer Price
<b>Unit 13</b>	<b>Activity Based Costing:</b> Concept and Pre-requisites, Activity Based Costing versus Traditional Costing, Steps Involved in Activity Based Costing, Cost Drivers, Determination of Cost under ABC, Benefits and Limitations
<b>Unit 14</b>	<b>Responsibility Accounting:</b> Concept and Significance, Elements, Responsibility Centers.

**READINGS:**

1. MANAGEMENT ACCOUNTING by KHAN M.Y and JAIN P.K, MCGRAW HILL EDUCATION
2. FUNDAMENTALS OF COST ACCOUNTING by WIILIAM N. LANEN, SHANNON W. ANDERSON, MICHAEL W. MAHER, MCGRAW HILL EDUCATION
3. MANAGEMENT ACCOUNTING by SHAH PARESH, OXFORD UNIVERSITY PRESS
4. A TEXTBOOK OF ACCOUNTING FOR MANAGEMENT by MAHESHWARI. S.N, MAHESHWARI SHARAD.K, MAHESHWARI SUNEEL.K, VIKAS PUBLISHING HOUSE
5. ACCOUNTING FOR DECISION MAKING by NEEDLES BELVERD. E, CENGAGE LEARNING
6. FINANCIAL ACCOUNTING FOR MANAGEMENT: AN ANALYTICAL PERSPECTIVE by GUPTA AMBRISH, PEARSON

<b>Course code</b>	<b>DEECO515</b>	<b>Course Title</b>	<b>MANAGERIAL ECONOMICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

C01: apply economic principles to management decisions.

C02: evaluate the managerial decisions making around the theory of the firm with application in a globalized economy.

C03: evaluate possible strategies in the event a firm is one of just a few companies in a market.

C04: examine a comprehensive understanding of the current issues influencing economic development of India.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Nature and Scope of Managerial Economics:</b> definition and scope of managerial economics, basic process of decision making in economics, existence of firm and its functions
<b>Unit 2</b>	<b>Demand and supply analysis:</b> determinants of demand and supply, individual and market demand and supply, market equilibrium
<b>Unit 3</b>	<b>Demand Estimation:</b> relevance of demand estimation for a firm, demand forecasting using qualitative forecast and time series analysis
<b>Unit 4</b>	<b>Cost Theory and Estimation:</b> short run cost functions, long run cost curves, economics of scale, learning curves
<b>Unit 5</b>	<b>Production Theory:</b> production function with one and two variables inputs, optimal combination of inputs, returns to scale
<b>Unit 6</b>	<b>Market Structure:</b> introduction to market structure, price and output determination under perfect competition, monopoly and monopolistic competition
<b>Unit 7</b>	<b>Oligopoly:</b> meaning and sources, cartelization and price leadership under oligopoly
<b>Unit 8</b>	<b>Game Theory:</b> meaning and types of games, dominant strategy and Nash equilibrium, prisoner's dilemma, mixed strategy
<b>Unit 9</b>	<b>Indian Economy Since Colonialism:</b> colonialism and development of the Indian economy, trends and composition of national income
<b>Unit 10</b>	<b>Human Development:</b> human development index, characteristics of developing world, state of human development in India
<b>Unit 11</b>	<b>Structure of Indian Economy:</b> introduction to agriculture, industrial sector and service sector, poverty and inequality, emerging energy-economy-environment regulatory framework
<b>Unit 12</b>	<b>Economic Reforms:</b> introduction to reforms, economic reforms for financial sector performance, agriculture, industry and services
<b>Unit 13</b>	<b>Monetary Policy:</b> concept and meaning, objectives, tools of monetary, role of monetary policy after the period of economic reforms, inflation and monetary policy
<b>Unit 14</b>	<b>Fiscal policy:</b> concept and meaning, objectives, tools of fiscal policy, role of fiscal policy after the period of economic reforms, inflation and fiscal policy

#### **READINGS:**

1. MANAGERIAL ECONOMICS- PRINCIPLES AND WORLDWIDE APPLICATIONS by SALVATORE, DOMINICK and RASTOGI, SIDDHARTHA K., OXFORD UNIVERSITY PRESS
2. INDIAN ECONOMY by GAURAV DUTT, ASHWANI MAHAJAN, S. CHAND PUBLISHING
3. MANAGERIAL ECONOMICS: AN INTEGRATIVE APPROACH by HIRSHEY, MARK, CENGAGE LEARNING

4. INDIAN ECONOMY PERFORMANCE AND POLICIES, by UMA KAPILA, ACADEMIC FOUNDATION

<b>Course code</b>	<b>DEMG578</b>	<b>Course Title</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

C01: analyze business environment and trends to take decisions with respect to international business operations.

C02: interpret and apply international trade theories in international business operations.

C03: identify and critically analyse the role of foreign exchange market and usage of fundamental instruments for currency exchange.

C04: develop skills on analysing the business data, and problem solving in other functional areas such as marketing, business strategy and human resources.

C05: develop responsiveness to contextual social issues/ problems and exploring solutions, understanding business ethics and resolving ethical dilemmas.

C06: identify aspects of the global business and cross-cultural understanding.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Overview of international business environment:</b> Introduction to international business, types of international business, globalization and international Business;
<b>Unit 2</b>	<b>Components of international Business environment:</b> social environment, political and legal environment, economic environment, technological environment
<b>Unit 3</b>	<b>The external environment and challenges:</b> assessing risk in international business, Recent world trade and foreign Investment trends, environment Influence on Trade and investment patterns
<b>Unit 4</b>	<b>International Trade theories:</b> theory of absolute advantage, theory of comparative advantage, factor proportion theory, the diamond model of national competitive advantage, factor mobility theory
<b>Unit 5</b>	<b>Protectionism and trading environment:</b> Globalization trends and challenges; environment for foreign trade and investment, governmental influence on trade and investments; tariff and non-tariff barriers
<b>Unit 6</b>	<b>Economic Integration and Co-operation:</b> cross national cooperation and agreements, Role of international organizations: WTO, IMF, Regional Economic Integrations
<b>Unit 7</b>	<b>International financial markets:</b> foreign exchange market mechanism, exchange rate arrangement, determinants of exchange Rates, exchange rate movements and their impact
<b>Unit 8</b>	<b>Global Debt and Equity Markets:</b> Euro Currency market, offshore financial centres, International Banks, Non-Banking Financial service firms; stock markets
<b>Unit 9</b>	<b>Global Competitiveness:</b> Export Management, Technology and global Competition, world economic growth and the environment
<b>Unit 10</b>	<b>Internationalization strategies:</b> Theories of internationalization, Modes of operations in International Business, export and import strategy
<b>Unit 11</b>	<b>Forms and Ownership of Foreign Production:</b> Types of collaborative arrangements; Licensing, joint ventures & consortium approaches, Managing International Collaborations
<b>Unit 12</b>	<b>International business diplomacy:</b> Negotiating an International business, issues in asset protection, Multilateral sentiments
<b>Unit 13</b>	<b>Country evaluation and selection:</b> Opportunity and risk matrix, analysis of Macro and micro indicators, country comparison tools

<b>Unit 14</b>	<b>Globalization and society:</b> globalization with social responsibility, Ethical Dimensions of Labor Conditions, Ethics and the Environment, legislation for anti-competitive and unfair trade practices
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**READINGS:**

1. INTERNATIONAL BUSINESS ENVIRONMENTS AND OPERATIONS by DANIELS, RADEBAUGH, SULLIVAN & SALWAN, PEARSON
2. INTERNATIONAL BUSINESS - COMPETING IN THE GLOBAL MARKETPLACE by CHARLES W HILL, ARUN KUMAR JAIN, MCGRAW HILL

Course code	DEMKT503	Course Title	MARKETING MANAGEMENT
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CA	ETE(Th.)
30	70

**Course Outcomes:** Through this course, the student will be able to

**CO1:** analyze and respond to environmental and competitive changes, their impact on marketing planning, strategies and practices.

**CO2:** apply the conceptual frameworks, theory and techniques to various marketing contexts.

**CO3:** prepare marketing and sales plan appropriate to the needs of customers and contexts.

**CO4:** determine strategies for developing new products and services that are consistent with evolving market needs.

Unit No.	Content
Unit-1	<b>Introduction:</b> market and marketing, definition, nature and scope of marketing, exchange process, functions of marketing, core marketing concepts
Unit-2	<b>Marketing orientations:</b> evolution of modern marketing concept, holistic marketing concepts, new marketing orientations selling vs. marketing
Unit-3	<b>Marketing mix:</b> 7 P's & 7 C's of Marketing, 4 A's of Marketing, customer quality, value and satisfaction, Michael E. Porters chain analysis model
Unit-4	<b>Marketing environment:</b> Significance of scanning marketing environment; Analysis of macro environment of marketing – economic, demographic, socio-cultural, technological, political legal and ecological; Impact of micro and macro environment on marketing decisions
Unit-5	<b>Consumer behaviour:</b> buyer behaviour, different consumer roles, need for studying buyer behaviour, different buying motives, consumer buying decision process and influences, consumer vs. business buying behaviour, industrial buying process
Unit-6	<b>Segmentation decisions:</b> market segmentation, characteristics of a segment, bases for segmenting a consumer market, levels of market segmentation, factors influencing selection of market segments
Unit-7	<b>Targeting and positioning:</b> Benefits of market segmentation; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process
Unit-8	<b>Product decisions:</b> concept and classification, layers of products, major product decisions, product-mix, new product development stages, packaging and labelling, product life cycle (PLC) – concept and appropriate strategies adopted at different stages
Unit-9	<b>Pricing decisions:</b> pricing – objectives, price sensitivity, factors affecting price of a product, pricing methods and strategies, ethical issues in product and pricing decisions
Unit-10	<b>Distribution planning:</b> channels of distribution – concept and importance, different types of distribution middlemen and their functions, selection, motivation and performance appraisal of distribution middlemen
Unit-11	<b>Distribution decisions:</b> decisions involved in setting up the channel, channel management strategies, distribution logistics – concept, importance and major logistics decisions, channel integration and systems, ethical issues in distribution decisions
Unit-12	<b>Distribution decisions:</b> retailing and wholesaling, types of retail formats, retail theories, retailing strategies, non-Store retailing, wholesaling – nature and importance, types of wholesalers, developments in retailing and wholesaling in Indian perspective
Unit-13	<b>Promotion decisions:</b> role of promotion in marketing, promotion mix, integrated marketing communication, concept, communication process and promotion, determining promotion mix,

	factors influencing promotion mix, developing promotion campaigns, sales promotion, direct marketing, public relations, digital and social media
<b>Unit-14</b>	<b>Trends in marketing:</b> service Marketing, e-marketing, green marketing, customer relationship management, rural marketing, other emerging trends, ethical issues in marketing

**READINGS:**

1. MARKETING MANAGEMENT by KOTLER, P. & KELLER, K. L. (2017), PEARSON
2. BASIC MARKETING by MCCARTHY, E. J., CANNON, J. AND PERREAULT, W. (2014), MCGRAW-HILL EDUCATION
3. MARKETING CONCEPTS AND CASES by ETZEL, M. J., WALKER, B. J., STATON, W. J., & PANDIT, A. (2010), TATA MCGRAW HILL

<b>Course Code</b>	<b>DEMG581</b>	<b>Course Title</b>	<b>ORGANISATIONAL BEHAVIOUR AND HUMAN RESOURCE DYNAMICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**C01:** enumerate the concept of management practices and organizational behavior.

**C02:** develop and sharpen acumen of how different management thoughts can be used to improve organization functioning.

**C03:** analyze the importance of management practices and important organizational behavior dimensions at different levels of organization.

**C04:** appraise the dynamics of industrial relations and to manage them as per statutory regulations.

**C05:** apply human resource management functions to handle emerging issues.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Organizational behavior:</b> relationship between management and organization behavior, model of OB and contributing disciplines to the OB field <b>Foundations of individual behavior:</b> values, attitude and job satisfaction, theories of learning and behavior modification
<b>Unit-2</b>	<b>Personality:</b> theories of personality and its assessment, transactional analysis and attribution theory of perception <b>Emotions:</b> emotional intelligence and affective events theory of emotion <b>Motivation:</b> early and contemporary theories of motivation
<b>Unit-3</b>	<b>Group dynamics:</b> group dynamics and its significance, types of groups, formation and stages of group development, group performance factors <b>Team development:</b> team formation, its types and difference between group and team
<b>Unit-4</b>	<b>Organizational conflict and negotiations:</b> conflict sources, types and levels of conflict, traditional and modern approaches to conflict, resolution of conflict through negotiation <b>Stress:</b> sources and consequences of stress, stress management techniques
<b>Unit-5</b>	<b>Introduction:</b> External and Internal Forces of environment affecting HRM, Objectives and functions of HRM. <b>Human Resource Planning:</b> HRP process, Barriers and Prerequisites for Successful HRP.
<b>Unit-6</b>	<b>Job Analysis:</b> Methods of Collecting Job Data, Potential Problems with Job Analysis, Process of Job Analysis, Job Design and its approaches,
<b>Unit-7</b>	<b>Recruitment &amp; Selection:</b> Meaning, Recruitment process, Recruitment Methods, Challenges in India and Selection Process
<b>Unit-8</b>	<b>Talent Management:</b> talent management, talent retention, talent acquisition and sources of talent acquisition <b>Orientation, induction and placement:</b> process of orientation, induction and placement programme, Evaluation of Orientation Programme
<b>Unit-9</b>	<b>Training and Development:</b> employee training, difference in training and development, methods of training, methods of management development, people capability maturity model
<b>Unit-10</b>	<b>Career planning and management:</b> career management, process of career planning, challenges in career planning.
<b>Unit-11</b>	<b>Performance management system:</b> performance management, performance planning, performance appraisal, potential appraisal, feedback and counselling.
<b>Unit-12</b>	<b>Compensation management:</b> types and theories of compensation, concept of wages, factors influencing compensation management, incentives and fringe benefits, employee engagement and retention.

<b>Unit-13</b>	<b>Managing industrial relations:</b> major actors and their roles in IR, factors influencing IR, approaches to IR, grievance handling procedure
<b>Unit-14</b>	<b>Industrial Disputes:</b> industrial disputes, methods of settlement of industrial disputes, trade unions and their challenges in India

**READINGS:**

1. ORGANIZATIONAL BEHAVIOUR by STEPHEN P. ROBBINS. TIMOTHY A. JUDGE. NEHARIKA VOHRA, PEARSON
2. MANAGEMENT by MANAGEMENT by STEPHEN P. ROBBINS. MARY COULTER. NEHARIKA VOHRA, PEARSON
3. HUMAN RESOURCE MANAGEMENT by DESSLER, G. AND VARKEY, B, PEARSON

<b>Course Code</b>	<b>DEFIN542</b>	<b>Course Title</b>	<b>CORPORATE FINANCE</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**CO1:** understanding finance function with respect to its evolution and growth.

**CO2:** understanding the concept of Time Value of Money and interpreting the results based on calculations.

**CO3:** analyzing financing needs of the businesses and designing an optimum capital structure.

**CO4:** understanding the retention and distribution of profits and impact on business valuation.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Financial Management:</b> overview, evolution of finance, the basic goal: creating shareholder value, agency issues, business ethics and social responsibility.
<b>Unit-2</b>	<b>Sources of Finance:</b> long-term and short-term sources of finance- ordinary shares, preferences shares, redeemable irredeemable debentures, Debt vs. Equity.
<b>Unit-3</b>	<b>Money Market Instruments:</b> treasury bills, commercial papers, certificate of deposits, treasury management and treasury operations in corporate. external commercial borrowings, financing for MSMEs
<b>Unit-4</b>	<b>Time Value of Money concept:</b> compounding and discounting, future value and present value, annuities, effective interest rates.
<b>Unit-5</b>	<b>Investment Decisions:</b> capital budgeting decisions, rationale of capital budgeting, non-discounting capital budgeting techniques - payback period, profitability index, accounting rate of return.
<b>Unit-6</b>	<b>Investment Decisions:</b> discounting techniques of capital budgeting - NPV, IRR, discounting payback period method, estimation of cash flows, NPV v/s IRR, risk analysis in capital budgeting - sensitivity analysis, certainty equivalent approach.
<b>Unit-7</b>	<b>Cost of Capital:</b> meaning and concept, cost of debt, cost of equity, cost of retained earnings, calculation of WACC, international dimensions in cost of capital.
<b>Unit-8</b>	<b>Financing Decisions:</b> capital structure, theories and value of the firm - net income approach, net operating income approach, traditional approach, Modigliani miller model, determining the optimal capital structure, checklist for capital structure decisions, costs of bankruptcy and financial distress.
<b>Unit-9</b>	<b>EBIT-EPS Analysis:</b> concept of leverage, types of leverage: operating leverage, financial leverage, combined leverage.
<b>Unit-10</b>	<b>Dividend Decisions:</b> factors determining dividend policy, theories of dividend Gordon model, Walter model, MM Hypothesis.
<b>Unit-11</b>	<b>Forms of Dividend:</b> cash dividend, bonus shares, stock split, stock repurchase, dividend policies in practice.
<b>Unit-12</b>	<b>Working Capital Management:</b> working capital policies, risk-return trade-off, cash management, receivables management.
<b>Unit-13</b>	<b>Corporate Governance:</b> value-based corporate culture, disclosures, transparency and accountability, corporate governance and human resource management, evaluation of performance of board of directors, succession planning, public sector undertakings and corporate governance, Insider trading, Lessons from corporate failure.
<b>Unit-14</b>	<b>Economic outlook and Business Valuation:</b> impact of changing business environment on corporate valuation, climate change and corporate valuation, business sustainability and corporate valuation, role of environmental, social, and governance (ESG) factors in corporate valuation.

**READINGS:**

1. FUNDAMENTALS OF CORPORATE FINANCE by JONATHAN BERK, PETER DEMARZO & JARRED HARDFORD, PEARSON
2. CORPORATE FINANCE by STEPHEN A. ROSS, RANDOLPH W. WESTERFIELD & JEFFREY JAFFE, MCGRAW HILL

<b>Course Code</b>	<b>DEOPR639</b>	<b>Course Title</b>	<b>OPERATIONS MANAGEMENT AND RESEARCH</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

CO1: analyze how to optimally utilize the resources.

CO2: apply the concepts in solving real life problems.

CO3: adapt different opinions and make correct judgment.

CO4: apply mathematical models to a given problem.

CO5: analyze the various decision-making environments and the tools applicable to them.

<b>Unit No.</b>	<b>Contents</b>
<b>Unit- 1</b>	<b>Introduction to Operations Management and Research:</b> introduction and scope of operation management, emerging issues in operations management, history of operations research, definitions and features of operations research approach, models and modelling in operations research, applications of operations research
<b>Unit- 2</b>	<b>Forecasting:</b> introduction, features and elements of forecasting, forecast based on judgment and opinion, forecast based on time-series data, associative forecasting techniques, concept of forecasting errors
<b>Unit- 3</b>	<b>Design and layout:</b> production of goods versus delivery of services, product-process matrix, design process, product design, service design, process types, product and service profiling, automation, facility layout, line balancing
<b>Unit- 4</b>	<b>Location planning and analysis:</b> need and nature of location decisions, factors that affect location decisions, evaluating location alternatives
<b>Unit- 5</b>	<b>Management of quality:</b> defining quality-dimensions of quality, determinants of quality, the cost of quality, quality tools, total quality management, inspection, control charts for variables (mean and range chart), control charts for attributes (p-chart, c-chart), run test
<b>Unit- 6</b>	<b>Planning:</b> Aggregate Production Planning; Master Production Schedule and MRP, MRP-II, ERP
<b>Unit- 7</b>	<b>Inventory management:</b> nature and importance of inventories, inventory counting systems and inventory costs, economic production quantity, quantity discounts, EOQ model
<b>Unit- 8</b>	<b>Supply chain management:</b> need, elements, and benefit of effective SCM, logistics and reverse logistics, requirements, and steps for creating an effective supply chain, lean vs. agile supply chains
<b>Unit- 9</b>	<b>JIT and lean operations:</b> goals and building blocks of lean systems
<b>Unit- 10</b>	<b>Linear Programming:</b> general mathematical model of linear programming, linear programming formulation, graphical solution, simplex method, Big M method, special cases
<b>Unit- 11</b>	<b>Assignment and transportation problem:</b> Hungarian Assignment Model (HAM), special cases in assignment problem, Initial Basic Feasible Solution (IBFS) i.e. NWCM, LCM and VAM Method, optimization using stepping stone and MODI, special cases including concept of degeneracy
<b>Unit- 12</b>	<b>Project Management and Queuing Theory:</b> difference between PERT and CPM, PERT problem with three time estimates and concept of probability, basic concepts and parameters of a queuing model, m/m/1 model characteristics
<b>Unit- 13</b>	<b>Game Theory:</b> basics, saddle point, mixed strategies including odds, dominance, sub games and graphical method

**Unit- 14**

**Decision Theory:** basics including decision making environments, decision making under risk, expected value of perfect information, decision making under uncertainty, concept of decision trees, decision tree analysis

**READINGS:**

1. OPERATIONS MANAGEMENT by WILLIAM J STEVENSON, MCGRAW HILL EDUCATION
2. OPERATIONS MANAGEMENT by NORMAN GAITHER, GREGORY FRAZIER, CENGAGE LEARNING

<b>Course code</b>	<b>DEMGN801</b>	<b>Course Title</b>	<b>BUSINESS ANALYTICS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

CO1: apply quantitative modelling and data analysis techniques to problems of the real world.

CO2: employ best practices in data visualization to develop charts, maps, tables, and other visual representations techniques to communicate findings to diverse audiences.

CO3: identify and describe complex business problems in terms of analytical models.

CO4: apply appropriate analytical methods to find solutions to business problems that achieve stated objective.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Business analytics and summarizing business data:</b> Overview of business analytics: scope, application, R-studio environment for business analytics, basics of R: packages, vectors, datatypes and data structures
<b>Unit 2</b>	<b>Summarizing business data:</b> One variable and two variables statistics, concept of pipes operator, functions to summarize variables: select, filter, mutate, arrange, summarize and group by
<b>Unit 3</b>	<b>Business data visualization:</b> Basic graphs: bar-graph, line-chart, histogram, box and scatterplot, advanced data visualization: graphics for correlation, deviation, ranking, distribution and composition
<b>Unit 4</b>	<b>Business forecasting using time series:</b> Time series modelling, exploration of time series data using R, ARIMA, GARCH, VAR methodologies for time series analysis
<b>Unit 5</b>	<b>Business prediction using generalised linear models:</b> Logistic regression and statistical inference with application, survival analysis and its application
<b>Unit 6</b>	<b>Machine learning for businesses:</b> Supervised models: K-NN and decision trees, unsupervised models: K-means and hierarchical clustering, classification and prediction accuracy
<b>Unit 7</b>	<b>Text analytics for business:</b> Creating and refining text data, inferences through graphs, topic modelling and TDM analysis, sentiment analysis
<b>Unit 8</b>	<b>Business intelligence:</b> Introduction to business intelligence, role of data and data base management, role of data mining in business strategy
<b>Unit 9</b>	<b>Data visualization:</b> Role of visualization in business intelligence, introduction to charts, graphs and maps
<b>Unit 10</b>	<b>Data environment and preparation:</b> Managing metadata, extracts and live data, cross database joints and union
<b>Unit 11</b>	<b>Data blending:</b> Data prep with text and excel files, understating data types, extracting data from various file formats
<b>Unit 12</b>	<b>Design fundamentals and visual analytics:</b> Filters, sorting, groups and sets, interactive filters, forecasting, use of tooltip, reference line, parameter, drill down and hierarchies
<b>Unit 13</b>	<b>Decision analytics and calculations:</b> Types of calculations, logic calculations (including if comment, nested if command etc.), data calculations, string calculations
<b>Unit 14</b>	<b>Mapping:</b> Role of maps in business intelligence and visualization, editing unrecognized locations

**READINGS:**

1. R FOR EVERYONE: ADVANCED ANALYTICS AND GRAPHICS by JARED P. LANDER, PEARSON
2. VISUAL DATA STORYTELLING WITH TABLEAU by LINDY RYAN, PEARSON
3. TEXT MINING WITH R: A TIDY APPROACH by JULIA SILGE AND DAVID ROBINS, SHROFF PUBLISHERS & DISTRIBUTORS PVT. LTD
4. MASTERING TABLEAU by DAVID BALDWIN AND MARLEEN MEIER, PACKT PUBLISHING

<b>Course code</b>	<b>DEMGN832</b>	<b>Course Title</b>	<b>RESEARCH METHODOLOGY</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

C01: identify critical thinking and scientific approaches to formulate research problems.

C02: describe research design approaches, methods and conceptual differences to apply across different research contexts.

C03: generalize familiarity with a phenomenon or to achieve new insights into it.

C04: interpret results generated from data analysis and report the findings.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Background of research-</b> Developing research proposals, research paradigms- contributions of research to theory and practice and research ethics
<b>Unit 2</b>	<b>An introduction to research-</b> Meaning, process, defining, research problem: selection, understanding and necessity of defined problem, research design, need and types of Research Design
<b>Unit 3</b>	<b>Reviewing literature-</b> Identifying, accessing and managing sources of information and scholarly literature, academic writing and referencing and steps in literature review development
<b>Unit 4</b>	<b>Types of data in research-</b> Primary and secondary data and sources, nature of qualitative and quantitative research, data and variables used in qualitative and quantitative methods, writing up qualitative research
<b>Unit 5</b>	<b>Sampling design-</b> Sampling design process, characteristics of good sample, types of sampling design, sampling techniques- random and non-random
<b>Unit 6</b>	<b>Measurement and scaling technique:</b> Tools of sound measurement, techniques of developing measurement tools, scaling meaning and important scaling techniques, statistical properties of different scales
<b>Unit 7</b>	<b>Data collection methods-</b> Observation, experimentation and survey methods, questionnaire: introduction, design process and coding the questionnaire
<b>Unit 8</b>	<b>Descriptive statistics and time series-</b> Measures for central tendency- ungrouped and ungrouped data, dispersion and distribution, index number and time series analysis
<b>Unit 9</b>	<b>Hypothesis testing-</b> Hypothesis definition and process, types and hypothesis testing procedure for t and z tests differences for single, two populations and paired sample
<b>Unit 10</b>	<b>Test of association-</b> Correlation coefficient- Spearman rank and Karl's Pearson and test of association between nominal data- Chi-square test
<b>Unit 11</b>	<b>Analysis of Variance (ANOVA) and prediction techniques-</b> Analysis of variance for mean difference, reliability and validity, bivariate regression and multiple regression analysis
<b>Unit 12</b>	<b>Multivariate analysis-</b> Classification, important methods of factor analysis, factor analysis procedure, rotation in factor analysis, overview of cluster analysis, discriminant analysis, multi-dimensional scaling and conjoint analysis
<b>Unit 13</b>	<b>Reporting a quantitative study-</b> Technique and precaution of interpretation, significance of report writing, layout and types of report
<b>Unit 14</b>	<b>Writing research proposals-</b> Purpose, nature and evaluation-Content and format-Practical considerations-timelines, budgets, supervision management- Presentation and defense of proposals

## READINGS

1. BUSINESS RESEARCH METHODS by NAVAL BAJPAI, PEARSON
2. MARKETING RESEARCH by NARESH K MALHOTRA, PEARSON
3. MARKETING RESEARCH: TEXT AND CASES by NARGUNDKAR, R., MCGRAW HILL EDUCATION

<b>Course code</b>	<b>DEBSL605</b>	<b>Course Title</b>	<b>LEGAL ASPECTS OF BUSINESS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

C01: apply the statutory provisions related to Contract Act and Sales of Goods Act in business organizations.

C02: use legal rights and remedies by applying the provisions related to Consumer and Intellectual Property Rights.

C03: analyze the legal issues related to Negotiable Instruments.

C04: interpret the legal implications of FEMA and Competition Act in designing various business policies and strategies.

C05: develop the understanding of Company form of business organization from its incorporation to winding up.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Indian Contract Act, 1872:</b> essentials of contract, kinds of contract, free consent, discharge of contract, breach of contract
<b>Unit 2</b>	<b>Sale of Goods Act, 1930:</b> contract of sale, conditions and warranties, rights of unpaid seller
<b>Unit 3</b>	<b>Consumer Protection Act 2019:</b> introduction and objectives, rights of consumers, redressal machinery
<b>Unit 4</b>	<b>Intellectual Property Rights:</b> patents, copyrights, trademarks, trade secrets, geographical indications, traditional knowledge, digital library, intellectual property infringement
<b>Unit 5</b>	<b>Negotiable Instruments Act, 1881:</b> characteristics and kinds of Negotiable Instruments, comparison between promissory note, bill of exchange and cheque
<b>Unit 6</b>	<b>FEMA Act, 1999:</b> introduction, definitions, regulation and management of Foreign Exchange
<b>Unit 7</b>	<b>Competition Act, 2002:</b> definitions, anti-competitive agreements, abuse of dominant position, Combinations
<b>Unit 8</b>	<b>Companies Act, 2013 (preliminary):</b> company and its characteristics, kinds of companies, limited liability partnership, formation of a company
<b>Unit 9</b>	<b>Company Documents:</b> Memorandum of Association, Articles of Association, Doctrine of constructive Notice, Doctrine of Indoor management
<b>Unit 10</b>	<b>Prospectus:</b> types of prospectus, legal consequences of misstatement in prospectus
<b>Unit 11</b>	<b>Raising of Capital:</b> Share and share capital, Alteration of share capital, Borrowing powers and charges
<b>Unit 12</b>	<b>Company Management:</b> appointment and removal of directors
<b>Unit 13</b>	<b>Company Meetings:</b> essentials of a valid meeting and types of meeting
<b>Unit 14</b>	<b>Company winding up:</b> modes of winding up under IBC Act and compulsory winding up under Companies Act, 2013

#### **READINGS:**

1. ELEMENTS OF BUSINESS LAW by N.D KAPOOR, SULTAN CHAND & SONS (P) LTD.
2. A TEXTBOOK OF COMPANY LAW by P. P. S. GOGNA, S CHAND PUBLISHING
3. A HANDBOOK ON CORPORATE AND OTHER LAWS by CA CS MUNISH BHANDARI,

BESTWORD PUBLICATIONS PVT. LTD.

4. LEGAL ASPECTS OF BUSINESS: CONCEPTS AND APPLICATIONS by PARUL GUPTA, VIKAS PUBLISHING HOUSE

<b>Course code</b>	<b>DEPEL537</b>	<b>Course Title</b>	<b>COMMUNICATION FOR LEADERS</b>
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<b>WEIGHTAGES</b>	
<b>CA</b>	<b>ETE(Th.)</b>
<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

CO1: develop critical thinking skills employed in small groups and public speaking.

CO2: compose business communication documents with structural precision and verbal accuracy.

CO3: formulate business queries and respond to any reason related to the business situation.

CO4: use semantic and syntactic structure as per the advanced level of Common European Framework.

CO5: employ their reading speed and comprehension of business articles.

CO6: demonstrate consistent and appropriate language use in extended conversations and discussions.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Listening- understanding vocabulary and context:</b> matching phrases and words with definitions, taking notes and completing them, understanding phrases and expressions in context
<b>Unit 2</b>	<b>Listening for Details:</b> filling missing details, interpreting listening tracks, identifying key and supporting ideas, taking detailed notes on information
<b>Unit 3</b>	<b>Tenses, Clauses and transitional words or phrases:</b> usage of defining and non-defining relative clauses, pronoun problems, usage of as or like, future time clauses, usage of tenses, infinitives, reference devices, position of adverbs, transitional markers,
<b>Unit 4</b>	<b>Sentences:</b> cleft sentences, synthesis of sentences, complex sentences, conditional sentences, alternatives to if
<b>Unit 5</b>	<b>Vocabulary:</b> one word substitution for a definition, abbreviations, antonyms, synonyms, connotative and denotative meanings, contextual use of words and phrases, substitution, collocation, concession words and phrases
<b>Unit 6</b>	<b>Idioms and Proverbs:</b> phrasal verbs, meaning and usage of idioms and proverbs, formal and informal usage of language
<b>Unit 7</b>	<b>Reading Skills:</b> types of texts – narrative, descriptive, extrapolative, essential skills for reading comprehension – decoding, fluency, vocabulary, reasoning and background knowledge, reading techniques
<b>Unit 8</b>	<b>Comprehension Skills:</b> identifying errors and superfluous words, identifying correlation of sentences and paragraphs, finding supporting ideas, identifying purpose, different strategies of comprehension, reading texts of different genres and of varying length, reading and interpreting non-linguistic texts, reading and understanding incomplete texts
<b>Unit 9</b>	<b>Group Discussion:</b> brainstorming ideas, taking stance, working in groups and enacting roles, showing agreement and disagreements, discussing possible scenarios, discussing various business possibilities, argument building for persuasion
<b>Unit 10</b>	<b>Presentation Skills:</b> do's and don'ts of presentation skills, presenting information and business proposals, making a short talk
<b>Unit 11</b>	<b>Role Play and debate:</b> useful vocabulary and phrases, assuming and reacting in different business scenarios, interviewing a partner, debate, group-forecasting, negotiation skills, debating pros and cons of a business decision
<b>Unit 12</b>	<b>Writing Techniques and Strategies:</b> types of writing, cohesion and coherence, expansion of ideas, thesis sentence, expansion of given sentence, reorganizing jumbled sentences into a coherent paragraphing, writing style and techniques
<b>Unit 13</b>	<b>Writing:</b> summarizing, explanation of points, paragraph writing, précis writing, essay

	writing
<b>Unit 14</b>	<b>Business Correspondence:</b> formats of business correspondence, writing and replying to memo, notice, note, letter, report, and proposal

**READINGS:**

1. BUSINESS BENCHMARK- ADVANCED by GUY BROOK- HART, CAMBRIDGE PUBLICATIONS
2. ADVANCED ENGLISH GRAMMAR by MARTIN HEWINGS, CAMBRIDGE UNIVERSITY PRESS
3. THE MCGRAW-HILL HANDBOOK OF ENGLISH GRAMMAR AND USAGE by MARK LESTER, LARRY BEASON, MC GRAW HILL

<b>Course Code</b>	<b>DEOPR509</b>	<b>Course Title</b>	<b>TOTAL QUALITY MANAGEMENT</b>
			<b>WEIGHTAGE</b>
			<b>CA      ETE (Th.)</b>
			<b>30      70</b>

**Course Outcome:** Through this course, the student will be able to

**CO1:** assess the implementation of TQM in an organization.

**CO2:** evaluate tools and techniques related to quality control, acceptance sampling, inspections etc.

**CO3:** interpret relevant quality standards.

**CO4:** understand the concept of data preprocessing.

**CO5:** analyze benchmarking, total productive maintenance, and kaizen for continuous improvement.

**CO6:** integrate business process re-engineering principles with TQM for organizational transformation.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Concept of total quality and its evolution:</b> Introduction, basic terminology related to quality, dimensions of quality, introduction to quality gurus
<b>Unit 2</b>	<b>Quality characteristics:</b> Variable and attributes, control charts for variables: mean-range charts. <b>Control chart for attributes:</b> P-chart for defectives, control charts for variables: c-charts for defects
<b>Unit 3</b>	<b>The Philosophy of Total Quality Management:</b> Introduction, Definitions of TQM, The Total Quality System, The Evolution of TQM - From Inspection to Total Quality Management, Seven Phases in the Development of TQM, Principles of Total Quality Management, The Key Elements of TQM
<b>Unit 4</b>	<b>TQM in Services:</b> Introduction, Service Industry and Quality, Value in the Service Industry, Defining Service Quality, SERVQUAL Model, Hospitality Sector, Improving the Service Quality
<b>Unit 5</b>	<b>Acceptance sampling and inspection plans:</b> Introduction, situations warranting sampling inspection, desirable characteristics of sample, methods of sampling, factors affecting the selection of sample, operating characteristics curve
<b>Unit 6</b>	<b>SQC and SPC:</b> Introduction, objectives and uses of SQC charts, statistical quality control, statistical process control
<b>Unit 7</b>	<b>Quality costs:</b> Introduction, cost of quality, classification of quality-related costs, quality-cost analysis, COQ approach, quality-cost trade-of
<b>Unit 8</b>	<b>Seven basic quality control tools:</b> Check sheet (tally chart), flowchart, histograms / bar graphs, pareto analysis, control charts, scatter diagram, cause-and-effect diagram
<b>Unit 9</b>	<b>Quality improvement:</b> Introduction, process, juran trilogy, improvement strategies, types of problems, problem-solving method, kaizen
<b>Unit 10</b>	<b>Quality function deployment (QFD):</b> Introduction, QFD team, benefits of QFD, the voice of the customer, organization of information, house of quality
<b>Unit 11</b>	<b>Taguchi loss function:</b> Introduction, loss function, orthogonal arrays, quality loss function, design of experiments, noise
<b>Unit 12</b>	<b>Marketing aspect of total quality management:</b> Customer in quality definition, who is the customer, customer satisfaction measures, customer perception of quality, quality of service
<b>Unit 13</b>	<b>Quality audits:</b> Types of audits, audit procedure
<b>Unit 14</b>	<b>Six sigma:</b> Introduction, benefits, costs in six sigma, DMAIC cycle
<b>Unit 15</b>	<b>Total quality and environment and safety:</b> Introduction to ISO 9000, introduction to ISO 14000, environment management system, industry specific standards and quality awards
<b>Unit 16</b>	<b>Benchmarking:</b> Introduction, Reasons to Benchmark, Process, Deciding What to Benchmark, Understanding Current Performance, Pitfalls and Criticisms of

	Benchmarking
<b>Unit 17</b>	<b>Benchmarking:</b> Introduction, Reliability, Reliability Requirements, Failure Rate, Intent of FMEA, FMEA Team, FMEA Documentation.
<b>Unit 18</b>	<b>Total Productive Maintenance:</b> Introduction, The Plan, Learning the New Philosophy, Training, Improvement Needs, Autonomous Work Groups
<b>Unit 19</b>	<b>Kaizen:</b> Introduction, Concepts of Kaizen, Lean, What is the 5 S? Kaizen vs. Innovation, Kaizen - The Practice, Poka-yoke.
<b>Unit 20</b>	<b>Business Process Re-engineering:</b> Introduction, When Is BPR Used? Key Concepts of BPR, The 3 R's of Re-engineering, Emergence of BPR, Requirements of the Re-engineering, Process, Rules of BPR

**READINGS:**

1. TOTAL QUALITY MANAGEMENT by N.V.S. RAJU, CENGAGE LEARNING
2. TOTAL QUALITY MANAGEMENT by BESTERFIELD DALE. H., PEARSON

<b>Course Code</b>	<b>DEOPR505</b>	<b>Course Title</b>	<b>LOGISTICS AND SUPPLY CHAIN MANAGEMENT</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcome:** Through this course, the student will be able to

**C01:** develop a high level of technical competence and skill in the logistics management.

**C02:** estimate knowledge of the functional components within logistics to the inter-relationships in the integrated supply chain.

**C03:** analyze the various requirements for effectively managing the inventory and reverse logistics of companies.

**C04:** explain the impact of supply chain decisions on the success of a firm.

**C05:** evaluate strategies for procurement, transportation, warehousing, and material handling to improve supply chain efficiency.

**C06:** integrate sustainability, technology, and performance measurement frameworks to enhance overall supply chain competitiveness.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Supply Chain Management-An Overview:</b> introduction, the objective of a supply chain, the importance of supply chain decisions, major supply chain issues.
<b>Unit 2</b>	<b>Strategic challenges and change for supply chains:</b> principles of supply chain management, game-changing supply chain technologies, supply chain innovation and transformation
<b>Unit 3</b>	<b>Introduction to logistics:</b> the logistical value proposition, the work of logistics, logistical operations, logistical integration objectives
<b>Unit 4</b>	<b>Role of Logistics in Supply Chains:</b> role of logistics in supply chains, logistics activities
<b>Unit 5</b>	<b>Demand Management:</b> introduction, balancing supply and demand, traditional forecasting, forecasting techniques
<b>Unit 6</b>	<b>Procurement:</b> procurement importance, procurement objectives, procurement strategy, logistical interfaces with procurement
<b>Unit 7</b>	<b>Transportation:</b> transport functionality and participants, transportation modal structure, specialized transportation services
<b>Unit 8</b>	<b>Warehousing:</b> strategic warehousing, warehouse ownership arrangements, warehouse decisions, warehouse operations
<b>Unit 9</b>	<b>Packaging:</b> packaging perspectives, packaging for handling efficiency
<b>Unit 10</b>	<b>Material handling:</b> role of material handling in logistics, principles of material handling, materials-handling equipment, material handling safety perspective
<b>Unit 11</b>	<b>Reverse logistics:</b> meaning of reverse logistics, scope of reverse logistics, system design considerations, reverse logistics as competitive tool
<b>Unit 12</b>	<b>Order Management and Customer Service:</b> introduction, influencing the order, executing the order, e-commerce order fulfillment strategies
<b>Unit 13</b>	<b>Technology in logistics fulfillment:</b> role of technology, automatic identification technology, communication technology, automated material handling
<b>Unit 14</b>	<b>Managing Inventory in the Supply Chain:</b> rationale for inventory, inventory costs, the role of safety inventory in a supply chain,
<b>Unit 15</b>	<b>Determining the optimal level of product availability:</b> the importance of the level of product availability, factors affecting optimal level of product availability, optimising availability of maintenance, repair, and operations inventories
<b>Unit 16</b>	<b>Sourcing decisions in a supply chain:</b> the role of sourcing in a supply chain, in-house or outsource, examples of successful third-party suppliers, the impact of incentives when outsourcing.

<b>Unit 17</b>	<b>Logistics outsourcing:</b> catalysts for outsourcing trends, benefits of logistics outsourcing, third party logistics, fourth party logistics
<b>Unit 18</b>	<b>Sustainability and the supply chain:</b> the role of sustainability in a supply chain, key pillars of sustainability, closed-loop supply chains, the pricing of sustainability.
<b>Unit 19</b>	<b>Network Design:</b> the role of network design in the supply chain, factors influencing network design decisions, framework for network design decisions
<b>Unit 20</b>	<b>Supply chain performance measurement:</b> dimensions of supply chain performance metrics, financial impact of supply chain decisions, , a supply chain operations reference (SCOR) model

**READINGS:**

1. SUPPLY CHAIN MANAGEMENT –STRATEGY, PLANNING AND OPERATION. by CHOPRA, S., &MEINDEL, P, PHI LEARNING
2. LOGISTICS MANAGEMENT by VINOD V. SOPLE, PEARSON

<b>Course Code</b>	<b>DEOPR508</b>	<b>Course Title</b>	<b>PROJECT MANAGEMENT</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcome:** Through this course, the student will be able to

**C01:** apply the project management concepts while selecting projects.

**C02:** choose effective project execution and control techniques.

**C03:** evaluate project planning activities that accurately forecast project costs, timelines and quality.

**C04:** apply knowledge of ethics and professional responsibility.

**C05:** formulate strategies for effective risk management, resource allocation, and stakeholder communication throughout the project lifecycle.

**C06:** integrate sustainability, innovation, and performance measurement tools to enhance project success and long-term value creation.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to project management:</b> Concept of a project and project management, features of projects, project family tree, categories of projects, Project manager's roles and responsibilities
<b>Unit 2</b>	<b>Taxonomy of Project Management:</b> Project life cycle phases, Project selection process, Project appraisal, tools and techniques of project management, the 7-S of project management
<b>Unit 3</b>	<b>Human resources and contracting:</b> Delegation of authority, accountability in project execution, popular matrices used for delegation of work related to projects
<b>Unit 4</b>	<b>Legal aspects of Projects:</b> 3R's of contracting, contracts, team building, tendering, and selection of contractors
<b>Unit 5</b>	<b>Generation and screening of project ideas:</b> Generation of ideas, monitoring of the environment, Corporate Appraisal, tools for identifying investment opportunities, scouting for project ideas, preliminary screening, and project rating index.
<b>Unit 6</b>	<b>Market and demand analysis:</b> Situational analysis, collection of secondary information, the conduct of the market survey, characterization of the market.
<b>Unit 7</b>	<b>Demand Forecasting in Projects:</b> Concept, importance, qualitative and quantitative techniques, demand forecasting and market planning, Uncertainties in demand forecasting.
<b>Unit 8</b>	<b>Technical analysis:</b> Manufacturing process Technology, technical arrangements, material inputs, and utilities, Product Mix, Plant Capacity, Location and site selection, machinery and equipment environmental aspects, structures, and civil works
<b>Unit 9</b>	<b>Financial analysis:</b> Financial estimates and projections: cost of the project, means of finance, estimation of sales and production, working capital requirements and its financing, projected cash flow statement and projected balance sheet
<b>Unit 10</b>	<b>Capital expenditure decisions:</b> Introduction, Meaning and features of capital budgeting decisions Importance of capital budgeting decisions, Kinds of capital expenditure decisions, Capital expenditure budgeting process, Criteria of capital budgeting, Resource allocation framework, Capital budgeting difficulties
<b>Unit 11</b>	<b>Project Financing in India:</b> Introduction, Meaning and importance of project finance, Means of finance and sources of project finance in India, Financial institution structure and financial assistance, Norms of finance and term loan procedure, SEBI guidelines Sample financing plans
<b>Unit 12</b>	<b>Project risk analysis:</b> Sources, measures, perspectives on risk, techniques for risk analysis, managing risk and project selection under risk.
<b>Unit 13</b>	<b>Project risk analysis techniques:</b> Sensitivity analysis, scenario analysis, break-even analysis, Hillar Model, simulation analysis, decision tree analysis

<b>Unit 14</b>	<b>Organizing systems and procedures for project implementation:</b> Working and design of the system, work breakdown structure (WBS), project execution plan (PEP), project procedure manual, and control systems
<b>Unit 15</b>	<b>Project time-cost trade off:</b> Critical path method (CPM), project crashing, trade-off procedure, updating project progress
<b>Unit 16</b>	<b>Resource allocation:</b> resource levelling, resource smoothing, loading chart
<b>Unit 17</b>	<b>Social cost-benefit analysis:</b> Meaning and rationale for SCBA, UNIDO approach and little mirrless approach
<b>Unit 18</b>	<b>Environment appraisal of Projects:</b> Introduction, Types and Environmental Dimensions of a Project, Stresses on Environment, Environmental Impact Assessment Methodologies
<b>Unit 19</b>	<b>Project Report:</b> Concept, elements of project report, the importance of DPR, the concept of a business plan and major components of the business plan
<b>Unit 20</b>	<b>Project review and administrative aspects:</b> Control of in-progress aspects, post-completion audits, abandonment analysis, agency problem

#### READINGS:

1. PROJECTS–PLANNING, SELECTION, FINANCING, IMPLEMENTATION, AND REVIEW by PRASANNA CHANDRA, SIXTH EDITION, TATA MCGRAW HILL
2. PROJECT MANAGEMENT by CLIFFORD F. GRAY AND ERIK W. LARSON, TATA MCGRAW HILL

<b>Course code</b>	<b>DEMGN571</b>	<b>Course Title</b>	<b>CORPORATE STRATEGY AND ENTREPRENEURSHIP</b>
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**Course Outcome:** Through this course, the student will be able to

**C01:** integrate understanding of functional aspects of management and explore their contribution to strategic management within organizations.

**C02:** appraise the importance of environmental and industry analysis in formulating strategy.

**C03:** analyze the role of marketing, accounting, finance, operations management and human resource management in strategy formulation.

**C04:** evaluate strategic alternatives.

**C05:** evaluate the role of leadership, organizational structure and organizational culture in strategy implementation.

**C06:** develop marketing plan, operations plan, HR plan and financial plan for new business ventures.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Overview of strategic management:</b> Strategic management, dimensions of strategic decisions, benefits of strategic management, strategy, strategic management process, mission, vision
<b>Unit-2</b>	<b>External &amp; Internal analysis:</b> Firm's external environment, remote environment, industry environment, operating environment, SWOT analysis, internal factors, external factors, discovering core competencies, value chain, resource-based view, the internal analysis tool- Vrio framework, benchmarking, types of benchmarking, external factor evaluation matrix, internal factor evaluation matrix, competitive profile matrix
<b>Unit-3</b>	<b>Corporate level strategies:</b> Growth strategy, integration strategy, diversification strategy, turnaround strategy, defensive strategy
<b>Unit-4</b>	<b>International strategy:</b> Globalization, global strategic management, strategic orientations of global firms, competitive strategies in foreign market, management contracts, turnkey operations, equity alliance, globalization & India
<b>Unit-5</b>	<b>Business level strategies:</b> Business level strategies/generic strategies, evaluating & choosing business strategies, dominant product/service building value
<b>Unit-6</b>	<b>Multi-business strategy &amp; strategy implementation:</b> Portfolio strategy, the synergy approach, parenting approach, patching approach, strategy implementation, organization culture
<b>Unit-7</b>	<b>Evaluation, control &amp; contemporary issues:</b> Strategic evaluation & control, balanced scorecard, corporate governance, business ethics, social responsibility, environmental sustainability
<b>Unit-8</b>	<b>Strategic management and entrepreneurship:</b> Strategic management for start-ups, strategies for growing and maturing businesses, strategies for technology-oriented businesses
<b>Unit-9</b>	<b>Latest trends in entrepreneurship:</b> Social entrepreneurship, intrapreneurship, women entrepreneur, challenges and strategic solutions for problems faced by entrepreneurs in India
<b>Unit-10</b>	<b>Overview of business plan:</b> Components of a business plan, business ideas, business ideas selection, feasibility study, legalities involved for business plan, forms of ownership, SWOT analysis
<b>Unit-</b>	<b>Strategic marketing plan:</b> Market segmentation, targeting & positioning,

<b>11</b>	marketing mix, product mix, promotions mix, marketing communication, pricing strategies
<b>Unit-12</b>	<b>Strategic operations plan:</b> Operations plan, people and suppliers, manufacturing or outsourcing, plant location, plant layout, inventory management
<b>Unit-13</b>	<b>Strategic human resources plan:</b> Manpower planning, organizational structure, recruitment & selection, training & development, motivational techniques, performance appraisal
<b>Unit-14</b>	<b>Strategic financial plan:</b> Types of industrial finance, working capital, breakeven analysis, balance sheet, cash flow statement, payback period, return on investment

#### **READINGS:**

1. STRATEGIC MANAGEMENT by JOHN PEARCE II, RICHARD B ROBINSON, AMITA MITAL, MCGRAW HILL EDUCATION
2. ENTREPRENEURSHIP by ROBERT D HISRICH, MICHAEL P PETERS AND DEAN A. SHEPHERD, MCGRAW HILL EDUCATION

<b>Course Code</b>	<b>DEOPR512</b>	<b>Course Title</b>	<b>INTERNATIONAL TRADE LOGISTICS</b>
			<b>WEIGHTAGE</b>
			<b>CA      ETE (Th.)</b>
			<b>30      70</b>

**Course Outcome:** Through this course, the student will be able to

CO1: discuss the key objectives for studying international trade logistics.

CO2: analyze the challenges in information processing in international trade logistics.

CO3: summarize emerging risks.

CO4: evaluate transportation modes, warehousing strategies, and multimodal operations for efficient global supply chains.

CO5: apply international trade terms, containerization standards, and documentation requirements to ensure compliance and efficiency.

CO6: integrate cargo insurance, fraud prevention, and intermediary roles to safeguard and optimize international trade logistics operations.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Introduction to international trade logistics:</b> Concept of trade logistics, evolution and development of international trade logistics, interfaces of marketing and trade logistics, importance of trade logistics to the nation, importance of trade logistics for the industry
<b>Unit 2</b>	<b>Information and order processing:</b> Challenges in information processing, logistics information systems, logistics operations management, scrutiny of export order, clarifications and order confirmation
<b>Unit 3</b>	<b>Labelling and marking in international logistics:</b> Introduction, labelling in international trade, considerations in labelling for international trade, labels and preferences for colors, numbers and shapes, labels as promotional tool, markings of export consignments, increasing role of CE markings
<b>Unit 4</b>	<b>Packing and Packaging:</b> Introduction, need for packaging in trade logistics, packing vs packaging, packing list vs packing note, packaging and transport hazards, choice of packing material for international logistics
<b>Unit 5</b>	<b>Inventory management in trade logistics:</b> Nature of inventory in trade logistics, motivations for holding inventory in international logistics, contemporary developments in inventory management, models of inventory in trade logistics.
<b>Unit 6</b>	<b>Integrated logistics and sub-system elements:</b> Evolutionary phase of integrated logistics services, third party logistics, choosing a 3PL provider, sub-system elements in trade
<b>Unit 7</b>	<b>Choice of mode of transportation:</b> Importance of transportation decision, factors affecting choice of transport mode, transport mode selection, type of transport mode and modal characteristics, types of transport carriers
<b>Unit 8</b>	<b>Role of dry ports in trade logistics:</b> Introduction, concept of dry ports, advantages of dry ports, increasing role of dry ports, functions of dry ports, facilities at dry ports, export clearance at dry ports, import clearance at dry ports, challenges in growth of dry ports in India
<b>Unit 9</b>	<b>Warehousing:</b> Concept of warehousing, functions of warehousing, need and benefits of warehousing, documents in warehousing, types of warehousing, free trade and warehousing zones, procedure of warehousing the imported and exportable cargo for importers
<b>Unit 10</b>	<b>Incorporating shipping terms:</b> Introduction, factors influencing the choice of delivery terms, purpose and scope of shipping terms, types of incoterms, applicable incoterms in different modes of transportation, incoterms and transfer of risks, incoterms and freight payment in trade logistics, choosing incoterms for international trade deals.

<b>Unit 11</b>	<b>Containerization in trade logistics:</b> Introduction, concept and evolution of containerization, standardization of containers, air cargo containerization, double stack containerization in trade logistics, advantages of containers in trade logistics, numbering and marking of containers, classification of containers, stuffing plan for cargo container owning, leasing and hiring of cargo containers
<b>Unit 12</b>	<b>Multimodal Transportation:</b> introduction, concept of multimodal transport, context and regulation of multimodalism in India, advantages of multimodal transport, forms of multimodal transport operations, multimodal transport document, challenges and suggestions for improving multimodalism in India
<b>Unit 13</b>	<b>Liner shipping and freighting practices:</b> introduction, concept and evolution of liner conference, global nature of liner industry, designing a liner service schedule, concentration in liner shipping, freighting and tariff practices of ocean liners
<b>Unit 14</b>	<b>Tramp shipping and chartering clauses:</b> introduction, concept and features of tramp shipping, commercial organization of tramp shipping, types of chartering, main clauses of charter party, procedure of chartering a ship, vessel or yacht, tramp freights practices.
<b>Unit 15</b>	<b>Freighting principles and practices in trade logistics:</b> introduction, freight and tariff defined, determinant of freight rate, constituents of freight rates, freighting practices in international logistics, discounting practices in freighting, modalities and timing of freight payment, shipowner's possessory liens, liners freight determination criteria
<b>Unit 16</b>	<b>Documentation in trade logistics:</b> introduction, need for documentation in trade logistics, commonly used documents in trade logistics, documents prepared by carrier, documents prepared by exporter and importer
<b>Unit 17</b>	<b>Risks in international trade logistics:</b> introduction, myriad risks in international trade logistics, managing risks in international trade logistics
<b>Unit 18</b>	<b>Cargo insurance and claim procedure:</b> introduction, need for cargo insurance, cargo risk coverage, comparison of institute cargo clauses, principles of cargo insurance, nature of risks to cargo, types of cargo insurance policies, claims procedure in cargo insurance, substantiation of cargo insurance claim
<b>Unit 19</b>	<b>Understanding and preventing maritime fraud:</b> introduction, maritime frauds explained, types of maritime frauds, preventive maritime frauds
<b>Unit 20</b>	<b>Role of intermediaries in trade logistics:</b> introduction, role of trade logistics intermediaries, types of intermediaries in international trade logistics, role of freight forwarders

#### READINGS:

1. INTERNATIONAL TRADE LOGISTICS by RAM SINGH, OXFORD UNIVERSITY PRESS
2. BUSINESS LOGISTICS / SUPPLY CHAIN MANAGEMENT by RONALD H BALLOU, SAMIR. K SRIVASTAVA, PEARSON

<b>Course Code</b>	<b>DEOPR534</b>	<b>Course Title</b>	<b>SERVICE OPERATIONS</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcome:** Through this course, the student will be able to

**CO1:** understand the concept of service operations management and its determinants.

**CO2:** analyze the concept of service blueprint in performing marketing activities from a service perspective.

**CO3:** develop the service recovery strategies.

**CO4:** apply facility location, layout design, and capacity management models to optimize service operations.

**CO5:** integrate technology, automation, and service quality tools to improve operational efficiency and customer satisfaction.

**CO6:** evaluate service supply chains, outsourcing, and performance measurement for sustainable service delivery.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	Understanding the nature of services: Introduction to imperative of services, nature, characteristics
<b>Unit 2</b>	Classification of services, and analyzing service operations
<b>Unit 3</b>	Introduction of service operations management: types of services and processes, service matrix, retail service layout, -service-scape and ambient conditions, spatial layout and functionality
<b>Unit 4</b>	Aligning service strategy and competitiveness: Introduction to Service Strategy, Competitive Service Strategies
<b>Unit 5</b>	Strategic Service Vision Service design, development & automation: New service design and development, Service system design and delivery process
<b>Unit 6</b>	Technology & automation in services, Service encounter
<b>Unit 7</b>	Managing Services Quality: Defining Service Quality, Quality Service by Design
<b>Unit 8</b>	Service Process Control, Total Quality Management Tools
<b>Unit 9</b>	Quality Philosophy and performance Excellence, Service Recovery and Service Guarantee
<b>Unit 10</b>	Service facility design and facility location: Process analysis of facility layouts
<b>Unit 11</b>	Facility location decision factors
<b>Unit 12</b>	Quantitative models for facility location: Service facility on a line or on a plane, Based on different objective functions of optimization criteria
<b>Unit 13</b>	Models for multiple service facilities
<b>Unit 14</b>	Demand Management in Services: Forecasting Demand in Services, Smoothing Customer Demand in Services
<b>Unit 15</b>	Capacity Management in Services: Service Capacity Management, Yield Management, Resource and Workforce Scheduling in Services.
<b>Unit 16</b>	Service Inventory and Supply Chain Management: Service Inventory Management, Service Supply Chains, Processes in Service Supply Chain Service supply chain models
<b>Unit 17</b>	Service outsourcing, Productivity, Performance and measurement
<b>Unit 18</b>	New Service Development: Designing of Service delivery
<b>Unit 19</b>	Mechanism: Service Blueprinting – Management of Service, Experience - Front-office Back-office Interface

<b>Unit 20</b>	Human resource planning & employee selection: Managing people in service organization, Work measurement in Services
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**READINGS:**

1. OPERATIONS MANAGEMENT FOR COMPETITIVE ADVANTAGE by RICHARD CHASE, TATA MCGRAW HILL, INDIA
2. SERVICE OPERATIONS MANAGEMENT: IMPROVING SERVICE DELIVERY by JOHNSTON ROBERT, PEARSON

<b>Course Code</b>	<b>DEHMT177</b>	<b>Course Title</b>	<b>MANAGEMENT INFORMATION SYSTEM</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcome:** Through this course, the student will be able to

**C01:** explain the various components of information systems.

**C02:** appraise the role of MIS as a tool for organizational change.

**C03:** outline the role of the ethical, social, and security issues of information systems.

**C04:** Apply system development life cycle methodologies and emerging technologies to design effective MIS solutions.

**C05:** Utilize decision support systems, data mining, and business analytics for informed managerial decision-making.

**C06:** Evaluate ERP, CRM, and social media information systems for their strategic impact on organizational performance.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Concepts of information systems:</b> concept of management information systems, types of information systems
<b>Unit 2</b>	<b>Components of information systems,</b> information systems resources, perspectives on information systems
<b>Unit 3</b>	<b>Enterprise systems:</b> enterprise systems, what is ERP
<b>Unit 4</b>	<b>Benefits and challenges of ERP,</b> block view of an ERP system
<b>Unit 5</b>	<b>What is CRM,</b> three phases of CRM, benefits and challenges of CRM
<b>Unit 6</b>	<b>Hardware, software and mobile systems:</b> what do businesses need to know about computer hardware and software, why are mobile systems increasingly important
<b>Unit 7</b>	<b>Differences</b> between native and web applications
<b>Unit 8</b>	<b>Database processing:</b> what is database, how do database applications make databases more useful
<b>Unit 9</b>	<b>How are data models</b> used for database development, how is a data model transformed into a database design
<b>Unit 10</b>	<b>Emerging Technologies:</b> cloud computing, big data technologies, internet of things, bring your own device (byod), virtual reality and augmented reality, blockchain, artificial intelligence
<b>Unit 11</b>	<b>Information systems planning and development:</b> components of information systems planning, information systems planning methodologies
<b>Unit 12</b>	<b>System development life cycle,</b> system development methodologies, five stages of design thinking
<b>Unit 13</b>	<b>Social media information systems:</b> what is social media information systems, how do SMIS advance organizational strategy
<b>Unit 14</b>	<b>How do SMIS increase</b> social capital, how do companies earn revenue from social media
<b>Unit 15</b>	<b>How do organizations develop</b> an effective SMIS, how do organizations address SMIS security concerns
<b>Unit 16</b>	<b>Securing information systems:</b> information security threats, business value of security and control
<b>Unit 17</b>	<b>Controlling security threats</b> and vulnerabilities, security and control policy framework
<b>Unit 18</b>	<b>Decision support systems</b> and business analytics: decision support systems, using decision support systems
<b>Unit 19</b>	<b>Data mining</b> for decision support, business and AI, expert systems
<b>Unit 20</b>	<b>Security, ethical and societal challenges of IT:</b> ethical and social issues connected with systems, accountability and liability issues, internet challenges to privacy, other

	challenges-employment challenges, computer monitoring
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**READINGS:**

1. MANAGEMENT INFORMATION SYSTEMS by GIRDHAR JOSHI, Oxford Higher Education
2. MANAGEMENT INFORMATION SYSTEMS: MANAGING THE DIGITAL FIRM by Y KENNETH C. LAUDON, JANE P. LAUDON, PEARSON
3. USING MIS by DAVID M. KROENKE, RANDALL J. BOYLE, PEARSON

Course code	DEPEA515	Course Title	ANALYTICAL SKILLS-I	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**C01:** apply the procedural fluency with number system and mathematical operations to solve the stated problems.

**C02:** apply an appropriate approach to solve problems related to percentage and profit & loss.

**C03:** analyze the reasoning aptitude problems such as blood relation, direction sense and number ranking & time sequence test to solve related problems.

**C04:** apply the analytical concepts learnt to solve the questions of ratio & proportion and alligation & mixture.

**C05:** use the concepts of permutation & combination and probability to solve related problems.

**C06:** apply the concepts learnt to solve the questions related to syllogisms and data interpretation.

Unit No.	Content
<b>Unit 1</b>	<b>Number system:</b> classification of numbers, rules of divisibility, multiplication and squaring of numbers, HCF & LCM of numbers, cyclicity of unit digit, remainder theorem
<b>Unit 2</b>	<b>Average:</b> average of numbers, arithmetic mean, weighted average
<b>Unit 3</b>	<b>Mathematical operations:</b> BODMAS rule, calculation based problem, conversion of symbols into signs
<b>Unit 4</b>	<b>Percentage:</b> commodity price increase/decrease, comparison based questions, population based examples, successive percent changes, budget based problems
<b>Unit 5</b>	<b>Profit and loss:</b> cost price, selling price, profit and loss, calculation of profit/loss percent, false weight, discount, successive discount, marked price
<b>Unit 6</b>	<b>Direction sense test:</b> understanding of directions, different types of practice problems
<b>Unit 7</b>	<b>Blood relation:</b> cracking jumbled up descriptions, relation puzzle, coded relations
<b>Unit 8</b>	<b>Number, ranking and time sequence:</b> number test, ranking test, time sequence test
<b>Unit 9</b>	<b>Ratio and proportion:</b> ratio and its types, proportion and its types, direct and indirect variations, partnership
<b>Unit 10</b>	<b>Alligation or mixture:</b> concept and rules of alligation, problem based on mixing of liquids/items
<b>Unit 11</b>	<b>Problem on ages and numbers:</b> problems on ages, problem on numbers
<b>Unit 12</b>	<b>Permutation and combination:</b> factorial, difference between permutation & combinations, circular permutation, arrangement and selection based problems, distribution and division <b>Probability:</b> experiment, sample space, event, probability of occurrence of an event, bayes theorem, odds of an event, selection based problems, binomial distribution
<b>Unit 13</b>	<b>Logical Venn diagram and set theory:</b> Venn diagram based problems, concept of set theory <b>Syllogism:</b> all, some and none relations, related statements with Venn diagram
<b>Unit 14</b>	<b>Data interpretation:</b> basics of data interpretation, average and percentage, tabulation, bar graphs, pie charts, line graphs

**READINGS:**

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by Dr. R S AGGARWAL, S CHAND PUBLISHING
2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by Dr. R S AGGARWAL, S CHAND PUBLISHING
3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

<b>Course code</b>	<b>DEPEA516</b>	<b>Course Title</b>	<b>ANALYTICAL SKILLS-II</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**CO1:** employ the concepts learnt to analyze and solve the problems related to work based on time and efficiency.

**CO2:** use an appropriate approach to solve problems related to time, speed and distance.

**CO3:** analyze the various logical reasoning techniques to solve problems related to series completion, coding decoding in minimum possible time.

**CO4:** utilize analytical skills to calculate simple and compound interest.

**CO5:** articulate an appropriate approach to solve the problems related to clock and calendar.

**CO6:** analyze the logical reasoning aptitude problems related to puzzle test and non-verbal reasoning to solve accordingly.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Time and Work:</b> chain rule, computation of work done together, men, women, children-based problems, wages-based work problems, alternate day work
<b>Unit 2</b>	<b>Pipes and Cisterns:</b> inlet-outlet, part of tank filled, time-based problems, alternate work
<b>Unit 3</b>	<b>Time and Distance:</b> concept of time speed and distance, conversion of Units, average speed concept, different types of problems
<b>Unit 4</b>	<b>Problem on trains:</b> relative speed concept, faster and slower train <b>Boats and streams and races:</b> downstream and upstream, linear and circular track
<b>Unit 5</b>	<b>Sequence and series completion:</b> series completion, analogy, classification, arithmetic and geometric progression
<b>Unit 6</b>	<b>Alphabet test and logical sequence of words:</b> alphabetical order of words, letter-word problems, rule detection, alphabetical quibble, word formation by unscrambling letters, word formation using Letters of a given word, alpha-numeric sequence puzzle, logical sequence of words
<b>Unit 7</b>	<b>Coding-Decoding:</b> letter coding, number/symbol coding, substitution, matrix coding, mixed letter coding, mixed number coding
<b>Unit 8</b>	<b>Simple interest:</b> basics of principal, rate and time, rate computation, time computation, amount computation
<b>Unit 9</b>	<b>Compound interest:</b> concept of simple and compound interest, questions based on relation between compound and simple interest
<b>Unit 10</b>	<b>Calendar:</b> calculating odd days, basic concept of calendar, finding the exact day
<b>Unit 11</b>	<b>Clocks:</b> concept of clock, angle computation, loss or gain in time
<b>Unit 12</b>	<b>Data sufficiency:</b> reasoning and quantitative data sufficiency problems <b>Coding inequalities:</b> basic operations, rules of inequalities, coded relations
<b>Unit 13</b>	<b>Puzzle test:</b> seating/placing arrangements, comparison type questions, sequential order of things, family-based problems
<b>Unit 14</b>	<b>Non-Verbal Reasoning:</b> series of figures, analogy of figures, classification of figures

#### READINGS:

1. QUANTITATIVE APTITUDE FOR COMPETITIVE EXAMINATIONS by DR. R S AGGARWAL, S CHAND PUBLISHING

2. A MODERN APPROACH TO VERBAL & NON-VERBAL REASONING by DR. R S AGGARWAL, S CHAND PUBLISHING
3. MAGICAL BOOK ON QUICKER MATHS by M TYRA, BANKING SERVICE CHRONICLE
4. ANALYTICAL REASONING by M.K. PANDEY, BANKING SERVICE CHRONICLE

<b>Course code</b>	<b>DEENG539</b>	<b>Course Title</b>	<b>ACADEMIC ENGLISH</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

C01: differentiate between a range of authentic academic texts.

C02: observe actively to lectures, presentations and interviews to understand key information.

C03: construct a variety of essays and other assignments.

C04: appraise academic grammar.

C05: apply academic English and vocabulary in professional life.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Academic writing:</b> introduction, texts and academic texts, ways of writing, balanced versus weighted essays
<b>Unit 2</b>	<b>Academic writing:</b> brainstorming and outlining, gathering information
<b>Unit 3</b>	<b>Writing paragraphs:</b> introduction, types of paragraphs, enumeration
<b>Unit 4</b>	<b>Writing paragraphs:</b> exemplification, complex paragraphs, sequence
<b>Unit 5</b>	<b>Writing paragraphs:</b> comparison of items, cause effect in paragraph writing, visuals in paragraph writing
<b>Unit 6</b>	<b>Basics of reports and research papers:</b> introduction, types of reports, format of a report, assessment reports
<b>Unit 7</b>	<b>Basics of reports and research papers:</b> writing a report, understanding the text, data collection, writing a research paper
<b>Unit 8</b>	<b>Basics of reports and research papers:</b> overview of a research paper, selection of a research paper, plagiarism, citing sources, publication sources
<b>Unit 9</b>	<b>Presenting your ideas:</b> purpose of a presentation, components of a presentation, when to read or speak, preparation
<b>Unit 10</b>	<b>Presenting your ideas:</b> before the talk, on the podium, handling questions, strategic planning
<b>Unit 11</b>	<b>Grammar for editing:</b> basic sentences, verbs, nouns, editing a sentence
<b>Unit 12</b>	<b>Grammar for editing:</b> delayed subjects: it, there and what, the long and winding sentence, short sentences, parallelism
<b>Unit 13</b>	<b>Working with words:</b> misleading words, one word for many, complicated words, avoiding metaphors, redundant words
<b>Unit 14</b>	<b>Working with words:</b> linking words, expressing the degree of certainty, capitalization, sexist language

#### **READINGS:**

1. A COURSE IN ACADEMIC WRITING by RENU GUPTA, ORIENT BLACKSWAN PVT. LTD.
2. ENGLISH GRAMMAR by RAJEEVAN KARAL, OXFORD UNIVERSITY PRESS
3. OXFORD EAP: A COURSE IN ENGLISH FOR ACADEMIC PURPOSES by EDWARD DE CHAZAL AND SAM MCCARTER, OXFORD UNIVERSITY PRESS
4. MLA HANDBOOK by MODERN LANGUAGE ASSOCIATION OF AMERICA, MODERN LANGUAGE ASSOCIATION.

<b>Course code</b>	<b>DEENG514</b>	<b>Course Title</b>	<b>INTRODUCTION TO THE STUDY OF LANGUAGE</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**CO1:** identify vowels and consonants in phonetics.

**CO2:** distinguish between different parts of speech organs, place of articulation and manner of articulation.

**CO3:** describe syllable and stress patterns in relationship with aspects of connected speech in English language.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Language and Phonetics:</b> introduction to first and second language, introduction to phonetics
<b>Unit 2</b>	<b>Language and Phonetics:</b> meaning and importance of phonetics, difference between phonetics and phonology
<b>Unit 3</b>	<b>The Production of Speech Sounds:</b> introduction to the speech organs, articulators above the larynx
<b>Unit 4</b>	<b>The Production of Speech Sounds:</b> vowels and consonants, long vowels and short vowels
<b>Unit 5</b>	<b>Vowels, Diphthongs, and Triphthongs:</b> introduction to vowels, long vowels, short vowels
<b>Unit 6</b>	<b>Vowels, Diphthongs, and Triphthongs:</b> introduction, diphthongs, triphthongs
<b>Unit 7</b>	<b>Voicing and Consonants:</b> the larynx, respiration and voicing, plosives
<b>Unit 8</b>	<b>Voicing and Consonants:</b> place of articulation, manner of articulation, fortis and lenis
<b>Unit 9</b>	<b>The Phoneme and Phonology:</b> the functioning and patterning of sounds, the phoneme
<b>Unit 10</b>	<b>The Phoneme and Phonology:</b> the phonology, symbols and transcription, minimal pairs
<b>Unit 11</b>	<b>The Syllable and Stress:</b> strong and weak syllables, close front and close back vowels
<b>Unit 12</b>	<b>The Syllable and Stress:</b> syllabic consonants, nature of stress
<b>Unit 13</b>	<b>The Syllable and Stress:</b> levels of stress, placement of stress within the word
<b>Unit 14</b>	<b>Aspects of Connected Speech:</b> rhythm, assimilation, elision, linking

#### **READINGS:**

1. LINGUISTICS by CRYSTAL, DAVID, PENGUIN BOOKS INDIA
2. ENGLISH PRONOUNCING DICTIONARY by JONES, DANIEL, CAMBRIDGE UNIVERSITY PRESS
3. ENGLISH PHONETICS AND PHONOLOGY: A PRACTICAL COURSE by ROACH, PETER, CAMBRIDGE UNIVERSITY PRESS
4. MODERN LINGUISTICS: AN INTRODUCTION by VERMA, S.K & N. KRISHNASWAMY, OXFORD UNIVERSITY PRESS

<b>Course code</b>	<b>DEENG519</b>	<b>Course Title</b>	<b>POST-INDEPENDENCE INDIAN LITERATURE</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

C01: understand the social cultural and political dimensions of Indian Writing in English.

C02: deduce the historical elements and theoretical orientation of Indian Writing in English.

C03: analyze the stylistic techniques of Indian Writing in English.

C04: trace the essential features of Indian Writing in English.

<b>Unit No.</b>	<b>Content</b>
<b>Unit 1</b>	<b>Literary Terms:</b> feminism, patriarchy, sexism
<b>Unit 2</b>	<b>Literary Terms:</b> misogynoir, misandry, LGBTQ
<b>Unit 3</b>	<b>Literary Terms:</b> gender issues, male gaze, womanism
<b>Unit 4</b>	<b>Rupa Bajwa - The Sari Shop:</b> plot and narrative technique
<b>Unit 5</b>	<b>Rupa Bajwa - The Sari Shop:</b> social and political background, character analysis and thematic analysis
<b>Unit 6</b>	<b>Tagore - Leave this chanting and singing:</b> textual, analysis, thematic analysis, symbols and motifs, stylistic features
<b>Unit 7</b>	<b>Tagore - Kamala Das - My Grandmother's House:</b> textual analysis, thematic analysis
<b>Unit 8</b>	<b>Tagore - Kamala Das - My Grandmother's House:</b> symbols and motifs, stylistic features
<b>Unit 9</b>	<b>Difficult Daughters by Manju Kapur:</b> about the author, plot, character analysis
<b>Unit 10</b>	<b>Difficult Daughters by Manju Kapur:</b> thematic analysis and gender issues, critical analysis
<b>Unit 11</b>	<b>Mahesh Dattani - Final Solution:</b> character analysis and thematic analysis
<b>Unit 12</b>	<b>Mahesh Dattani - Final Solution:</b> plot, narrative technique
<b>Unit 13</b>	<b>Girish Karnad - Nagamandala:</b> thematic analysis, narrative technique
<b>Unit 14</b>	<b>Girish Karnad - Nagamandala:</b> plot summary, character analysis

#### **READINGS:**

1. THE VINTAGE BOOK OF MODERN INDIAN LITERATURE by AMIT CHAUDHURI, VINTAGE BOOKS
2. THE SARI SHOP by RUPA BAJWA, PENGUIN BOOKS INDIA
3. NAGAMANDALA by GIRISH KARNAD, OXFORD UNIVERSITY PRESS
4. GITANJALI: RABINDRANATH TAGORE by RABINDRANATH TAGORE, RUPA PUBLICATIONS
5. KAMALA DAS by DR. N. K. SHARMA, Unique Publisher
6. FINAL SOLUTIONS by MAHESH DATTANAI, PENGUIN BOOKS INDIA
7. DIFFICULT DAUGHTERS by MANJU KAPUR, PENGUIN BOOKS INDIA

Course code	DEENG527	Course Title	POSTCOLONIAL LITERATURES AND CULTURAL STUDIES	
			WEIGHTAGE	
			CA	ETE (Th.)
			30	70

**Course Outcomes:** Through this course, the student will be able to

CO1: identify the impact of colonialism on culture.

CO2: estimate the significance of the post-colonial era in the life of its inhabitants.

CO3: apply the post-colonial theory of Homi Bhabha and Edward Said in the prescribed texts.

CO4: justify new trends in post-colonial discourse through the lens of selected texts.

Unit No.	Content
Unit 1	<b>Salman Rushdie: Midnight's Children:</b> Midnight's Children as a post-colonial epic, technique of magic realism of Rushdie
Unit 2	<b>Salman Rushdie: Midnight's Children:</b> discussion of the plot of the novel, epical features of the novel
Unit 3	<b>Salman Rushdie: Midnight's Children:</b> character of Saleem and his importance, the themes of alienation and cultural dislocation
Unit 4	<b>Chinua Achebe: Things Fall Apart:</b> Struggle for dominance and identity crisis, introduction to the African culture
Unit 5	<b>Chinua Achebe: Things Fall Apart:</b> theme of cultural destruction, hybridity and marginalization
Unit 6	<b>Chinua Achebe: Things Fall Apart:</b> theme of gender discrimination in the novel, conflict between tradition and modernity
Unit 7	<b>Bapsi Sidhwa: The American Brat:</b> the life and achievements of the writer, the theme of male domination in society, Feroza's American experience
Unit 8	<b>Bapsi Sidhwa: The American Brat:</b> cultural assimilation of Feroza and the application of Bhabha's theory of hybridity, loss of identity of Feroza in America, cultural conflicts between Parsee culture and American culture, the character of Zareen
Unit 9	<b>Jean Rhys: Wide Sargasso Sea:</b> introduction to the writer, race, relations and prejudice, the theme of oppression of slavery
Unit 10	<b>Jean Rhys: Wide Sargasso Sea:</b> the episodes of magic and incantation in the novel, male domination and patriarchal power structure, discussion on the characters and themes
Unit 11	<b>Derek Walcott: Dream On Monkey Mountain:</b> the significance of the title of the drama, the post-colonial elements in the drama, the theme of the loss of identity
Unit 12	<b>Derek Walcott: Dream On Monkey Mountain:</b> the theme of marginalization and the application of the theory of Homi Bhabha, Makak and his confrontation with the colonial rulers, the significance of the ending of the drama
Unit 13	<b>Margaret Atwood: Surfacing:</b> the life and achievements of the writer, the significance of the title, the theme of alienation and the application of the theory of hybridity of Homi Bhabha
Unit 14	<b>Margaret Atwood: Surfacing:</b> the postcolonial elements in the novel, the theme of feminism in the novel, the role of nature in the novel, the plot structure of the novel

#### READINGS:

1. MIDNIGHT'S CHILDREN by SALMAN RUSHDIE, VINTAGE BOOKS
2. THINGS FALL APART by CHINUA ACHEBE, ANCHOR BOOKS
3. SURFACING by MARGARET ATWOOD, ANCHOR BOOKS
4. AMERICAN BRAT by BAPSI SIDHWA, MILKWEED EDITIONS
5. DREAM ON MONKEY MOUNTAIN by DEREK WALCOTT, FARRA, STRAUS
6. WIDE SARGASSO SEA by JEAN RHYS, PENGUIN CLASSICS

<b>Course Code</b>	<b>DEPOL525</b>	<b>Course Title</b>	<b>POLITICAL INSTITUTIONS IN INDIA</b>
			<b>WEIGHTAGE</b>
			<b>CA      ETE (Th.)</b>
			<b>30      70</b>

**Course Outcomes:** Through this course, the student will be able to

**CO1:** understand the leading institutions of the Indian political system and the changing nature of these institutions.

**CO2:** assess the laws pertaining to elections and analyse the electoral system of India.

**CO3:** enumerate the working of the Indian federalism in the constitutional context.

**CO4:** distinguish the powers and functions of various organs of the government.

**CO5:** discuss about various constitutional and statutory bodies of India.

**CO6:** evaluate the functioning of the local government institutions.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Indian National Movement to the Making of the Indian Constitution:</b> Definitions of Constitution, Functions of Constitution, Evolution of the Indian Constitution 1858-1935, The Company Rule (1773-1858), The Crown Rule (1858-1947)
<b>Unit-2</b>	<b>Constituent Assembly:</b> Meaning of Constituent Assembly, Evolution of the Concept of Constituent a Assembly in India, Cabinet Mission Plan and the Formation of the Constituent Assembly, Composition of the Constituent Assembly, Working of the Constituent Assembly, Objective Resolution, Gandhian Ideology, Constitution Assembly Debates, Decision Making in the Constituent Assembly
<b>Unit-3</b>	<b>Philosophy of the Constitution:</b> Key Words in the Preamble, Salient Features of the Constitution, Fundamental Rights, Directive Principles of State Policy
<b>Unit-4</b>	<b>Constitutionalism in India:</b> Democracy, Features of the Indian Democracy, Social Change, Factors of Social Change, National Unity, Separation of Powers, Basic Structure Doctrine, Evolution of Basic Structure Doctrine, Procedure of Amendment
<b>Unit-5</b>	<b>Union executive:</b> President, Powers and Functions of the President, Prime Minister, Council of Ministers
<b>Unit-6</b>	<b>Union Parliament:</b> Composition of the Parliament, Officials of Rajya Sabha, Sessions of Parliament, Functions of Parliament, Parliamentary Committees
<b>Unit-7</b>	<b>Judiciary Part-I:</b> Supreme Court: Jurisdiction and Powers, High Court: Jurisdiction and Powers
<b>Unit-8</b>	<b>Judiciary part -II:</b> Judicial Review, Judicial Activism, Judicial Restraint, Judicial Reform
<b>Unit-9</b>	<b>State executive:</b> Governor, Powers and Functions of Governor, Position and Role of the Governor, Chief Minister, Powers and Functions of Chief Minister, Council of Ministers
<b>Unit-10</b>	<b>State Legislature:</b> Composition of Two Houses, Duration of Two Houses, Membership of State Legislature, Presiding Officer, Sessions of State Legislature, Powers and Functions of the State Legislature, Position of legislative council, Privileges of State Legislature
<b>Unit-11</b>	<b>Federalism in India:</b> Nature and Scope, Centre-State Relations, Federalism with a Strong Central Government, Role of Intergovernmental Coordination Mechanisms in Indian Federalism
<b>Unit-12</b>	<b>Electoral Process and Election Commission of India:</b> Election Commission, Electoral Reforms, Issues in Electoral Politics in India, Electoral Reforms Undertaken, Functioning and Reforms of the Local Government Institutions
<b>Unit-13</b>	<b>Constitutional and Statutory Bodies Part -I:</b> Comptroller and Auditor General: Duties and Powers, National Commission for Scheduled Castes: Evolution and Functions, National Commission for Scheduled Tribes: Function and Reports
<b>Unit-14</b>	<b>Constitutional and Statutory Bodies Part -II:</b> National Commission for Human Rights, National Commission for Women, National Commission for Minorities

**READINGS:**

1. INDIAN GOVERNMENT AND POLITICS by BIDYUT CHAKRABARTY, RAJENDRA KUMAR PANDEY, SAGE PUBLICATIONS.
2. THE INDIAN CONSTITUTION: CORNERSTONE OF A NATION by AUSTIN GRANVILLE.

<b>Course Code</b>	<b>DEPOL527</b>	<b>Course Title</b>	<b>PUBLIC POLICY AND GOVERNANCE IN INDIA</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**CO1:** understand the nature and scope of public policy and administration in India.

**CO2:** assess the major problems and complexities in India's governance system.

**CO3:** appreciate the methodological pluralism and synthesizing nature of knowledge in public policy and administration.

**CO4:** analyse the changing dimensions and patterns in India's public governance and administrative processes.

**CO5:** evaluate the role of non-state actors and civil society in India's public governance system.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Public Policy and Administration in India:</b> Meaning and Concept of Public Policy; Meaning, Evolution, Scope and Importance of Public Administration; Public Policy & Public Administration in India, Evolution of Indian Administration
<b>Unit-2</b>	<b>Public and Private Administration:</b> Approaches, System Theory, Organization Theory, Decision Making Theory,
<b>Unit-3</b>	<b>Public Administration Theories and Concepts:</b> Meaning, Ecological Approach
<b>Unit-4</b>	<b>Scientific Management Theory,</b> Rational Choice theory, New Public Administration, Development Administration
<b>Unit-5</b>	<b>Comparative Public Administration in India:</b> Comparative Public Administration in India
<b>Unit-6</b>	<b>New Public Management:</b> Themes, Significance, Consequences, Good Governance
<b>Unit-7</b>	<b>Changing Nature of Public Administration:</b> Case of Bureaucracy, Characteristics of Bureaucracy, Impact of Globalization
<b>Unit-8</b>	<b>Theories and Principles of Organisation and its Operations in India:</b> Principles of Organisation, Theories of Organisation: Classical, Neo-classical & Modern Bureaucratic Theory, Human Relations Theory
<b>Unit-9</b>	<b>Managing the Organization:</b> Theories of Leadership, Types of Theories of Leadership, Trait Theory, Behavioural Theory, Theories of Motivation
<b>Unit-10</b>	<b>Organisational Communication:</b> Theories and Principles, Theory X & Theory Y, Functioning in India and its impacts
<b>Unit-11</b>	<b>Chester Bernard:</b> Principles of Communication, Information Management in the Organization
<b>Unit-12</b>	<b>Conflict in the Organization:</b> Factors influencing conflict, Views of Mary Parker Follett, Views of Peter Drucker
<b>Unit-13</b>	<b>Public Policy and Governance in India:</b> Types of Public Policy, Stages, Basis of Policy-Making
<b>Unit-14</b>	<b>Public Policy Issues and Challenges in India:</b> Constraints in Policy Implementation

#### **READINGS:**

1. INTRODUCTION TO THE STUDY OF PUBLIC ADMINISTRATION by SHAFRITZ, J.M. AND HYDE, WADSWORTH
2. PUBLIC ADMINISTRATION IN INDIA by STERLING PUBLICATIONS, STRELING

PUBLICATIONS.

<b>Course Code</b>	<b>DESOC515</b>	<b>Course Title</b>	<b>FUNDAMENTALS OF SOCIOLOGY</b>
			<b>WEIGHTAGE</b>
			<b>CA</b>
			<b>ETE (Th.)</b>
			<b>30</b>
			<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**CO1:** articulate all the methodical concepts to understand the social system and function.

**CO2:** collect information regarding various social units in terms of structural and functional analysis.

**CO3:** examine structural and functional significance of social institution.

**CO4:** innovate ideas to create pathways for the social problems.

**CO5:** apply theoretical understanding in the process of social change and mobilization.

**CO6:** analyse the process of social exclusion and inclusion in terms of policy making and development program.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Introduction to Sociology:</b> Definition, Nature and Importance, Relation of Sociology with other social sciences-Economics, History, Political Science, Psychology and Social Anthropology
<b>Unit-2</b>	<b>Sociology and other Social Studies:</b> Branches of Sociology-Industrial Sociology, Political Sociology, Sociology of Family, Sociology of Education, Medical Sociology, Urban and Rural Sociology
<b>Unit-3</b>	<b>Sociological Imagination:</b> Development of Sociology as a Social Science and Sociological Prospective
<b>Unit-4</b>	<b>Basic Concepts:</b> Society, Community, Association and Institution –Social Groups, Social Structure and function, Role and Status, Social Stratification and Mobility, Social Control, Social process and Social Change.
<b>Unit-5</b>	<b>Sociology of Culture:</b> Culture and Socialization Definition-Features, Elements, Types, Cultural Relativity, Ethnocentrism, Cultural lag, Cultural System & sub-system, cultural change.
<b>Unit-6</b>	<b>Social Institutions:</b> Marriage, Family, Kinship, Religious Institutions, Economic Institution, Educational Institution and Political Institutions
<b>Unit-7</b>	<b>Indian Social Institutions (I):</b> Caste System, Jajmani System, Major religious practices
<b>Unit-8</b>	<b>Indian Social Institutions (II):</b> Indian Agriculture: farmers movements, Primary education, Mid-day meal, privatization of higher education, Research and development
<b>Unit-9</b>	<b>Social Problems (I):</b> Definition, Nature, Cause, Proposals, Legal and Constitutional measures in controlling social problems.
<b>Unit-10</b>	<b>Social Problems (II):</b> Family Disorganisation, Problem of Child Labour, Problem of Aged, Gender issues and Gender problems,
<b>Unit-11</b>	<b>Social Problems (III):</b> Communal Riots, corruption, terrorism, Alcoholism and Drug Addiction, problem of Unemployment, untouchability, population problem, Rural and Urban Problems, Nepotism
<b>Unit-12</b>	<b>Social Change:</b> Meaning Definition, Nature and Importance, Types of Social Change
<b>Unit-13</b>	<b>Social Movement:</b> Peasant movement, Dalit Movement, Backward Classes movement, Social Reform Movement
<b>Unit-14</b>	<b>Social Inclusion and Exclusion:</b> Meaning-Nature-issues and problems of Social Inclusion/Exclusion among Scheduled Caste and Class-Scheduled Tribes, Neo Buddhist movement, Women empowerment

**READINGS:**

1. SOCIOLOGY: PRINCIPLES OF SOCIOLOGY WITH AN INTRODUCTION TO SOCIAL THOUGHTS by RAO C.N. SHANKAR. S CHAND.
2. FUNDAMENTALS OF SOCIOLOGY by VIDYA BHUSHAN, PEARSON EDUCATION.
3. FUNDAMENTALS OF SOCIOLOGY by GISBERT P. ORIENT BLACK SWAN, THIRD EDITION (2010).
4. FUNDAMENTALS OF SOCIOLOGY by RAJENDRA KUMAR SHARMA, ATLANTIC.1<sup>ST</sup> EDITION (2013).

<b>Course Code</b>	<b>DESOC506</b>	<b>Course Title</b>	<b>GLOBALIZATION AND SOCIETY</b>	
			<b>WEIGHTAGE</b>	
			<b>CA</b>	<b>ETE (Th.)</b>
			<b>30</b>	<b>70</b>

**Course Outcomes:** Through this course, the student will be able to

**C01:** understand the concept and evolution of globalization.

**C02:** analyze the impact of globalization on Indian society and economy.

**C03:** evaluate globalization's influence on culture and communication.

**C04:** examine economic transformations in a globalized world.

**C05:** critically assess globalization's environmental and social challenges.

**C06:** predict the future of globalization and India's role in it.

<b>Unit No.</b>	<b>Content</b>
<b>Unit-1</b>	<b>Introduction to globalization:</b> concept, history of globalization
<b>Unit-2</b>	<b>Dimensions of globalization (i):</b> social, cultural, political
<b>Unit-3</b>	<b>Dimensions of globalization (ii):</b> Economic and ecological dimension
<b>Unit-4</b>	<b>Globalization in India:</b> Perspectives, Globalization and reforms in India, Impact of Globalization on women and poor
<b>Unit-5</b>	<b>Globalization in society:</b> Family, marriage, relationship
<b>Unit-6</b>	<b>Globalization in Culture:</b> Language and communication, Social Structure
<b>Unit-7</b>	<b>Globalization in education:</b> Learning, Access to education, Technological gap
<b>Unit-8</b>	<b>Globalization in economy:</b> Globalization of Indian banks with WTO regime
<b>Unit-9</b>	<b>Business Process Outsourcing (BPO):</b> an emerging trend in India
<b>Unit-10</b>	<b>Micro finance, Economic liberalization:</b> free market policy
<b>Unit-11</b>	<b>Globalization in the environment:</b> Tourism, Pollution, Global warming
<b>Unit-12</b>	<b>Global crises:</b> globalization as an inevitable process, The East Asia crises
<b>Unit-13</b>	<b>Globalization in Indian society:</b> Indian economy after globalization, Impact of globalization on Indian Agrarian class structure and culture, towards an Alternative view and vision
<b>Unit-14</b>	<b>Future of globalization:</b> future of globalization, Broken promises of global institution

#### **READINGS:**

1. GLOBALIZATION IN INDIA: NEW FRONTIERS AND EMERGING CHALLENGES by S.K. PRAMANIK, R GANGULY, PHI LEARNING PVT LTD.
2. GLOBALIZATION AND INDIAN SOCIETY by BABITA AGARWAL, ANIL AGARWAL, AP PUBLISHER
3. GLOBALIZATION: A VERY SHORT INTRODUCTION by MANFRED B. STEGER, OXFORD UNIVERSITY PRESS